THE UNITED REPUBLIC OF TANZANIA

PRIME MINISTER'S OFFICE

REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

THE FIVE-YEAR STRATEGIC PLAN FOR RUKWA REGIONAL SECRETARIAT 2026/27 - 2030/2031

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EXECUTIVE SUMMARY

The Regional Administration Act No. 19 of 1997 establishes Regional Secretariats and mandates them to provide advisory, coordination, and supervisory services to Local Government Authorities (LGAs). In contrast, LGAs are tasked with delivering social and economic development services directly to communities. This framework is designed to devolve power and authority from the Central Government to the grassroots level, promoting participatory governance and enhancing democracy through the Decentralization by Devolution (D by D) policy. The approach seeks to empower local communities, improve service delivery, and strengthen accountability within the public sector.

Rukwa Region is administered by the Regional Commissioner (RC), who is supported by the Regional Administrative Secretary (RAS). At the Regionlevel, administration is led by RegionCommissioners (DCs), each assisted by a RegionAdministrative Secretary and Divisional Secretaries. The RAS is further supported by Assistant Administrative Secretaries and other professional staff, whose role is to reinforce and promote an effective and responsive Local Government system. This hierarchical structure ensures coordination between the regional and Regionlevels, enabling policy guidance, supervision, and technical support to LGAs in the implementation of development initiatives.

The Rukwa Regional Secretariat Strategic Plan is informed by a comprehensive Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis. It builds on achievements from previous initiatives while addressing gaps and challenges identified during self-assessment exercises. The plan provides a roadmap for improving governance, service delivery, and resource management across the region.

In line with the Secretariat's mandate and the insights gained from the SWOC analysis, nine strategic objectives have been identified to guide planning and implementation over the next three years. These objectives are designed to strengthen institutional capacity, enhance coordination with LGAs, promote sustainable development, and ensure that the Secretariat effectively fulfills its advisory and supervisory role while supporting socio-economic development across Rukwa Region. The objectives are: -

A: Services improved and HIV/AIDS infection reduced;

B: Implementation of the National Anti-corruption strategy enhanced and sustained;

C: Coordination and advisory services to RS, 4 LGA's and other stakeholders improved;

D: Regional Secretariat internal capacity to undertake mandated and functions strengthened;

E: Regional ICT Communication Infrastructure as well as Land Use Planning Improved;

F: Social-economic services delivery in the region improved;

G: Emergence preparedness and disaster management improved;

H: Good governance and administrative services in the region enhanced;
X: Management of environment and ecosystems enhanced and sustained and
Y: Multi-sectoral nutritional services improved.

Building on the objectives outlined above, this Strategic Plan identifies prioritizes critical issues that require focused attention, strategic interventions, and coordinated action to enhance governance, improve service delivery, strengthen institutional capacity, and promote sustainable socio-economic development across Rukwa Region. Critical issues to be addressed in this strategic plan include the following: -

i) Understaffing due to restriction posed in manning levels requirement
ii) Prevalence of HIV/AIDS, measles and COVID 19 pandemic
iii) Sustainability of implementation of National Anti-Corruption strategy
iv) Presence of maternal death and stunting
v) Effective natural resources, economic and production management and sustainability measures
vi) Structural and Legal weaknesses to enable advisory services to be effective between RS, LGAs and MDAs.
vii) Continue effort to improve access to social-economic and cultural services
viii) Inadequate funding of cross cutting issues
ix) Insufficient funds for carrying out RS initiatives including motivating and rewarding of staff
x) Regional Secretariat not equipped with sufficient working tools to re-engineer work processes
xi) Continue the enhancement of e-Governance
xii) Strengthen coordination of government Agents such as TARURA, RUWASA, TFS and LGAs
xiii) Strengthen stakeholder's engagement
xiv) Promote good governance practices at RS & 4 LGAs
xv) Improve business process and environment to attract investment both local and foreign

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ABBREVIATIONS

D by D	-	Decentralization by Devolution
DC	-	District Commissioner
GDP	-	Gross Domestic Product
HIV/AIDS	-	Human Immunodeficiency Virus infection/acquired immunodeficiency syndrome
ICT	-	Information Communication Technology
LGA's	-	Local Government Authorities
MoFP	-	Ministry of Finance and Planning
NIC	-	National Insurance Corporation
PMO- RALG	-	Prime Minister's Office Regional Administration and Local Government
RAS	-	Regional Administrative Secretary
RC	-	Regional Commissioner
RCC	-	Regional Consultative Committee
RS	-	Regional Secretariat
MDAs	-	Ministries, Departments and Agencies
SWOC	-	Strengths, Weaknesses, Opportunities and Challenges Analysis
CAG	-	Controller and Auditor General
SDG	-	Sustainable Development Goals
CCM	-	Chama Cha Mapinduzi
MOFP	-	Ministry of Finance and Planning
MTEF	-	Medium-Term Expenditure Framework
RRS-SP	-	Rukwa Regional Secretariat Strategic Plan
TANESCO	-	Tanzania Electric Supply Company Limited
NGOs	-	Non-Governmental Organization
FBOs/CBOs	-	Faith-Based and Community-Based Organization
TARURA	-	TANZANIA RURAL AND URBAN ROADS AGENCY
TANROADS	-	Tanzania National Roads Agency
REA	-	Rural Energy Agency

STATEMENT OF THE REGIONAL COMMISSIONER

Rukwa Region was established in 1975 by President Julius Kambarage Nyerere under the authority of the "*Regional and District Authorities Act, 1972 (Act No. 19 of 1972)".* This Act empowered the President of the United Republic of Tanzania to create, alter, or abolish regions and districts through Presidential Orders and Government Notices published in the Government Gazette. Acting under this legal mandate, the President created Rukwa Region by Presidential proclamation, which reorganized administrative boundaries by combining Mpanda District from the former Tabora Region and Sumbawanga District from the former Mbeya Region. This proclamation marked the official establishment of Rukwa as a distinct administrative region well before the enactment of the Regions and Districts (Establishment Procedure) Act of 1994. Subsequent administrative developments included the creation of Nkasi District in 1984 and the 2012 reorganization that led to the formation of Katavi Region and the transfer of Mpanda District from Rukwa.

Rukwa is one of Tanzania's 31 administrative regions and covers an area of approximately 27,765 square kilometers, comparable in size to the country of Haiti. It is bordered by Katavi Region to the North, Songwe Region to the East, the Republic of Zambia to the South, and Lake Tanganyika to the West, which also serves as part of Tanzania's international boundary with the Democratic Republic of the Congo. The Regional Headquarters is Sumbawanga Municipality. According to the 2022 National Population and Housing Census, Rukwa Region had a population of 1,540,519 people. Population growth has been influenced both by natural increase and by migration, with approximately one quarter of residents originating from other regions of Tanzania in search of agricultural and pastoral opportunities. The indigenous population is composed mainly of the Fipa people, alongside the Mambwe, Lungu, Nyiha, and Lyangalile communities, with the Fipa historically being the dominant and original inhabitants.

The historical identity of Rukwa is closely tied to the Fipa people and the Lake Rukwa basin. Traditionally, the Fipa relied on subsistence agriculture, livestock keeping, and fishing, particularly in Lake Rukwa, an area long known for its large crocodile population. The region's environment and landforms are shaped by its location within the Rukwa Rift Basin, part of the East African Rift System. This basin has experienced multiple phases of tectonic activity since the Karoo and Late Cenozoic periods, giving rise to distinct features such as the Ufipa Plateau and the low-lying Rukwa Valley. During the late nineteenth century, the region fell under German colonial rule, during

which military and administrative installations, including the Bismarckburg Fort near Lake Tanganyika, were constructed to consolidate control. Following independence, the region continued to evolve administratively and socially, adapting its governance structures to changing demographic and economic conditions.

Rukwa is predominantly an agrarian region, with agriculture accounting for about 80 percent of household income. The main food crops grown include maize, paddy, beans, wheat, millet, and cassava, while sunflower, sesame, groundnuts, barley, and various vegetables serve as important cash crops. Agricultural production is largely dominated by smallholder farmers cultivating between 0.5 and 2 hectares, who account for approximately 68 percent of the cultivated land. Although farming remains largely rain-fed and not fully mechanized, the region consistently produces surpluses of major crops such as maize, paddy, cassava, sunflower, and sesame. Rukwa has an estimated irrigation potential of 72,915 hectares, yet only about 5,768 hectares, equivalent to 7.9 percent, are currently under irrigation. Of the 25 identified irrigation scheme sites, nine have been developed with modern irrigation infrastructure, while the remainder depend on traditional systems.

Livestock production is another key pillar of the regional economy, contributing roughly 20 percent of Rukwa's gross domestic product. Indigenous farming households typically keep an average of 12 cattle, while migrating agro-pastoralists from regions such as Tabora, Shinyanga, and Mwanza often maintain herds ranging from 100 to 300 cattle per household. The total cattle population in the region is estimated at 446,746, presenting opportunities for investment in livestock product processing and value addition. Rukwa hosts two beef ranches, located in Nkundi and Kalambo, and one dairy farm in Malonje, within Sumbawanga Municipality. Despite this infrastructure, improved dairy breeds remain limited, and dairy animals account for only a small proportion of the national total.

Fishing plays an important economic role, particularly in Nkasi District, which accounts for approximately 99 percent of the region's fish production. Between 1997 and 2002, total fish production in the region reached about 102,260 tons, with an estimated value of TZS 3.45 billion. Fish species commonly found include sardines, tilapia, Nile perch, mudfish, and various ornamental species. Small-scale crocodile farming is also practiced in communities near Lake Rukwa. The presence of Lake Tanganyika, Lake Rukwa, and several smaller lakes and rivers supports fisheries, transport, and household livelihoods across the region.

Transport infrastructure in Rukwa comprises approximately 2,512 kilometers of roads, of which only a small portion is paved, while the majority consist of maintained earth roads. Trunk and regional roads are managed by TANROADS, while local government authorities are responsible for district and feeder roads. Marine transport is particularly important along the shores of Lake Tanganyika and Lake Rukwa, facilitating the movement of people and goods within the region and linking Rukwa to neighboring regions and countries, including Zambia, the Democratic Republic of the Congo, and Burundi. The region has one public airport located in Sumbawanga Municipality and four private airstrips, with limited commercial air services. Access to electricity and safe water remains constrained, especially in rural areas, with only a small percentage of households connected to the national power grid, although expansion efforts are underway through rural electrification programs.

Rukwa Region is endowed with diverse natural resources and tourist attractions, many of which remain underdeveloped. These include Kalambo Falls, the shores of Lake Tanganyika and Lake Rukwa, the hot springs at Kizombwe, forest reserves such as Mbizi, historical sites including the Old Bismarck Fort at Kasanga, and protected areas such as the Lwafi and Uwanda game reserves. Forest cover is dominated by Miombo woodlands, which provide both ecological services and commercially valuable timber species. The region also contains mineral resources, including gemstones and coal deposits, though there are currently no large-scale mining operations in place.

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CHARLES MAKONGORO NYERERE
REGIONAL COMMISSIONER
RUKWA

FOREWORD

It is my great pleasure to present the Strategic Plan (SP) of the Rukwa Regional Secretariat (RRS) for the period 2026/2027–2030/2031. This Strategic Plan articulates the scope, strategic direction, priorities, and performance targets that will guide the operations of the Regional Secretariat over the next four years. It serves as a comprehensive framework for translating national and regional development aspirations into concrete actions aimed at improving service delivery and socio-economic outcomes for the people of Rukwa Region. Strategic planning is widely recognized as a cornerstone of good governance, responsive leadership, and effective management of limited public resources, and this plan has been developed with these principles firmly in mind. It therefore provides a clear roadmap for advancing the vision, mission, and core mandates of the Rukwa Regional Secretariat in a structured, coordinated, and results-oriented manner.

The Strategic Plan is anchored in national development priorities and policy frameworks to ensure coherence and alignment with the broader development agenda of the United Republic of Tanzania. In particular, the Region remains firmly committed to the implementation of the Third National Five-Year Development Plan (FYDP III) as articulated in the Tanzania Development Vision 2025, the National Planning Framework, relevant sector policies, and the Sustainable Development Goals (SDGs) 2030. The Plan also draws guidance from the Ruling Party Election Manifesto for the period 2025–2030, which emphasizes inclusive growth, improved service delivery, and sustainable socio-economic transformation. By aligning regional priorities with these frameworks, the Strategic Plan seeks to enhance policy consistency, optimize resource utilization, and strengthen accountability in the delivery of development interventions.

In addition, this Strategic Plan is designed to operationalize key directives and policy guidance issued by the Government of the United Republic of Tanzania, particularly those articulated by Her Excellency Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania, during her address to the 13th Parliament on 14 November 2025 in Dodoma. In her speech, the President underscored the importance of national reconciliation and unity while reaffirming the Government's unwavering commitment to long-term development priorities. These priorities include promoting sustainable economic growth, expanding access to quality social services, strengthening infrastructure, enhancing agricultural productivity, fostering industrial development, and investing in human capital as a driver of national transformation. The Strategic Plan of the Rukwa Regional Secretariat integrates these priorities and translates them into region-specific strategies and interventions that respond to local needs and opportunities.

Furthermore, the Strategic Plan is informed by the broader policy direction of the Government led by Chama Cha Mapinduzi, which seeks to advance socio-economic development guided by the National Development Vision 2050, the Third Five-Year National Development Plan, and other long-term development frameworks. Within this context, the Rukwa Regional Secretariat will focus on strengthening coordination and supervision of Local Government Authorities (LGAs), enhancing institutional capacity, improving public service delivery, and promoting inclusive and sustainable development across all districts of the region. Emphasis will be placed on ensuring that development initiatives are people-centered, equitable, and environmentally sustainable.

The formulation of this Strategic Plan was highly participatory, incorporating views, priorities, and recommendations from a wide range of stakeholders through consultative meetings and engagement processes. These stakeholders included central government institutions, LGAs, development partners, the private sector, civil society organizations, and community representatives. This inclusive approach has ensured that the Plan is realistic, responsive, and reflective of the aspirations and expectations of those it is intended to serve. I am confident that the issues and strategic interventions outlined in this Plan adequately address key development challenges in the region and position Rukwa to achieve improved performance and service delivery outcomes.

As we embark on the implementation phase of this Strategic Plan, I call upon all staff of the Rukwa Regional Secretariat to demonstrate full commitment, professionalism, and a strong sense of ownership. Successful implementation will require close collaboration with LGAs, central government institutions, development partners, the private sector, and other critical stakeholders. I therefore urge all stakeholders to work together as a unified team, guided by shared goals and mutual accountability, to translate this Strategic Plan into tangible and lasting development results for the people of Rukwa Region.

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MSALIKA ROBERT MAKUNGU

REGIONAL ADMINISTRATIVE SECRETARY

RUKWA

ACKNOWLEDGEMENTS

It is with immense gratitude and appreciation that I acknowledge all those who contributed to the development of the Rukwa Regional Secretariat Strategic Plan (SP) 2026/27–2030/2031. The successful formulation of this Strategic Plan would not have been possible without the generous collaboration, guidance, and commitment of a wide array of individuals, institutions, and stakeholders, all of whom played an invaluable role in shaping a comprehensive, realistic, and actionable framework for the development of Rukwa Region. I take this opportunity to sincerely thank the Government of the United Republic of Tanzania for providing the overall policy guidance, resources, and institutional support that made this Strategic Plan possible. The leadership, direction, and continued encouragement from central government institutions were instrumental in ensuring that the Strategic Plan aligns with national development priorities, including the Third National Five-Year Development Plan (FYDP III), Tanzania Development Vision 2025, and other sector policies.

I am also profoundly grateful to all employees of the Rukwa Regional Secretariat, numerous non-governmental organizations (NGOs) working in Rukwa Region for their collaborative spirit, technical input, and commitment to the welfare of local communities. Their extensive field experience, data contributions, and insights into grassroots needs were essential in ensuring that the Strategic Plan addresses critical socio-economic, environmental, and developmental challenges. In addition, special thanks go to the semi-autonomous government departments that operate within the region, including TANESCO, TARURA, TANROADS, REA, and the Water and Sewerage Authorities, for their technical support, sectoral expertise, and continuous engagement in planning processes. Their contributions have ensured that the Strategic Plan reflects practical, implementable strategies for infrastructure development, energy provision, transport, and water resource management. I also extend my appreciation to development partners, funders, and other stakeholders whose support, whether technical, financial, or advisory, has been indispensable to the production of this Plan. Furthermore, I wish to acknowledge the technical support provided by Moshi Cooperative University, whose expertise in strategic planning, data analysis, and capacity building greatly strengthened the quality, credibility, and analytical rigor of this Strategic Plan.

Within the Rukwa Regional Secretariat, I wish to acknowledge the leadership of the Regional Commissioner, the RS Management Team, and all RS staff for their unwavering commitment, active participation, and professional guidance throughout the preparation of this third Strategic Plan. Their dedication, teamwork, and relentless efforts to facilitate consultations, coordinate data collection, and integrate stakeholder feedback ensured that the Plan reflects both regional aspirations and national priorities. I also extend special thanks to the Secretariat, particularly

the Planning and Coordination Section led by the Assistant Administrative Secretary, which spearheaded the preparation, coordination, and presentation of stakeholders' views. Their tireless work, meticulous attention to detail, and professional expertise were crucial to the successful completion of this Strategic Plan.

Similarly, I recognize and thank all Rukwa Region stakeholders, including central government ministries, local government authorities (LGAs), government institutions and agencies at the regional level, private sector actors, community representatives, and all individuals who participated in consultations. Their patience, collaboration, and continued interest ensured that the Strategic Plan is inclusive, comprehensive, and responsive to the needs of the people. I thank them all wholeheartedly for their contributions, dedication, and unwavering support. It is my delight to have worked alongside such committed partners, and I look forward to continuing this partnership to champion sustainable development, improved service delivery, and the overall well-being of the people of Rukwa Region and Tanzania at large. This collective effort reflects the power of collaboration and shared vision, and it is my sincere hope that this Strategic Plan will serve as a guiding framework for effective implementation, monitoring, and evaluation, ultimately contributing to the sustainable growth and prosperity of Rukwa Region and the nation as a whole.

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND INFORMATION

The Regional Administration Act No. 19 of 1997 provides the legal foundation for the establishment of Regional Secretariats (RS) and mandates them to provide advisory, coordination, and supervisory services to Local Government Authorities (LGAs). While LGAs are primarily responsible for delivering social and economic development services directly to local communities, the RS plays a critical role in ensuring effective governance, maintaining peace and security, and representing the Central Government at the regional level. This chapter outlines the approach employed in developing the Rukwa Regional Secretariat Strategic Plan (SP) and presents an overview of the regional profile. The Strategic Plan has been carefully anchored in national development priorities, policy frameworks, and planning guidelines to ensure alignment with the broader development agenda of the United Republic of Tanzania. This ensures that the Plan is both context-specific and consistent with national socio-economic objectives, providing a coherent roadmap for sustainable regional development.

1.2 Approach adopted

The development of this Strategic Plan followed a participatory and inclusive approach, engaging Regional Secretariat (RS) staff, management, and all relevant stakeholders within Rukwa Region. The process began with an extensive review of existing government documents, including the Medium-Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania, Tanzania Development Vision 2050, the National Five-Year Development Plan 2021/2022–2025/2026 (FYDP III), the Ruling Party Election Manifesto 2025–2030, and other national policies and planning frameworks. Data and insights were collected through multiple participatory methods, including online surveys, focus group discussions, and stakeholder workshops, which allowed for the inclusion of diverse perspectives. The draft Strategic Plan was first presented during a consultative meeting, where stakeholder feedback was incorporated. The final draft was subsequently submitted to the Regional Consultative Committee (RCC) for review, deliberation, and formal approval. This approach ensured that the plan is evidence-based, inclusive, and aligned with national and regional development priorities.

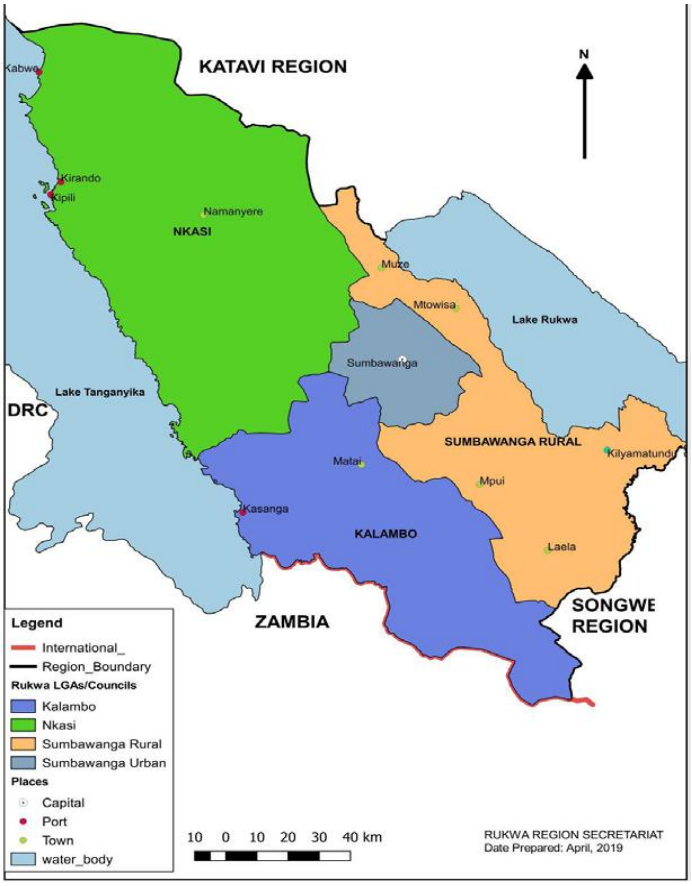
1.3 RUKWA REGION PROFILE

1.3.1 Geographic Location

Rukwa Region is situated in the south-western part of Tanzania, lying between latitudes 5°S and 9°S and longitudes 30°E and 33°E. It shares international borders with Zambia to the southwest and the Democratic Republic of Congo (DRC) to the west across Lake Tanganyika. Domestically, it is bordered by Katavi Region to the north and Songwe Region to the southeast. The region's strategic location, with access to major lakes and neighboring countries, enhances its potential for trade, cross-border cooperation, and regional development, as illustrated in

Figure 1.

Figure 1: Administrative Map of Rukwa Region



1.3.2 Land area and administrative units

Rukwa region has a total surface area of 27,765 km^2 out of which 21,160 km^2 equivalent to 76.21% is land and the remaining 6,605 km^2 corresponding to 23.79% is covered with water bodies. The Region is divided into three (3) Districts namely Kalambo, Nkasi and Sumbawanga comprising four (4) Councils that is Sumbawanga Municipal Council, Sumbawanga District Council, Kalambo District Council and Nkasi District Council. Moreover, Rukwa Region is further subdivided into 5 Constituencies, 16 Divisions, 97 Wards, 339 Villages, 165 Mitaa and 1,817 hamlets as described in Table 1.

Table 1: Land area and Administrative Units in Rukwa Region

District	Local Government Authority	Constituencies	Land Area	Divisions	Wards	Villages	Hamlet	Streets
Sumbawanga	Sumbawanga MC	1	1,329	2	19	24	176	165
	Sumbawanga DC	1	8,871	4	27	114	494	0
Nkasi	Nkasi DC	2	13,124	5	28	90	725	0
Kalambo	Kalambo DC	1	4,441	5	23	111	422	0
Total		**5**	**27,765**	**16**	**97**	**339**	**1,817**	**165**

Source: Rukwa Regional Commissioner's Office, 2022

1.3.3 Climate and topography

The Region experiences a tropical climate with mean temperatures ranging from about 13°C in some areas during the cooler months of June and July to approximately 27°C in the hottest period from October to December. Rainfall follows a reliable unimodal pattern, averaging between 800 and 1,300 mm per annum, and occurs mainly from November to May. The dry season follows the rainy period and typically extends through October. Vegetation is dominated by Miombo woodlands, particularly in Sumbawanga and Nkasi districts, where commercially valuable timber species such as Mninga (*Pterocarpus angolensis*) and Mputu are found. Topographically, the Region comprises flat plains in the Rukwa Valley, steep hills and gentle plateaus along Lake Tanganyika, and moderately sloping hills across the Ufipa Plateau. Elevation ranges from 773 meters at Lake Tanganyika to 2,461 meters at Malonje. Soils are mainly ferralitic, sandy, and shallow clayey types.

1.3.4 Population Size and Growth

According to the 2022 National Population and Housing Census, Rukwa Region had a total population of 1,540,519 people, comprising 743,119 males and 797,400 females. The Region records a relatively high annual population growth rate of 4.3 percent, with an average household size of 4.7 persons, indicating sustained demographic growth and increasing demand for social and economic services.

1.3.5 Ethnicity and culture

The region is predominantly inhabited by the Fipa, Mambwe, Lungu, and Nyamwanga tribes. In recent years, however, favorable environmental conditions have attracted people from diverse ethnic backgrounds and origins, who have migrated to the area in search of pasture and fertile agricultural land. Notable among these groups are the Sukuma, whose presence has increased significantly. As a result, the region has become more ethnically diverse and culturally dynamic. The major languages spoken include Swahili, Fipa, Mambwe, Lungu, Nyamwanga, as well as other vernacular languages specific to individual tribes. Swahili and English serve as the official languages and are widely used in administration, education, and inter-ethnic communication.

1.4 ECONOMIC DEVELOPMENT

1.4.1 Regional GDP and per capital income

In monetary terms, Rukwa Region's Gross Domestic Product (GDP) at current prices is estimated at Tshs 4.5 trillion, according to the National Bureau of Statistics (NBS, 2024), contributing approximately 6.1 percent to the national GDP. The Region's per capita income stands at Tshs 2,565,115.00, reflecting its growing economic potential and income generation capacity.

1.4.2 Agriculture Sector

Rukwa Region possesses substantial arable land, representing a critical resource for agricultural production, food security, and economic development. Table 2 presents the distribution of total arable land, cultivated land, and idle land across the region's councils. Sumbawanga DC has 610,700 ha, of which 208,159.7 ha is cultivated and 402,540.3 ha remains idle. Sumbawanga MC has 82,600 ha, with 60,463 ha in use and 22,137 ha idle. Kalambo DC's 316,900 ha includes 169,450.3 ha cultivated and 147,449.7 ha unused, while Nkasi DC's 644,000 ha has 165,685.6 ha under cultivation and 478,314.4 ha idle. These figures highlight significant potential for agricultural expansion and investment.

Table 2: Availability of Arable Land in Rukwa Region

Council	Total Arable Land (ha)	Total arable land used (ha)	Idle land (ha)
Sumbawanga DC	610,700	208,159.7	402,540.3
Sumbawanga MC	82,600	60,463	22,137
Kalambo DC	316,900	169,450.3	147,449.7
Nkasi DC	644,000	165,685.6	478,314.4

1.4.3 Livestock Sector

Rukwa Region possesses substantial arable land, representing a critical resource for agricultural production, food security, and economic development. Table X presents the distribution of total arable land, cultivated land, and idle land across the region's councils. Sumbawanga DC has 610,700 ha, of which 208,159.7 ha is cultivated and 402,540.3 ha remains idle. Sumbawanga MC has 82,600 ha, with 60,463 ha in use and 22,137 ha idle. Kalambo DC's 316,900 ha includes 169,450.3 ha cultivated and 147,449.7 ha unused, while Nkasi DC's 644,000 ha has 165,685.6 ha under cultivation and 478,314.4 ha idle. These figures highlight significant potential for agricultural expansion and investment.

Table 3: Distribution of Livestock in Rukwa Region

Council	Cattles	Goats	Sheep	Pigs	Donkeys	Chickens	Dogs
Sumbawanga DC	242,327	91,266	16,723	14,382	4,759	264,278	14,155
Sumbawanga MC	36,417	19,265	1,085	13,010	928	475,835	8,199
Kalambo DC	155,010	38,475	8,355	7,442	2,795	177,683	6,714
Nkasi DC	257,504	47,794	29,834	4,011	3,161	318,484	10,409

1.4.4 Fisheries Sector

Fisheries are a vital component of Rukwa Region's economy, providing food security, employment, and income for local communities. Table 4 below presents the major water bodies, their area coverage, and the types of fish found across the region's councils. Sumbawanga DC benefits from Lake Rukwa, covering 668 km², with tilapia and catfish as the main species. Kalambo DC and Nkasi DC share Lake Tanganyika, spanning 5.04 km² and 3,749 km² respectively, supporting diverse fish species including sardines, tilapia, Nile perch, Lake Tanganyika "English fish" (local cichlids), migebuka (Luciolates or local small cichlids), and various ornamental fish species. Sumbawanga MC has no significant water bodies for commercial fisheries, highlighting regional variation in fisheries resources.

Table 4: Distribution of Fish and Water Bodies in Rukwa Region

Council	Water Bodies	Square kilometers equivalent to percent	Types of fish found
Sumbawanga DC	Lake Rukwa	668	Tilapia, catfish
Sumbawanga MC	-	-	-
Kalambo DC	Lake Tanganyika	5,04	Sardines, Tilapia, Nile perch, English fish, luciolates strapessil (migebuka), catfish
Nkasi DC	Lake Tanganyika	3,749	Sardines, Tilapia, Nile perch, English fish, luciolates strapessil (migebuka), various ornamental fish species

1.4.5 Natural Resources Sector

Rukwa Region is richly endowed with diverse natural resources that underpin economic development, livelihoods, and environmental sustainability. Table 5 below presents the distribution of water and aquatic resources, mineral and mining resources, forestry and biomass, and agricultural or natural resources land across Sumbawanga DC, Sumbawanga MC, Kalambo DC, and Nkasi DC. The region hosts abundant fish resources, extensive forests, and significant mineral deposits including coal, gemstones, and metallic minerals. With agricultural and natural resource land ranging from 82,600 ha in Sumbawanga MC to 644,000 ha in Nkasi

DC, these resources provide opportunities for sustainable mining, agriculture, forestry, conservation, and value addition across the region.

Table 5: Natural Resources Availability in Rukwa Region

Council	Water and aquatic resources	Minerals and Mining Resources	Forestry and Biomass	Agricultural land /Natural resources land (ha)
Sumbawanga DC	Fishes	Coal, Amethyst, Aquamarine	Mbuzi forest and Uwanda Game	610,700
Sumbawanga MC		Coal, Amethyst, Aquamarine, Emerald, Limonite, Kaolin	Mbizi forests	82,600
Kalambo DC	Fishes and Kalambo waterfalls	Zinc, Burma Ruby, Kaolin	Kalambo nature forest reserve	319,300
Nkasi DC	Fishes	Coal, Zinc, Burma Ruby, Copper, Gold, Titanium, Zircon, Piezoelectric Quartz, Moonstone, Green tourmaline, Amethyst, Garnets	Miombo woodland	644,000

1.4.6 Tourism Sector

Rukwa Region is endowed with diverse natural and tourism resources that support livelihoods, investment, and socio-economic development. Table 6 below presents the distribution of water and aquatic resources, minerals, forestry, and agricultural land across Sumbawanga DC, Sumbawanga MC, Kalambo DC, and Nkasi DC. The region also hosts significant tourism attractions, including lakes, waterfalls, hot springs, forests, beaches, game reserves, and cultural sites such as traditional dances and historical landmarks. Rich in fish, coal, gemstones, and forest resources, alongside scenic and wildlife attractions, Rukwa Region offers considerable potential for mining, agriculture, ecotourism, and conservation-based economic growth.

Table 6: Presents Tourists Attractions Available in Rukwa Region

Council	Natural Attraction	Wildlife Attractions	Scenic and Cultural Spots
Sumbawanga DC	Lake Rukwa		Kwela Natural Dam, Nsimba Traditional Dance
Sumbawanga MC	Msitu wa Mbizi wenye Mbega wekundu (Ashy red colobus monkey-Procolobus rufomitratus tephrosceles)	Ashy red colobus monkey-Procolobus rufomitratus tephrosceles of Mbiizi forest	Chief Kapufi's House, Milanzi Mbizi Forest
Kalambo DC	Kalambo water falls, Tanganyika beaches, Kizombwe Hot Springs, Lwanji Falls		Bismark Barricks-Kasanga, German Camp, Mambwekenya,
Nkasi DC	Ornamental fishes, Lwafi game reserve, Lake Tanganyika beaches.	Uwanda and Lwafi game reserves	Kanazi River Water Springs, Mwene Mkundikwa Forest, Kala Cave, John Kamba Church

1.4.7 Mining Sector

Table 7 below presents the distribution of mineral resources found in Rukwa Region, detailing the various types of minerals, their specific locations, and the respective councils. The table demonstrates the region's rich mineral endowment, which includes a wide range of gemstones, metallic minerals, industrial minerals, energy source minerals, and construction materials. These resources present significant opportunities for mining development, value addition, private sector investment, and economic growth. Rukwa Region possesses numerous largely unexploited mineral deposits, including metallic minerals such as gold, copper, and nickel; industrial minerals such as kaolin, limestone, diatomite, and rare earth elements; energy minerals including coal and geothermal resources; and construction materials such as aggregates and sand. The region is also well endowed with high-value gemstones, including emerald, green tourmaline, garnet, aquamarine, amethyst, ruby, moonstone, and kyanite. Furthermore, ongoing oil and gas exploration activities in the Lake Tanganyika and Lake Rukwa basins have shown promising indications of hydrocarbon potential, further strengthening the region's prospects for mineral-led development.

Table 7 Distribution of Minerals Resources Found in Rukwa Region

No.	Mineral Type	Area / Village	Council
1	Amethyst	Nkomolo River, Kasu & Lyazumbi	Nkasi
2	Aquamarine	Mlombo	Sumbawanga District Council
3	Burma Ruby	Katuka	Sumbawanga Municipal Council
4	Burma Ruby	Chala & Kantawa	Nkasi
5	Gold	Mfuizi River	Kalambo
6	Gold	Mkulwe River	Nkasi
7	Gold	Kasulisenga River	Nkasi
8	Diatomite, Helium	Lake Rukwa Basin	Sumbawanga District Council
9	Emerald	Sumbawanga	Sumbawanga Municipal Council
10	Emerald	Mponda	Sumbawanga Municipal Council
11	Garnets	Kantawa, Chala	Nkasi
12	Green Tourmaline	Chala, Swaila, Lyele & Tambaruka	Nkasi
13	Kaolin	Along Sumbawanga–Kasanga Road	Sumbawanga MC & Kalambo
14	Kyanite	Kizi, Chala & Tambaluka	Nkasi
15	Limonite	Mbuga / Namwele	Sumbawanga Municipal Council
16	Hot Springs	Mirumba Hot Springs	Kalambo
17	Hot Springs, Thenardite	Bulongwe Hot Springs	Nkasi
18	Coal	Muze, Namwele	Sumbawanga District Council
	Coal	Nkomolo	Nkasi
19	Stones (Aggregates)	Kamita	Sumbawanga Municipal Council
20	Limestone	Namwele	Sumbawanga District

No.	Mineral Type	Area / Village	Council
			Council
21	Sand	Mbarika	Sumbawanga Municipal Council
22	Moonstone	Mkombe, North of Kabwe	Nkasi
23	Piezoelectric Quartz	Matala Village	Nkasi
24	Rare Earth Elements	Kisofi River	Kalambo
25	Copper	Hipanga River, Kasola Mountain, Sensika Mountain & Ifumwe	Nkasi
26	Copper	Kasanga & Kapapa	Kalambo
27	Copper, Nickel	Malambo River	Kalambo

1.4.8 Industrial development

Industrial development in Rukwa Region is characterized by a diverse mix of enterprises across different scales as presented in Table 8. The region hosts six large-scale industries, four medium-scale industries, sixty small-scale industries, and approximately 903 micro-scale industries. Large and medium-scale industries are primarily engaged in water bottling, fish processing, beef processing, and grain milling, contributing significantly to value addition and employment creation. Small-scale and micro industries dominate the industrial landscape and are mainly involved in flour milling, tailoring, carpentry, welding, motor vehicle garages, printing, and rice processing. Collectively, these industries play an important role in supporting local livelihoods, promoting entrepreneurship, and strengthening the regional economy.

Table 8: Types of Industries in Rukwa Region

	Type of Industry				
Council	Large	Medium	Small	Very Small	Total
S/wanga MC	5	4	60	128	197
S/wanga DC	0	0	0	311	311
Nkasi DC	1	0	0	206	207
Kalambo DC	0	0	0	258	258
Grand Total	6	4	60	903	973

1.5 INFRASTRUCTURE

1.5.1 Transport System

Transport is an important sector in the whole process of development and poverty alleviation. There are three transport modes serving Rukwa Region which are roads, marine and air freights. Road transport is the most used mode that accounts for more than ninety percent (90%) of transportation of goods and passengers in the region. Rukwa Region has a network of 3,622.10 kilometers of roads out of which 422.595 Km is tarmac and 3,199.505 Kilometers Gravel roads.

Marine transport plays a significant role in transporting passengers and cargo along the shores of Lake Tanganyika and Lake Rukwa. The region has three major ports along Lake Tanganyika shores namely Kasanga, Kipili and Kabwe ports. These port services link Rukwa Region with neighboring countries (Zambia, Burundi and DRC) as well as with Katavi and Kigoma regions.

The region has a public airport in Sumbawanga Municipality and three private airstrips namely Kipili near Lake Tanganyika and two others in Lake Rukwa Valley at Kapenta Village and Muze Village. The airport at Sumbawanga Municipality is earmarked for renovation and upgrading terminal building, control tower and extension of runway to 1,800 metres from the present 1,600 metres. The improvement will enable aircraft with capacity of carrying up to 75 passengers to land and take off at Sumbawanga airport. The private airstrips at Kipili, Kapenta and Muze have the capacity to hold 4 tonne aircrafts such as Caravan Cessna 208.

1.5.2 Telephone Communications

The Region is connected with the globe through TTCL – Landline services and mobile phone system namely Airtel, Vodacom, yas, Halotel and TTCL. There are adequate telephone services for both rural and urban areas and the coverage of communication services is progressively extending to cover border areas which experiences inadequate communications. The Region is also connected by optic fiber through the national grid system to ease communication.

1.5.3 Energy and power supply

Electricity supply in the Rukwa Region is mainly sourced from the neighboring country of Zambia, with supplementary supply from TANESCO. The current electricity supply capacity is approximately 10 megawatts, while actual consumption stands at about 7 megawatts. However, due to ongoing and planned industrialization activities in the region, electricity demand is expected to increase significantly. In response, the Government, through TANESCO, is implementing the North West Grid 400 kV Project, which aims to enhance the reliability and adequacy of power supply to the Rukwa Region.

1.6 SOCIAL SERVICES

1.6.1 Heath Services

Rukwa Region's healthcare infrastructure comprises a mix of public and private hospitals, health centers, dispensaries, and pharmacies, which collectively support access to essential health services for its population. Table 9 below presents the distribution of these facilities across Sumbawanga DC, Sumbawanga MC, Kalambo DC, and Nkasi DC. While Sumbawanga MC hosts the only public Ministry of Health hospital in the region, all councils have at least one health center and multiple dispensaries. Private sector participation is notable in health centers, dispensaries, and pharmacies, complementing public services. This distribution highlights the regional healthcare coverage, accessibility gaps, and opportunities for strengthening service delivery.

Table 9: Availability of Health Facilities in Rukwa Region

Council	Hospitals			Health Centers		Dispensaries		Pharmacies
	Public	Public	Private	Public	Private	Public	Private	
Sumbawanga DC	0	1	0	8	2	61	7	3
Sumbawanga MC	1	1	1	5	3	30	9	8
Nkasi	0	1	0	7	0	58	4	1
Kalambo	0	1	1	7	4	53	4	1
Total	1	4	2	27	9	202	24	13

1.6.2 Education Services

Rukwa Region is well-endowed with educational and training institutions that cater to diverse learning needs across all levels. The region has a total of 419 pre-primary schools, of which 397 are government-owned and 22 are privately operated. At the primary level, there are also 419 schools, with 398 public and 21 private institutions. Secondary education is offered through 125 schools, comprising 97 public and 28 private schools. For higher and technical education, the region hosts two university campuses: The Open University of Tanzania (OUT) and the Rukwa Campus of Mbeya University of Science and Technology (MUST). Additionally, there is one public technical college, three teachers' colleges (one public and two private), six vocational training centers (one public and five private), two public VETA centers, and two health training colleges (one public and one private). More details are shown in Table 1.

Table 10: Availability of Education services in Rukwa Region

Council	Pre-primary		P/SC		Sec SC		Univ		H/Coll		TTC		VETA	
	P	PR	P	PR	P	PR	P	PR	P	PR	P	PR	P	PR
Sumb.MC	62	14	63	13	20	15	1	0	1	0	1	2	1	4
Sumb.DC	115	3	115	3	25	6	1	0	0	0	0	0	0	0
Nkasi	114	3	114	3	31	2	0	0	0	1	0	0	2	1
Kalambo	106	2	106	2	21	5	0	0	0	0	0	0	0	0
TOTAL	397	22	398	21	97	28	2	0	1	1	1	2	3	5

Sumb = Sumbawanga, MC= Municipal Council, DC=RegionCouncil, P= Public, PR=Private, P/Sc= Primary School, Sec Sc = Secondary School, Univ=University, H/Coll = Health Colleges, TTC= Teacher Training Colleges & VETA = Vocational Education Training Authority

1.6.3 Water Supply

The main sources of water supply in the Rukwa Region include lakes, rivers, gravity schemes, boreholes, shallow wells and protected springs. These sources provide essential water for domestic use, irrigation, and industrial development for both rural and urban populations. The region is committed to protecting and managing these water sources to improve the quality and reliability of water supply in rural and urban areas. Currently, average water accessibility stands at 79 percent in rural areas and 95 percent in urban areas.

1.6.4 Radio and Television Stations

Residents of the Rukwa Region have access to 13 radio stations, namely TBC Taifa, TBC FM, Radio Maria, Radio Free Africa (RFA), Radio Chemchem, Radio One, Kiss FM, Clouds FM, Nkasi FM, Ndingala FM, VOS FM, as well as two radio stations broadcasting from Zambia and the Democratic Republic of Congo (DRC). In addition to radio services, television stations in the region can be accessed through digital satellite dishes.

1.6.5 Environmental management

Environmental management is a critical concern in Rukwa Region, as unsustainable land use practices, deforestation, and poor waste management threaten natural resources, livelihoods, and ecological balance. Table 11 presents major environmental issues across the region's councils, alongside initiatives to raise environmental awareness and seminars conducted. Sumbawanga DC, Kalambo DC, and Nkasi DC face deforestation and land degradation due to farming and livestock practices, while Sumbawanga MC struggles with poor waste management and inadequate drainage. In response, councils have conducted seminars and awareness programs on sustainable agriculture, tree planting, livestock management, soil conservation, sanitation, and wetland protection, reaching numerous villages and communities.

Table 11: Environmental Management Issues

Council	Major Environmental Issues	Environmental Awareness	Seminars Conducted
Sumbawanga DC	Deforestation and land degradation due to unsustainable farming practices and livestock keeping	Community sensitization on environmental conservation, sustainable agriculture, livestock keeping, tree planting and catchment management	Four seminars were conducted on livestock keeping, farming and tree planting in 23 villages
Sumbawanga MC	Poor waste management and inadequate drainage systems	Public awareness campaigns on waste segregation, sanitation and environmental hygiene	Two seminars were conducted involving different actors on waste management and mining activities in 4 wards
Kalambo DC	Deforestation and land degradation due to unsustainable farming practices	Awareness programs on soil conservation, afforestation and climate smart agriculture	Four seminars were conducted on water management, tree planting and farming practices in 16 villages
Nkasi DC	Deforestation and land degradation	Community education on sustainable natural resource use and wetland conservation	Three seminar i. were conducted on livestock keeping, farming, tree planting and management in 8 villages

1.7 Purpose of the Plan

This Strategic Plan serves as the official declaration of intent and accountability framework for the Rukwa Regional Secretariat for the period 2026/27 to 2030/31. Its primary purpose is to clearly communicate our planned commitments and priorities to our esteemed clients and stakeholders, thereby establishing a transparent basis upon which our performance in fulfilling our mandated roles can be assessed.

The plan's strategic objectives, accompanied by their corresponding strategies and precise targets, are designed to provide definitive direction. They will guide each Section and Unit in initiating specific activities and tracking progress through defined outcome indicators over the stipulated timeframe. This ensures that the Secretariat's overarching goals are explicitly articulated and that a clear line of accountability is established, driving the desired improvement in service delivery to Local Government Authorities and all other stakeholders.

Furthermore, this document is the cornerstone of our internal management and planning cycle. As part of a robust monitoring and evaluation process, the hierarchy of objectives and indicators will be systematically cascaded to individual employees, aligning daily efforts with institutional goals. Finally, this Strategic Plan will be the authoritative reference for formulating the organization's annual plans and budgets throughout the next four years, ensuring resource allocation is strategically aligned with our long-term vision.

1.8 Layout of the Plan

This Strategic Plan is systematically structured into four comprehensive chapters to ensure clarity and facilitate implementation. Chapter One provides the foundational context, containing the background introduction, a profile of the Rukwa Region, and a detailed explanation of the plan's development approach and overarching purpose. Chapter Two presents a rigorous situational analysis, which includes a review of past performance, a detailed stakeholder assessment, and a critical Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis to inform strategic direction.

Chapter Three constitutes the core of the plan, explicitly detailing the Rukwa Regional Secretariat's guiding Vision and Mission, its foundational Core Values, and the full architecture of Strategic Objectives. This chapter further outlines the specific Strategies, measurable Targets, and associated Key Performance Indicators (KPIs) designed to achieve these objectives. Finally, Chapter Four encompasses the Results Framework, which includes the integrated Monitoring and Evaluation (M&E) Plan and the formal Reporting Plan. The document is supplemented by two essential annexes: the Organizational Structure Chart and the detailed Strategic Plan Matrix, which consolidates all strategic elements for easy reference and tracking.

CHAPTER TWO: SITUATION ANALYSIS

2.1 Introduction

This chapter presents a comprehensive performance review of the Rukwa Regional Secretariat's implementation of its third Strategic Plan (SP) for the period 2021/22-2025/26. The institution's internal appraisal systematically documents key achievements, persistent constraints, and vital lessons learned against each strategic objective. Furthermore, it synthesizes findings from a detailed stakeholder analysis, which examined key partners, the services provided to them, and their expectations for future collaboration. The review culminates in an organizational scan, employing a critical Strengths, Weaknesses, Opportunities, and Challenges (SWOC) framework. This analysis is designed to identify core areas for operational improvement and to surface critical issues that must inform and shape the development of the forthcoming strategic plan, ensuring it is responsive, evidence-based, and robust.

2.2 Mandate of the Regional Secretariat

The mandate of the Regional Secretariat, as defined by the Public Service Reforms, is to serve as a multi-skilled technical hub. Its primary purpose is to support and advance local development agendas by strategically capitalizing on community-identified opportunities and effectively bridging Central and Local Government Authorities. To fulfill this mandate, the Secretariat operates through two interconnected roles: development and administration. In executing its development function, the Regional Secretariat assumes specific responsibilities as formally stipulated under Section 11 of the Regional Administration Act No. 19 of 1997, detailed as follows:

i. Monitor sector-wise trends;
ii. Provide technical and administrative assistance and to offer policy interpretation;
iii. Recommend new strategies and techniques for overcoming bottlenecks for productivity;
iv. Identify development opportunities and advice on how to utilize them;
v. Monitor quality and standards of service delivery including training;

In performing the administrative role, the RS assumes the following functions as stipulated under the same Act and section: -

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

2.2.1 Roles and Functions of the Regional Secretariat

The Regional Secretariat executes the following core mandates to advance governance and development within the region: -

a. Secure the maintenance of the law and order in the region.
b. Determine the specific direction of efforts in implementing the general policies of the government in the region.
c. Execute the function of the government within the area of jurisdictions
d. Consider reports and advice the government on national development projects, programs and activities affecting or relating to the region.
e. Consider and provide advice to LGA's regarding to their development plans.
f. Provide advice to any interested party on socio-economic and development affairs in the region.
g. Consider reports and advice on the activities of the parastatals and cooperative societies and non-governmental organizations in the region.
h. Facilitate the work of the government generally.
i. Facilitate the promotion, development fostering and upholding of local government and the realization of their goals and targets in relation to national development.
j. Create enabling environment for LGA's in the region to successful undertake and discharge their responsibilities and duties.
k. Discharge of such other functions and duties as conferred or imposed upon by or under this Act or any other written law.

2.2.2 Regional Secretariat Management Structure

The Regional Secretariat (RS), as the apex government department at the regional level, is led by the Regional Administrative Secretary. To enhance strategic oversight and service delivery, the revised organizational structure comprises eight (8) core Sections, each led by an Assistant Administrative Secretary, supported by eight (8) specialized Units. This streamlined framework, detailed in Appendix I, is designed to improve operational efficiency, clarify reporting lines, and ensure the effective execution of the Secretariat's mandate within the Rukwa Region.

2.3 PERFORMANCE REVIEW

2.3.1 Achievement, constraints and the way forward

In reviewing the implementation of the Rukwa Regional Secretariat Strategic Plan (2021/22-2025/26), the institution demonstrated commendable operational discipline, achieving an overall performance rate of 84.4% across 109 strategic targets. This outcome, ranging from 50% to a peak of 101% in certain deliverables, reflects a foundational commitment to the plan's strategic objectives and provides a robust platform for future advancement. However, the variance in performance across targets underscores the presence of systemic challenges that impeded the full realization of our strategic ambitions and highlights critical areas for organizational strengthening.

The Secretariat's execution was constrained by several interconnected resource and procedural limitations that directly impacted strategic agility. Core operational obstacles included chronic budget constraints, coupled with the late disbursement of funds particularly at the fiscal year's close which severely disrupted activity cycles and procurement processes. These financial challenges were exacerbated by a persistent gap in human and physical capital, including inadequate staffing, a shortage of specialized ICT and GIS professionals, and insufficient equipment. Furthermore, structural expansions, such as the unplanned increase in Sections and Units post-budget approval, alongside unbudgeted presidential directives and ad-hoc interventions, strained existing capacities and diverted resources from planned strategic initiatives.

Beyond internal resourcing, external environmental and systemic factors within the Rukwa context presented significant hurdles. Inadequate cooperation from regional institutions occasionally fragmented implementation efforts, while the region's underdeveloped infrastructure, notably poor road networks, hindered field access and the maintenance of critical technology. The high cost of procuring and sustaining ICT and GIS infrastructures remains a formidable barrier to digital transformation. Additionally, the complex land tenure systems prevalent in Rukwa, often leading to protracted disputes, introduced unpredictability and complications into spatial planning and development projects. Addressing these multifaceted constraints is imperative for the next strategic planning cycle to enhance institutional resilience and ensure the sustainable achievement of regional development goals. More details are presented in Table 12.

Table 12: Performance Review of the Previous RS Strategic Plan

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
Administration and Human Resource; Health, Social Welfare and Nutrition Services Section; and Planning and Coordination Section; and RegionCommissioners office	A: Services improved and HIV/AIDS infections reduced	1. Care and support services to 4 RS staff living with HIV/AIDS provided by June, 2025	100%	Confidentiality is the Foundation of Trust	Maintain confidentiality in HIV/AIDS matters
		2. Employees knowing their HIV status increased from 94 in 2022 to 95% by June, 2025	95%	Willingness of employees to test for HIV/AIDS	Provide regular seminars on importance of HIV/AIDs testing Institutionalize Equity in Health Access
		3. Clients on ART increased from 98% in 2022 to 99% by June, 2025	100%	Good services attract clients	Maintain provision of reliable (especially availability of drugs) and good services to clients
		4. HIV Viral suppression to clients increased from 84% in 2022 to 95% by June, 2025	80%	Shortage of drugs as result of limited budget	Solicit other stakeholders to fund HIV/AIDS interventions
		5. Multi-sectoral HIV/AIDS interventions in	95%		

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		Rukwa region coordinated by June, 2025			
Administration and Human Resource and RegionCommissioners office	B: Effective implementation of the National Anti-Corruption Strategy enhanced and sustained	1. High ethics standard to 140 RS staff improved by June, 2025 2. National Anti-corruption strategy effectively mainstreamed and implemented by June, 2025	95% 90%	Limited budget to implement the planned activities	Strengthen the Anti-corruption awareness campaigns, seminars and workshops to RS staff.
Administration and Human Resource; Economic and Productive Sector Section; Education and Vocational Training Section; Health, Social Welfare and Nutrition Services Section; Management	C: Coordination and advisory services to RS, 4 LGAs and other stakeholders improved	1. 6 State leaders and 18 inter-Ministerial visits in the region coordinated by June, 2025 2. 12 Supportive supervisions to RS and 4 LGAs strengthened by	92% 85%	Inadequate staff and equipment Budgetary constraints Late disbursement of funds especially during the end of the financial year which	Employ more staff Embrace strategic budget planning Strengthen inter-institutional coordination Create joint planning committees for joint

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
Monitoring and Inspection Section; Industry, Trade and Investment Section; Planning and Coordination Section; Information Communication Technology; Finance and Account Unit;		June, 2025 3. Administrative and human resource management for RS and 4 LGAs staff coordinated by June, 2025 4. 48 Agricultural, Livestock, Fisheries and Cooperative advisory services in the region coordinated by June, 2025 5. Monitoring and evaluation of 48 economic and productive sectors interventions in 4 LGAs enhanced by June, 2025 6. 240 Primary and secondary school curriculum implementations	90% 90% 85% 85%	hinders the achievement of the planned targets Inadequate cooperation from various institutions within the region Increase in the number of Sections and Units within the RS after the approval of the budget Issuance of directives/presidential decree and ad hoc interventions not budgeted for	projects and programs Recognize and reward institutions and department within the region which have demonstrated effective collaboration Establish approval protocols for ad hoc interventions Introduce contingency/reserve funds to cover unplanned but important interventions Enhance coordination with PO-RALG and relevant ministries to obtain timely approvals for

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		coordinated in 4 LGAs by June, 2025			structural changes Strengthen internal communications and decision-making processes to minimize mid-year structural changes
		7. Youth development, culture, games and sports programs coordinated in 4 LGAs by June, 2025	80%		
		8. Adult, Vocational Training, in-formal and special education in 4 LGAs Coordinated by June, 2025	70%		
		9. Technical backstopping of primary, secondary and special needs strengthened in 4 LGAs by June, 2025	98%		
		10. Primary school performance	91%		

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		increased to 85% by June, 2025.			
		11. Secondary school performance increased to 90% by June, 2025	101%		
		12. 12 School WASH program coordinated in 4 LGAs by June, 2025	60%		
		13. WASH program in 4 LGAs coordinated by June, 2025	60%		
		14. Health Policy and Guidelines Coordinated and Disseminated to 4 LGAs by June 2025	100%		
		15. Technical support on financial management and control in 4 LGAs improved by June, 2025	85%		
		16. Internal audit	85%		

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		systems in 4 LGAs improved by June, 2025			
		17. Supportive supervision in the implementation of industry, trade and investment policies in 4 LGAs enhanced by June, 2025	95%		
		18. Monthly technical backstopping in the implementation of industrial development strategy in 4 LGAs strengthened by June, 2025	85%		
		19. Statistical data for industrial, trade and investment in the region collected, analyzed, interpreted and	85%		

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		disseminated by June, 2025			
		20. Environmental management plans and programs in 4 LGAs coordinated by June, 2025	75%		
		21. Quality RS and 4 LGAs plans and budgets preparation, scrutinization and submission to high authorities strengthened by June, 2025	95%		
		22. 12 technical backstopping expertise in planning and budget for RS and 4 LGAs coordinated by June, 2025	85%		
		23. Socio-Economic statistical data in the region	70%		

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		collected, analyzed, interpreted and disseminated by June, 2025			
		24. Gender based violence and violence against children in 4 LGAs reduced by June, 2025	65%		
		25. NGOs, CBOs and FBOs interventions in 4 LGAs coordinated by June, 2025	90%		
		26. Community participation in development and income generating activities in the region coordinated by June, 2025	85%		
		27. Management Information System in RS and	85%		

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		4 LGAs strengthened by June, 2025	75%		
		28. Technological innovation in ICT for RS and 4 LGAs collaborated and coordinated by June, 2025	90%		
		29. 12 technical backstopping expertise in ICT for RS and 4 LGAs by June, 2025	95%		
		30. 12 technical support on financial management and control in 3 DCs office improved by June, 2025			
Administration and Human Resource; Planning Coordination Section; and RegionCommissioners	D: Regional Secretariat internal capacity to undertake	1. RS capacity building program developed, implemented and coordinated by	95%	Shortage of skilled personnel in critical technical and administrative areas	Recruit skilled personnel in critical, technical and administrative areas

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
Office	mandated functions strengthened	June, 2025 2. 142 Qualified staff for RS recruited, equipped with relevant skills and maintained by June, 2025 3. Monitoring and evaluation of human resource performance in RS and 4 LGAs enhanced by June, 2025 4. 30 RS staff attending short- and long-term professional courses supported and facilitated by June, 2025	95% 90% 95%	Insufficient budget allocations to support training, recruitment, and capacity building initiatives Limited collaboration among sections and units which slows decision making Ad hoc interventions	Prioritize budget allocations for capacity building initiatives Promote inter-departmental/sections collaborations and joint planning to avoid duplication Establish clear communication channels across sections and units Establish procedures to handle unplanned directives and interventions
	E: Regional ICT Communication Infrastructure as well as Land Use Planning Improved;	1. Expand coverage at least 80% of the population. 2. Establish 1 fully	75% 50%	Poor road networks hinder maintenance of ICT equipment and site access. High cost of purchasing, installing	Upgrade regional data centers and ICT facilities for efficient service delivery. Seek partnerships with private sectors

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		operational regional data center to support e-government services. 3. Ensure 80% uptime for ICT infrastructure through grind and backup systems. 4. Train at least 80% of RS staff in basic ICT skills within the next 5 years, 5. Digitally register 80% of land parcels in the e-Ardhi system within the 5 years. 6. Established 1 permanent regional coordination	70% 70% 60%	and maintaining ICT and GIS infrastructures. Shortage of trained ICT and GIS professional at the regional level. Complex and land tenure systems leading to disputes that complicate planning. Environmental issues like land degradation affecting land-use planning decisions. Dispersed settlements making infrastructures rollout costly and inefficient.	and development partners for resources. Increase budget allocations for ICT and land-use planning. Strengthen coordination between regional, Regionand national planning authorities. Recruit skilled personnel to manage digital infrastructures and planning systems. Established centralized digital land records for efficient access and updates.

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		unit t oversee ICT and land use planning initiatives.	50%		
Economic and Productive Sector Section; Education and Vocational Training Section; Health, Social Welfare and Nutrition Services Section; Management Monitoring and Inspection Section; Industry, Trade and Investment Section; Planning and Coordination Section; Infrastructure Section	F: Social-economic services delivery in the region improved	1. 24 technical supports for natural resources management, environmental conservation and apiculture in 4 LGAs strengthened by June, 2025. 2. Tourism development in the region promoted by June, 2025 3. Climate change mitigation and adaptation plans developed and implemented by June, 2025 4. Extension services for economic and productive sectors	75% 75% 98% 95%	Insufficient budget for execution of sections mandated responsibilities Insufficient number staff according to staffing level Inadequate public awareness on the effect of environmental destructions to social well being Unplanned or ad hoc interventions and abrupt directives disrupt structured and planned programs/activities	Enhancement of public knowledge on environmental destruction and disaster management Public education on the awareness of effect of environmental degradation is vital for community socio-economic development Integrate climate resilience measures in socio-economic programs Adopt technology and data driven approaches

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		improved by June, 2025. 5. Access to quality education services enhanced in 4 LGAs by June, 2025 6. Maternal mortality rate in the region reduced from 87 to 70 by June, 2025 7. Under 5 mortality rates in the region reduced from 6 to 4 by June, 2025 8. Preventive and control of communicable and non-communicable diseases in the region strengthened by June, 2025 9. Access to nutrition services in the region improved	87% 90% 90% 75% 85%	Minimum participation of local communities in program planning and evaluation Geographical and accessibility challenges Slow adoption of ICT and digital tools in service delivery reduce efficiency Climate and environmental hazards affect delivery of social services like health, water supply and disaster response	Involve local communities in planning, monitoring and evaluation of socio-economic programs Encourage community feedback mechanisms to improve service delivery in the region Establish clear procedures for issuing directives and managing ad hoc interventions Establish formal coordination mechanisms between Government departments, NGOs and Private sector Upgrade road networks, offices and

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		by June, 2025 10. Access to social welfare services in the region improved by June, 2025 11. Technical backstopping of health services in 4 LGAs strengthened by June, 2025 12. Preventive and control of neglected tropical diseases in 4 LGAs strengthened by June, 2025 13. Gender based violence and violence against children in 4 LGAs reduced from 22% to 12% by June, 2025 14. Technical backstopping on Internal Audit	95% 95% 70% 60% 80%		service facilities especially in remote areas Establish contingency funds for unforeseen or emergency interventions Recruit and deploy skilled personnel in critical sectors

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		functions to 4 LGA's strengthened by June, 2025			
		15. Technical support on financial planning, expenditure management and financial reporting in 4 LGAs strengthened by June, 2025	90%		
		16. Financial tracking in 4 LGAs administered by June, 2025	85%		
		17. Value for money audit services and control of public resources in 4 LGAs strengthened by June, 2025	80%		
		18. Business environment for industrialization, trade, marketing	80%		

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		and investment development improved by June, 2025			
		19. Industry, trade and investment planning for in the region coordinated by June, 2025	85%		
		20. Efforts for promotion of small, medium and large scale enterprises in the region coordinated by June, 2025	90%		
		21. Technical expertise for provision of internal and external trade in the region coordinated by June, 2025	75%		
		22. Appropriate market systems	90%		

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		for agricultural produces in the region enhanced by June, 2025			
		23. Monitoring and evaluation of RS and 4 LGAs development projects and programs strengthened by June, 2025	90%		
		24. Construction, rehabilitation, renovation and maintenance of 4 LGAs infrastructures strengthened by June, 2025	85%		
		25. Quality and standards control of 4 LGAs infrastructures administered by June, 2025	90%		

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
ngo	G: Emergency preparedness and disaster management improved	1. Disaster management and mitigation plans for RS and 4 LGAs developed and implemented by June, 2025	90%	Insufficient budget allocation for disaster risk reduction, emergency response and contingency planning	Provide continuous professional development and simulation exercises for staff
		2. Knowledge and skills in emergency preparedness and disaster management improved by June, 2025	85%	Shortage of trained personnel in disaster management emergency response and risk assessment	Allocate sufficient budget for disaster risk reduction and emergency response and contingency planning
		3. Capacity building on disaster preparedness, management and emergency response strengthened in 4 LGAs by June 2025	75%	Limited ongoing capacity building programs for staff involved in disaster preparedness Limited rescue equipment for rapid response Poor access roads and remote areas hinder timely delivery of emergency services	Upgrade and maintain road facilities in remote areas to ensure access during emergency Create awareness campaigns on disaster awareness and risk mitigation
		4. 12 technical support in outbreak of pest and diseases in 4	95%		Involve local communities in planning, drills and emergency response

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		LGAs strengthened by June, 2025		Low public knowledge on disaster preparedness and risk mitigation strategies Poor collaboration between Government departments, NGOs and local authorities in disaster management Lack of structure contingency plans and simulation response	initiatives Maintain formal communication mechanisms between government departments, local authorities, NGOS and development partners Develop contingency plans for high-risk areas Set up systems to track effectiveness of disaster preparedness programs Integrate climate smart strategies and sustainable environmental management into disaster preparedness programs

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
Administration and Human Resource; Economic and Productive Sector Section; Education and Vocational Training Section; Health, Social Welfare and Nutrition Services Section; Management Monitoring and Inspection Section; Industry, Trade and Investment Section; Planning and Coordination Section; Infrastructure Section; Information Communication Technology (ICT); Government Communication Unit; Finance and Account Unit; Internal Audit Unit; Procurement Management Unit; Legal Service Unit;	H: Good governance and administrative services in the region enhanced	1. 84 Standing committees and statutory meetings for RS convened as scheduled by June, 2025 2. Working environment standard to 140 RS staff improved by June, 2025 3. 12 Technical expertise on administrative and human resource matters to RS and 4 LGAs by June, 2025 4. Peace and tranquillity in the region maintained by June, 2025 5. Community self-help social	95% 90% 90% 95% 98%	Limited budget allocations and delayed disbursements constrain effective implementation of governance reforms, supervision, and service delivery activities. Shortage of skilled and specialized staff (e.g. planners, M&E officers, ICT experts, legal officers) affects coordination, oversight, and advisory functions to LGAs. Slow issuance or dissemination of new policies, circulars, and guidelines affects timely implementation at regional and LGA levels. Weak collaboration among MDAs, LGAs, CSOs, private sector, and	Enhance oversight and support to LGAs to ensure effective decentralization, autonomy, and accountability in service delivery. Strengthen administrative support to LGAs in creating an enabling environment for private sector participation and investment. Strengthen coordination, supervision, and advisory services to the four LGAs and other stakeholders to ensure effective service delivery. Build staff competencies, improve motivation, and

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
and RegionCommissioner's Office		economic development initiatives in the region promoted by June, 2025 6. 64 Standing committees and statutory meetings in 4 LGAs coordinated by June, 2025 7. Internal Audit, CAG and LAAC recommendations to 4 LGAs coordinated by June, 2025 8. Interpretation and dissemination of national policies, regulations and guidelines in the region strengthened by June, 2025 9. Construction, rehabilitation,	90% 90% 95% 80%	development partners affects collective governance efforts. Dependence on central government funding reduces flexibility to address region-specific governance priorities. Delays and distortions in information flow within RRS and between RRS and LGAs affect coordination and timely decision-making. Regular coordination meetings and clear roles between RRS and LGAs reduce duplication and implementation gaps Simplified and well-disseminated policies and circulars increase uniform	strengthen performance management systems within RRS and LGAs. Strengthen ICT infrastructure and expand the use of e-Government systems to improve efficiency, communication, and service delivery. Strengthen internal systems, working environment, logistics, and institutional arrangements to support mandate delivery. Strengthen collaboration with MDAs, Development Partners, CSOs, and the private sector to leverage resources and expertise.

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		renovation and maintenance of RS infrastructures strengthened by June, 2025		implementation across LGAs.	
		10. Rehabilitation and maintenances of ICT infrastructures strengthened by June, 2025	90%		
		11. Special features, brochures and news publications in the region improved by June, 2025	90%		
		12. Public awareness program on government business in the region prepared and disseminated by June, 2025	95%		
		13. Government	90%		

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		accounting procedures and standards adhered by June, 2025			
		14. 3 annual financial accounts report prepared and submitted by June, 2025	95% 90%		
		15. 12 technical support on financial management and control for RS and 4 LGAs improved by June, 2025	95%		
		16. 12 financial management technical support and control in RS improved by June, 2025	90%		
		17. Internal audit systems and control for RS			

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		and 4 LGAs strengthened by June, 2025	100%		
		18. 3 clean annual audit report for RS acquired by June, 2025	90%		
		19. 6 value for money audit and control of public resources for RS strengthened by June, 2025	75%		
		20. Government procurement process, procedures and services for RS improved by June, 2025	75%		
		21. Inventory of supplied goods and services properly managed and maintained by June, 2025	95%		
		22. Legislative			

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		support to RS and 4 LGAs coordinated by June, 2025 23. Legal rights and enforcement of by laws in 4 LGAs coordinated by June, 2025 24. Legal advisory services to RS and 4 LGAs strengthened by June, 2025	95% 95%		
Planning and Coordination Section and Economic and Productive Sector Section	X: Management of environment and ecosystems enhanced and sustained	1. Environmental management plans and programs in RS and 4LGAs prepared and operationalized annually by June, 2025 2. 12 Environmental management training for RS and 4 LGAs coordinated by June 2025	80% 70%	Lack of vehicles, monitoring tools, laboratories, and ICT facilities hampers field supervision and ecosystem monitoring. Poor Inter-sectoral Coordination leads to fragmented and sometimes conflicting interventions. Limited environmental	Strengthen Governance and Institutional Capacity. Improve access to quality education, health, water, nutrition, and social protection services in all LGAs. Strengthen conservation, climate change adaptation,

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
		3. Sustainable agriculture in 4 LGAs promoted by June, 2025 4. Agriculture inputs (fisheries, livestock, and farming) quality control strategies implemented by June 2025 5. Disaster management and mitigation strategies for agriculture sector developed and implemented by June, 2025 6. 4 Climate change, mitigation and adaptation plans prepares and implemented by June, 2025	95% 70% 80% 75%	education and weak community engagement reduce local ownership of conservation initiatives, especially in rural and pastoral areas. Inadequate budget allocations for environmental conservation, ecosystem restoration, and climate resilience activities constrain effective planning and implementation. Shortage of specialized staff such as environmental officers, GIS experts, and climate change specialists limits the region's ability to manage ecosystems scientifically and sustainably.	disaster risk reduction, and sustainable natural resource utilization. Enhance Stakeholder Engagement and Partnerships Strengthen financial accountability, expand local revenue sources, and mobilize external funding.
Planning and Coordination Section	Y : Multi-sectoral	1. Care and support services to under	85%	Limited and unpredictable funding for nutrition-	Expand access to quality education,

Services Area	Objectives	Targets	Achievements	Constraints/Lesson learned	Strategic Directions for RRS
and Health, Social Welfare and Nutrition Services Section	nutritional services improved	5 years strengthened by June, 2025 2. Under 5 stunting reduced to below 45% by June, 2025 3. Multi-sectoral nutritional interventions in Rukwa region coordinated by June, 2025	65% 80%	specific and nutrition-sensitive interventions across sectors. Weak Multi-sectoral Coordination and community development sectors results in fragmented nutrition services. Shortage of qualified nutrition officers and limited nutrition skills among sectoral staff at RS and LGA levels. Weak Nutrition Data and Information Systems for planning and decision-making.	health, nutrition, water, and social welfare services across all LGAs. Strengthen multi-sectoral nutrition interventions, food production, dietary diversity, and community nutrition awareness. Strengthen Human Resource Development and Management Strengthen Partnerships, Resource Mobilization, and Innovation

2.3.2 Lesson learnt from previous strategic plan

The review process has been instrumental in synthesizing critical lessons from preceding interventions, enabling a forward-looking and evidence-based approach to strategic planning. These distilled insights, detailed below, have been systematically integrated into the architecture of the current plan to enhance its relevance, mitigate past challenges, and capitalize on proven strategies for effective implementation and improved outcomes: -

i) **Integrity and Governance:** Maintaining the highest standards of confidentiality is non-negotiable as the fundamental basis for institutional trust and credibility.
ii) **Internal Synergy:** Fostering a culture of proactive cooperation and integrated workflow across all Sections and Units is essential for achieving synergistic performance against set targets.
iii) **Capability Development:** Investing in specialized, short-course staff training is a prerequisite for enhancing operational efficiency, performance, and adaptive capacity.
iv) **Accountability and Reporting:** The timely submission of financial, audit, and performance reports by all entities is critical for effective oversight, informed decision-making, and target realization.
v) **Strategic Human Capital:** The systematic preparation and continuous updating of a robust institutional capacity-building plan is vital for successful strategic plan implementation.
vi) **Resource Mobilization:** Proactively soliciting and mobilizing complementary resources from development partners and stakeholders is necessary to ensure the full and smooth execution of planned activities beyond government funding.
vii) **Stakeholder Engagement:** Conducting sustained public education campaigns is crucial for the efficient and accepted delivery of socio-economic services across the region.
viii) **Oversight and Coordination:** Monitoring, Evaluation, and technical coordination mechanisms must be strengthened in pace with the expansion of public infrastructure projects to ensure quality and impact.
ix) **Technology Sustainability:** Dedicated and adequate funding must be allocated for the maintenance and upgrading of ICT hardware, software, and infrastructure to safeguard technological investments and benefits.
x) **Public Awareness:** Continuous public sensitization on cross-cutting issues including disaster preparedness, nutrition, gender mainstreaming, violence prevention, immunization, and environmental management remains a core mandate.
xi) **Talent Retention:** Improving the working environment and remuneration packages is strategic for enhancing staff effectiveness, morale, and institutional retention.
xii) **Strategic Staffing:** A concerted effort must continue to recruit and onboard qualified personnel to fill critical vacancies across key Sections and Units, thereby closing capacity gaps.

2.4 STAKEHOLDERS ANALYSIS

The Rukwa Regional Secretariat conducted a comprehensive situation analysis to assess its internal and external environment with the aim of determining institutional capacity, key customers, and the overall operating environment. This analysis was essential for identifying economic, sociological, political, and technological factors that may influence organizational performance if not adequately considered during the formulation and implementation of the Rukwa Regional Secretariat Strategic Plan. To systematically undertake this assessment, a SWOC analysis—focusing on strengths, weaknesses, opportunities, and challenges—was employed to provide a balanced understanding of internal capabilities and external conditions affecting service delivery and regional development.

2.4.1 Names of key stakeholders

The Rukwa Regional Secretariat works with fourteen (14) key stakeholders who play distinct but interrelated roles in the achievement of its mandate. These stakeholders include Parliament, the Prime Minister's Office–Regional Administration and Local Government (PMO-RALG), Sector Ministries, Departments and Agencies (MDAs), Local Government Authorities, Regional Secretariat employees, development partners, political parties, business communities, the media, civil society organizations (CSOs), trade unions, the general public, and neighboring countries. These stakeholders fall into internal and external categories, as well as primary, secondary, and key stakeholders, whose expectations, influence, and contributions shape regional governance, service delivery, economic development, accountability, and cross-border cooperation within Rukwa Region.

2.4.2 Stakeholder Analysis

The Rukwa Regional Secretariat (RS) operates within a complex network of stakeholders, each with distinct expectations crucial for regional stability and progress. Table 13 delineates the services provided by the RS to this ecosystem, categorized by their nature (internal/external) and strategic priority (primary/secondary/key). The Secretariat's core mandate is to serve as the pivotal coordination hub, ensuring aligned action, robust accountability, efficient service delivery, and inclusive socio-economic development across Rukwa.

Key stakeholders and their critical expectations include: The Prime Minister's Office–Regional Administration and Local Government (PO-RALG) and Sector MDAs expect strict policy adherence, accurate reporting, and seamless intergovernmental coordination; failure here risks national policy fragmentation and audit infractions. Local Government Authorities (LGAs), such as the Councils within Rukwa, depend on the RS for technical backstopping, resource advocacy, and dispute resolution; unmet needs can lead to project delays and diminished local service capacity. Development Partners (e.g., USAID, World Bank) and NGOs require transparent partnership frameworks and reliable data for program impact; disillusionment can result in withdrawn funding and stalled development initiatives. Political Parties, Politicians, and the Media expect transparency, timely public communication, and fair administrative conduct; failure can erode public trust and foster political contention. Regional Secretariat Staff anticipate

clear directives, a conducive work environment, and professional development; neglect may cause low morale and high turnover. Ultimately, the Communities and Citizens of Rukwa expect tangible improvements in socio-economic services, infrastructure, and responsive governance; unmet expectations directly undermine livelihoods, public confidence, and regional social cohesion.

Thus, the services outlined in Table 13 are designed as strategic interventions to proactively meet these expectations. Their effective delivery is non-negotiable for maintaining stakeholder trust, securing continued collaboration, and achieving the integrated development envisioned for the Rukwa Region.

Table 13: Summary of stakeholders, services offered to them and their expectations

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
1.	Prime Minister's Office– Regional Administration and Local Government (PMO-RALG)	• Implement and disseminate directives, Policies and guidelines • Link PMO-RALG and LGAs • Provide consolidated reports	• Effective coordination of regional and local government functions aligned with national policies and decentralization directives. • Accurate reporting and feedback from the region on performance, challenges, and compliance	• Weak oversight and loss of confidence in the region's administrative capacity. • Delayed or misaligned implementation of national policies at regional and Secretariat levels.	**H**	Strengthen compliance, coordination, and reporting mechanisms to ensure effective implementation of decentralization by devolution (D by D) and national policies.

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
			with national guidelines.			
2.	Sector Ministries, Departments and Agencies (MDAs)	• Feedback on interpretation of policies and guidelines • Assist in interpretation of policies • Offer co-ordination roles • Consultancy services • Link with line Ministries and LGAs Enforcement of laws, regulations and circulars	• Timely interpretation and dissemination of policies, circulars, and national guidelines. • Strong coordination in implementation, monitoring, and enforcement of sectoral laws and plans at regional level.	• Poor implementation of sector policies and standards within the region. • Fragmented service delivery and duplication of efforts due to weak coordination.	**H**	Enhance sectoral coordination and policy implementation through effective supervision, monitoring, and information sharing.
3.	Development Partners	• Effective collaborate	• Transparent collaboration	• Withdrawal or reduction of	**M**	Promote transparent

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
		• Offer of technical advice and backstopping • Create conducive andenabling working environment • Submission of reports and information	and information sharing on regional development initiatives and opportunities. • Timely reporting and outcomes data to assess impact and guide future support and funding	funding and technical support due to lack of transparency or results. • Loss of trust and weakened collaboration with regional and local government structures.		partnerships and results-based collaboration to maximize development impact and resource mobilization.
4.	Regional Secretariat Staff	• Capacity building programs • Decent salary and rewards • Facilitate	• Supportive work environment including training, feedback	• Low morale, reduced productivity, and high staff turnover.	**H**	Build a competent, motivated, and ethical workforce capable of

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
		participation in planning and decision making	mechanisms, and career development opportunities. • Recognition and fair treatment, including constructive roles in planning and decision making	• Poor institutional performance caused by lack of motivation and skills development.		delivering quality regional coordination services.
5.	Local Government Authorities (LGAs) i.e. Councils within Rukwa Region	• Provide Technical Assistance • Provide Supportive supervision • Interpretation and dissemination of policies and Guidelines	• Quality and timely technical advice and backstopping on planning, budgeting, and implementation.	• Weak planning and implementation capacity leading to poor service delivery. • Increased operational errors and	**H**	Enhance technical backstopping and oversight to improve governance, planning, and service delivery atSecretariatlevel.

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
		• Assist in planning and budgeting processes. • Ensure peace and order • Carry out monitoring and evaluation Provide capacity building	• Timely feedback on administrative, policy, and operational issues raised by the councils	non-compliance with national policies and regulations.		
6.	Communities and Citizens of Rukwa Region	• Information • Technical advices • Interpretation of policies, laws, regulations and guidelines	• Improved delivery of public services (health, education, water, infrastructure, etc.) and better living standards. • Peace, order and tranquility	• Deterioration in quality and access to public services (health, education, infrastructure). • Loss of trust in government, potentially leading to complaints, resistance, or social unrest.	**H**	Ensure inclusive, equitable, and responsive service delivery that improves citizens' welfare and promotes peace and social cohesion.

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
			enabling citizens to pursue development without disruption.			
7.	Public Service Institutions (schools, health facilities)	• Coordination and technical support for service delivery • Supervision and monitoring of service standards • Resource planning and facilitation of infrastructure improvements	• Effective policy guidance and supervision to improve service quality. • Support in infrastructure and resource mobilization for better operational outcomes.	• Declining service quality and standards due to weak supervision and support. • Inadequate infrastructure, staffing, or supplies, negatively affecting outcomes for students and patients.	**H**	Improve quality and efficiency of public service delivery through strengthened supervision, standards enforcement, and resource coordination.

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
8.	Private Sector and Investors	• Creating an enabling environment for investment • Facilitation and advisory support for investment opportunities • Coordination of public–private partnership initiatives	• An enabling environment, including clear guidelines and predictable regulation. • Facilitation and advisory support to connect with councils, land services, and investment promotion channels.	• Reduced investment and business activity due to an unfavourable or uncertain business environment. • Capital flight to other regions with better facilitation and support.	**M**	Create an enabling environment for private investment to stimulate economic growth and employment.
9.	Politicians/Political parties	• Implementing the ruling party manifesto • Advisory services on	• Transparency and accountability in regional programs so political	• Loss of public support and credibility when development promises are	**L**	Promote constructive engagement and transparency to support democratic

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
		technical matters • Create a conducive and enabling working environment • Provide relevant data, information and reports • Maintain law and order	representatives can explain progress to constituents. • Engagement in policy discussions and priority setting at regional level to reflect public interests.	not fulfilled. • Increased political tension and conflict between leaders and administrative authorities.		governance and development consensus.
10.	Business community within Rukwa Region	• Create conducive working environment • Interpretation of policies and regulations • Advisory services • Data and	• Consistent economic policies that support growth and reduce bureaucratic obstacles. • Access to information	• Stagnation of local businesses due to policy uncertainty and bureaucratic challenges. • Limited job creation and	**L**	Support local enterprise development by improving regulatory coordination and access to economic opportunities**.**

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
		information	and regional opportunities such as tendering, market support, and infrastructure planning.	economic growth within the region.		
11.	Mass Media	• Facilitate and provide relevant information • Involvement on information dissemination	• Timely and accurate information about regional programs, decisions, and development impacts. • Open communication channels for press briefings and clarity on government actions	• Reduced access to accurate information, leading to speculation or misinformation. • Strained relationship with authorities, weakening transparency and accountability	L	Strengthen strategic communication and information dissemination to enhance transparency, accountability, and public awareness.
12.	Civil society	• Facilitate	• Recognition	• Disruption of	L	Enhance

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
	organizations (NGOs, CBOs, FBOs and others).	registration processes • Offer advisory servicesand support • Provide technical adviceand backstopping • Create a conducive and enabling environmentfor them to work • Offer mediation	and timely support in registration and authorizatio n. • Clear guidelines and constructiv e engagemen t for joint implementa tion of community programs.	community development programs due to poor coordination or support. • Reduced civic engagement and advocacy effectiveness at grassroots level.		collaboration with CSOs to support inclusive development and community empowerment.
13.	Trade union	• Good remuneration package • Timely promotions • Training opportunities • Prompt	• Fair and enforceable labor policies and workplace standards across public and private	• Escalation of labor disputes and industrial actions. • Deterioration of workers' rights and	L	Promote harmonious labor relations and compliance with labor laws across the region.

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
		payments of rights & benefits • Conducive working environment • Harmonious working relationship • Timely payments of contributions • Timely & accurate information • Adherence to Labor laws and regulations	sectors. • Constructive engagement in labor relations and advocacy on behalf of workers	working conditions.		
14.	Neighbouring countries	• Convene joint meetings • Provide borders security • Maintain good relations • Conducive	• Cross-border cooperation on trade, infrastructur e, and security issues.	• Weakened cross-border cooperation in trade, security, and infrastructure development.	M	Strengthen cross-border cooperation to promote trade, security, and regional integration.

S/N	Name of Stakeholder	Service delivered to the Stakeholder	Expectations of stakeholder	Potential impact if the expectations are not met	Rank H = High, M =Medium & L = Low)	Strategic Directions for RRS
		trade relations	• Harmonization of policies and protocols to facilitate movement and collaboration among neighboring regions and countries.	• Increased cross-border conflicts or inefficiencies affecting regional integration.		

1.5 SWOC Analysis

The SWOC analysis (Table 14) highlights the internal capacities and external conditions shaping implementation of the Rukwa Regional Secretariat Strategic Plan. Key strengths include the existence of clear national policies on HIV/AIDS, anti-corruption, nutrition, environmental management, and disaster preparedness, which provide a strong framework for coordinated regional development. Established anti-corruption systems, effective coordination and advisory roles, and institutional mechanisms for environmental protection enhance governance, accountability, and sustainability. These strengths enable RRS to align regional programs with national priorities and strengthen service delivery across LGAs and stakeholders.

However, weaknesses such as inadequate infrastructure and logistics in remote areas, limited technical skills, and constrained financial and human resources affect effective program implementation and equitable service delivery. Opportunities exist through multi-sectoral collaboration and improving socio-economic services, which can mobilize additional resources and innovation. At the same time, challenges including climate change impacts, rapid population growth, and cross-border health risks threaten infrastructure, livelihoods, and service quality. Addressing these issues requires integrating climate resilience, capacity building, inclusive planning, and strengthened partnerships to enhance institutional performance and achieve sustainable regional development.

Table 14: SWOC Analysis

SWOC DIMENSIONS	ATTRIBUTES	IMPLICATIONS FOR RRS	STRATEGIC DIRECTIONS FOR RRS
Strengths	Clear national policies and strategies supporting HIV/AIDS reduction, anti-corruption, nutrition, environmental management and disaster preparedness.	Facilitates programs with national policies to ensure effective and coordinated regional development.	Improved service delivery, good governance, sustainability and resilience to disasters.
	Established anti-corruption policies supported by an ethics committee, guidelines and relevant anti-corruption legislation.	Enhance oversight, enforce compliance, and institutionalize integrity systems under anti-corruption laws.	Strengthens integrity, transparency, accountability, deters corruption, and improves public trust regionally.
	Improved coordination and advisory services to Regional Secretariat, LGAs and stakeholders.	Enhance coordination across sectors and strengthen	Prioritize coordination and advisory support for LGAs and stakeholders.

SWOC DIMENSIONS	ATTRIBUTES	IMPLICATIONS FOR RRS	STRATEGIC DIRECTIONS FOR RRS
		monitoring and compliance systems.	
	Effective institutional mechanisms for environmental protection and ecosystem sustainability.	Effective policies ensure regional environmental protection and sustainability.	Focused strategies enhance regional environmental governance and ecosystem resilience.
Weakness	Insufficient infrastructures and logistics to support emergency preparedness and services delivery in remote areas.	Inadequate infrastructure hinders timely emergency services, affecting regional efficiency.	Develop infrastructure, strengthen logistics, train personnel, and engage communities effectively.
	Gaps in technical skills in specialized areas such as disaster management, nutrition and environment conservation.	Limited expertise hinders effective planning, response, and sustainable development.	Promote sustainable development, innovation, governance, and community engagement regionally.
	Limited financial and human resources capacity constraining effective program implementation.	Resource limitations restrict regional capacity, weakening program implementation success.	Strengthen capacity, improve coordination, enhance efficiency, ensure sustainable impact
	Disparities in access to socio-economic services, with remote communities most affected.	Unequal service access increases risk and delays disaster response.	Enhance coverage, strengthen coordination, improve technology, and prioritize vulnerable populations.
Opportunities	Multi-sectorial collaboration.	Provides opportunities for additional financing, innovation, and	Strengthen partnerships with LGAs, NGOs and other stakeholders can expand service delivery and nutrition programs.

SWOC DIMENSIONS	ATTRIBUTES	IMPLICATIONS FOR RRS	STRATEGIC DIRECTIONS FOR RRS
		technical support.	
	Socio-economic services delivery improved.	Facilitates planning, coordination and resources allocation to ensure equitable and effective access to services to communities.	Strengthen coordination with stakeholder and optimize resource use to sustainably improve socio-economic outcomes across the region.
Challenges	Climate change impacts such as droughts, floods, and environmental degradation.	Threatens infrastructure, livelihoods, and service sustainability.	Integrate climate resilience and disaster risk management into regional secretariat planning.
	Rapid population growth is straining Rukwa's socio-economic activities threatening service quality and sustainable development.	Risks involve interruptions in service delivery and deteriorating standards leads to reduced efficiency and limited access to essential services.	Strengthen urban planning, infrastructure development, and resource allocation.
	Cross-border interactions increase risk of disease in the region.	Interactions across borders expose regional to public health risks.	Improve monitoring, collaboration, and interventions against cross-border infections.

1.6 PESTEL ANALYSIS

The PESTEL analysis (15) demonstrates that Rukwa Regional Secretariat operates within a largely supportive external environment. Politically, long-standing stability and strong political will have enabled the Regional Secretariat to effectively coordinate LGAs, government institutions, and non-state actors, although potential political pressures may disrupt continuity. Economically, sustained national growth and middle-income status have strengthened service delivery, reflected in improved roads, education, health, and declining mortality rates, despite

persistent challenges in service ratios and revenue capacity. Socially, rapid population growth has increased demand for education, health, and water services, requiring continued public investment and coordinated planning.

Technologically, adoption of government digital systems has enhanced planning, financial management, and service efficiency, though cyber risks and skills gaps remain. Environmentally, climate change, deforestation, and floods threaten livelihoods and infrastructure, necessitating stronger conservation and adaptation efforts. Legally, a clear constitutional and statutory framework supports governance, but ongoing dissemination and compliance are essential. Collectively, these factors guide Rukwa RS's strategic focus on coordination, capacity building, resilience, and sustainable socio-economic development.

Table 15: PESTEL Analysis

PESTEL DIMENSION	POSITIVE	NEGATIVE	STARTEGIC DIRECTIONS FOR RRS
Political	Effective coordination among the Rukwa Regional Secretariat, District Councils, and the Central Government.	Weak coordination between Rukwa Regional Secretariat, District Councils, and Government.	Strengthen coordination, build capacity, align policies, and monitor progress effectively.
	Sustained peace and political stability in the region.	Political changes may affect continuity of development programs.	Strengthen institutional policies to maintain development programs during political transitions.
	Strong support from the Government of the United Republic of Tanzania through the Decentralization by Devolution (D-by-D) initiative.	Limited representation of Rukwa Region in national budget allocation decisions.	Advocate stronger representation, engage stakeholders, and influence national budget priorities.
Social	Increasing Population Enhancing Workforce Availability.	Rapid population growth strains resources, creating employment and service challenges.	Create jobs and improve services to support growing population.

	Active Community Participation in Development Programs.	Low community involvement slows projects and reduces development success.	Encourage community participation to improve project success and outcomes.
	Expansion and Improvement of Education and Health Services.	Insufficient schools and healthcare limit residents' opportunities and wellbeing.	Strengthen schools and healthcare to support community growth effectively.
Economic	Growing trade boosts regional income and employment opportunities.	Negative: High unemployment limits economic growth and reduces living standards.	Promote investment and entrepreneurship to strengthen regional economy.
	Agriculture expansion increases revenue and supports local livelihoods effectively.	Inflation and low market access hinder economic development progress.	Diversify economy to stabilize growth and create opportunities.
	Small businesses boost local economy and empower community livelihoods.	Limited access to finance restricts business growth and expansion.	Support entrepreneurship programs to enhance sustainable economic development.
Technological	Growing adoption of e-Government systems improves efficiency and service delivery.	Poor adoption of e-Government hinders service delivery and efficiency.	Promote e-Government systems to enhance service delivery efficiency.
	Expanding mobile network coverage improves communication and connectivity region-wide.	Poor ICT infrastructure in remote districts limits connectivity and services.	Upgrade ICT infrastructure to strengthen connectivity and service delivery.
	Mobile and online payments improve access to	Poor internet and power problems slow down digital services.	Adopt secure digital systems for payments and

	government services.	And staff and citizens lack skills to use new technology.	record-keeping.
Environmental	Strong natural resources support sustainable regional development initiatives.	Climate change risks disrupt agriculture and local livelihoods.	Implement eco-friendly policies to enhance resilience and growth.
	Abundant biodiversity promotes eco-tourism and environmental sustainability.	Deforestation and pollution threaten regional ecosystems and health.	Strengthen conservation programs to protect environment and resources.
	Fertile land supports agriculture and food security effectively.	Frequent floods damage crops and local infrastructure severely.	Implement climate adaptation strategies for sustainable regional growth.
Legal	Clear legal framework governing Regional Administration and Local Government Authorities.	Bureaucratic procedures delay project implementation.	Strengthen legal compliance and institutional governance.
	Public Service and Local Government laws guide operations of Rukwa Regional Secretariat.	Limited public awareness of laws and regulations.	Conduct legal awareness and civic education programs.
	Strong laws ensure fair governance and regulatory compliance.	Complex regulations slow development and increase administrative burden.	Simplify legal frameworks to enhance efficiency and accountability.

2.6 Recent initiatives

The analysis of recent initiatives in Table 16 indicates significant progress in institutional efficiency, service delivery, and governance within the Regional Secretariat. Organizational restructuring has streamlined operations, enhanced teamwork, and improved productivity, though budgetary, staffing, and equipment constraints persist, requiring phased restructuring and resource mobilization. Implementation of the Presidential decree on *Machingas'* identity cards has formalized over 8,000 street vendors and strengthened livelihoods, despite funding and insurance-related challenges. Health sector reforms, including cost sharing and GoT-HoMIS, have increased revenue and service efficiency, though resistance to change and declining donor

support necessitate capacity building and sustainable financing. Education curriculum reforms have improved planning and learning outcomes but face funding, training, and coordination gaps. The transition from NEC to INEC has simplified election coordination, with emphasis on resourcing and institutional readiness going forward.

Table 16: Analysis of Recent Initiatives

INITIATIVES	ACHIEVEMENTS	CONSTRAINTS	WAYFORWARD
Changes of organization structures	Simplified the implementation of duties.	Budget constraints	Any changes should be early during budgeting timed.
	Efficiency of operations.	Shortage of human resources/staffs.	Proposed directions for restructuring organizational systems and operations
	Maintained productivity, teamwork, creativity, problem-solving, adaptability, efficiency, cost-saving.	Shortage of office equipment's.	Procure essential office equipment and improve inventory management systems.
Presidential decree on 'Machingas' Identity Cards	More than 8000 machinga's were identified.	Insufficient financial resources continue to hinder progress.	Enhance funding strategies and mobilize additional financial support sources.
	'Machingas' were formalized	Changes in the NHIF packages	Expand coverage, lower costs, improve access, educate, review regularly
	Street vendors mentored through education and skills training programs.	Budget limits, inadequate resources, and capacity gaps restrict effectiveness.	Implement cost-effective strategies to maximize available budget.
Changes from block payment to cost sharing within the health sector	Increase of revenue at health centers as well as the government.	Political interference	Reduce political interference by enforcing rules, educating, and ensuring fairness.

INITIATIVES	ACHIEVEMENTS	CONSTRAINTS	WAYFORWARD
	Introduction of centralized GoT-HoMIS health technology.	Resistance some user to the use the established systems	Encourage users to adopt systems through training, support, and guidance.
	Simplified services delivery and health systems.	Abstract ending of donor funds	Find alternative funding, prioritize resources, and strengthen local sustainability plans
Changes on Donor contributions and priorities as a result of political changes in their countries	Taught us to be self-reliant	Inconsistent donor support limits program sustainability and planning.	Important projects should be internally funded. E.g. water, health
Changes and modifications to the Primary and Secondary educational curriculum content and framework	Simplified coordination and planning of activities	Limited funding for curriculum development and implementation. Insufficient training for teachers on new curriculum.	Limited funds, staff, time, materials, awareness, technology, participation.
	Reformed educational syllabus for better teaching and learning outcomes.	Resistance to change from stakeholders or educators.	Explain benefits, involve stakeholders, train, and support, implement gradually, and motivate options.
	Curriculum revised and enhanced, improving education quality regionally.	Delays in policy approval and administrative processes.	Streamline processes, set timelines, improve coordination, monitor, ensure accountability
Changes from National Electoral Commission (NEC) to the Independent National Electoral Commission (INEC)	Simplification of coordination election activities at RS level	Resistance, lack of funds, staff, time, knowledge, coordination, resources	INEC to established regional offices.

INITIATIVES	ACHIEVEMENTS	CONSTRAINTS	WAYFORWARD
in April 2024			

2.7 Critical Issues

Based on lessons learned from the implementation of the previous Strategic Plan, organizational assessments, stakeholder analysis, and recent initiatives, the Regional Secretariat has identified critical issues that significantly influence the effective and efficient implementation of this Strategic Plan. These issues reflect internal capacity constraints, emerging socio-economic and health challenges, governance and coordination gaps, and external pressures affecting service delivery and development outcomes. Addressing these issues is essential to strengthen the Secretariat's advisory, coordination, and oversight roles over LGAs, MDAs, and other stakeholders. Failure to adequately respond may limit the achievement of planned results, compromise service quality, and weaken institutional performance. Therefore, this Strategic Plan prioritizes targeted interventions that enhance human and financial capacity, improve governance and accountability, promote sustainable resource management, strengthen digital transformation, and ensure inclusive socio-economic development across the Region. The most notable critical issues include:

i) Understaffing due to restrictions in manning levels

ii) Insufficient funding for RS initiatives, staff motivation, and cross-cutting issues

iii) Weak legal and structural frameworks affecting RS advisory and coordination roles

iv) Limited working tools and infrastructure to re-engineer business processes

v) Public health challenges (HIV/AIDS, maternal mortality, stunting, pandemics)

vi) Weak coordination among Government Agents, LGAs, and MDAs

vii) Sustainability of National Anti-Corruption Strategy implementation

viii) Inadequate natural resources, economic, and production sustainability measures

ix) Limited access to social, economic, and cultural services

x) Slow adoption and enhancement of e-Governance

xi) Weak stakeholder engagement mechanisms

xii) Need to strengthen good governance practices at RS and LGAs

xiii) Unfavorable business processes and operating environment

xiv) Poor nutrition practices and low diet diversity

xv) Increasing environmental deforestation

CHAPTER THREE: THE PLAN

3.1 Introduction

This chapter establishes the foundational framework for the Rukwa Regional Secretariat's Strategic Plan (2026/27 - 2030/31). It formally articulates the institution's guiding Vision and Mission, outlines its Core Values, and presents the integrated architecture of Strategic Objectives, precise Targets, actionable Strategies, and quantifiable Performance Indicators. This cohesive structure is designed to steer all implementation efforts, ensure alignment, and provide a clear roadmap for achieving transformative regional development outcomes over the next five-year period.

3.2 Vision

The vision of the Rukwa Regional Secretariat is to be ***"an exemplary institution, providing people-centered coordination and advisory services for enhanced community wellbeing***."

3.2.1 Mission

The mission of the Rukwa Regional Secretariat is ***"to promote and facilitate community-driven initiatives by effectively engaging Central Government, Local Government Authorities, and other stakeholders through the efficient use of resources, supportive supervision, capacity building, and good governance".***

3.3 Core values

The Rukwa Regional Secretariat is steadfastly committed to achieving its Vision and Mission. The management acknowledges the formidable task ahead in enhancing service delivery and providing essential support. To guide this endeavor and create a flourishing environment for staff, LGAs, MDAs, and all stakeholders, the Secretariat has adopted the following core values to be upheld throughout the strategic plan's implementation:

i) **Integrity:** Acting with unwavering morality, ethics, and honesty.
ii) **Respect:** Treating all stakeholders and the environment with patience, politeness, and valued acknowledgment.
iii) **Equity & Transparency:** Ensuring fairness through consistent, transparent decisions and processes.
iv) **Quality:** Continuously improving services to build a reputation for excellence within financial means.
v) **Responsiveness:** Being attentive and adaptive to stakeholder needs and aspirations.
vi) **Explicitness:** Maintaining clear, simple, and precise rules, regulations, and procedures.
vii) **Accountability:** Operating prudently, involving stakeholders, and being answerable for all actions and outcomes.
viii) **Teamwork:** Collaborating effectively to achieve shared goals and our vision.
ix) **Innovation:** Embracing creativity, invention, and continuous learning as an adaptable

organization.

x) **Excellence:** Applying best practices to achieve and surpass the highest quality standards.
xi) **Commitment:** Undertaking all activities with passion, loyalty, and dedication.
xii) **Productivity:** Delivering timely, efficient, and effective results.
xiii) **Gender Sensitivity:** Integrating gender considerations into all client dealings, functions, and plans.
xiv) **Professionalism:** Adhering to the highest professional ethics and certified service standards.

3.4 Objectives, Targets, Strategies and Key Performance Indicators

The new Rukwa Regional Secretariat Strategic Plan (2026/27-2030/31) introduces a comprehensive and integrated management framework designed to translate broad development aspirations into concrete, actionable results. It is structured upon ten definitive Strategic Objectives (designated A through Y), which collectively address the region's priority areas—from enhancing public service delivery and governance to improving infrastructure, disaster preparedness, and environmental sustainability. These objectives provide the strategic direction for the entire planning period.

To ensure these objectives are not merely aspirational, the plan defines a series of specific, time-bound Targets. For instance, under the objective of reducing HIV/AIDS, targets include increasing the percentage of staff knowing their status and distributing thousands of protection gears by June 2031. Similarly, coordination is quantified through targets for advisory visits, supervisory missions, and curriculum implementations across the four Local Government Authorities (LGAs).

A detailed set of operational Strategies underpins the achievement of each target. These strategies encompass critical activities such as improving ICT systems, facilitating public-private partnerships, conducting regular monitoring and evaluation visits, mainstreaming gender into planning, and coordinating statutory meetings. The selection of relevant and measurable Key Performance Indicators (KPIs) for each target will enable the Secretariat to systematically track progress, assess efficiency, and ensure accountability. This cohesive chain from Objective to Target, through Strategy, measured by KPI forms a closed-loop performance management system. It is engineered to drive focused execution, facilitate adaptive management, and ultimately ensure the Secretariat effectively fulfills its mandate of fostering sustainable socio-economic development and improved quality of life for all citizens in the Rukwa Region. As illustrated on Table 17.

Table 17: Key Performance Analysis

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
A. Services improved and HIV/AIDS infection reduced	1) Ten awareness creation meetings on HIV/AIDS testing and protection to RS staff conducted by June 2031. 2) RS staff knowing their HIV status increased from 95 in 2025 to 96% by June, 2031. 3) All RS staff tested and known to have HIV/AIDS sensitized on ART registration by June, 2031. 4) Provision of 6000 HIV/AIDS protection gears to the RS staff by June, 2031. 5) All RS staff tested and known to have HIV/AIDS to receive care and support by June, 2031.	1) Conduct two internal meetings annually to create awareness on HIV/AIDS testing and protection. 2) Conduct two internal meetings annually to create awareness on HIV/AIDS testing and protection. 3) Conduct two internal meetings annually to create awareness on HIV/AIDS testing and protection. 4) Budgeting and soliciting protective gears from RS stakeholders. Budgeting.	1) Number of HIV/AIDS awareness creation meetings conducted per year. 2) Percentage of RS staff attending HIV/AIDS awareness meetings. 3) Percentage of RS staff who know their HIV staff. 4) Number of RS staff tested for HIV annually. 5) Percentage of HIV – positive staff RS staff sensitized on ART registration. 6) Number of HIV/AIDS protection gears procured. 7) Number of HIV/AIDS protection gears distributed to RS staff. 8) Number of HIV-positive RS staff enrolled in care and support programs. 9) Retention rate of HIV-positive Staff in care and support programs.

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
B. Implementation of the National Anti-corruption strategy enhanced and sustained	1) Five awareness and sensitization creation meetings on the effect of corruption conducted to RS staff by June, 2031. 2) Capacity building on integrity and ethics conduct to 142 RS staff by June, 2031.	1) Conducted structured seminars on integrity, ethics and anti-corruption laws for all RS staff in line with the National Anti-Corruption Strategy. 2) Partner with relevant institutions such as PCCB, the Ethics Secretariat and the public service training institutions to deliver specialized training. 3) Organize periodic anti-corruption awareness and sensitization meetings for RS staff focusing on the causes, effects and consequences of corruption in public services. 4) Collaborate with the Prevention and Combating of Corruption Bureau (PCCB) to facilitate awareness sessions and provide expert presentations.	1) Number of RS staff attended seminars on integrity and ethics. 2) Number of integrity and ethics training sessions conducted. 3) Number of seminar reports produced and submitted. 4) Number of anti-corruption awareness and sensitization meetings conducted. 5) Number of RS staff attending anti-corruption awareness meetings
C. Coordination and advisory services to RS, 4 LGA's and other stakeholders improved.	1) 8 State leaders and 30 inter-Ministerial visits in the region coordinated by June, 2031. 2) 20 joint supportive supervision visits to 4 LGAs strengthened by	1) Improve and maintain a stable internal and external communication 2) Improve Information Communication Technology. 3) Maintain a logistics system. 4) Prepare and submit RAS report. 1) Planning structures and scheduling of visits	1) Number of high-level visits (state & inter-ministerial) resulting in a formal agreement or actionable commitment. 2) Percentage of targeted LGAs showing measurable improvement in key service delivery indicators following joint supervision visits. 3) Number of Visits

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	June, 2031. 3) 20 administrative and human resource management visits coordinated for RS and 4 LGAs staff by June, 2031. 4) 50 Agricultural, Livestock, Fisheries and Cooperative advisory services visits in the region coordinated by June, 2031. 5.) 20 monitoring and evaluation visits of economic and productive sectors Interventions in 4 LGAs enhanced by June, 2031. 6) 545 Primary and secondary school curriculum implementations coordinated in 4 LGAs by June, 2031. 7) 10 coordination visits in 4 LGAs on culture,	2) Budgeting 3) Develop objectives of the visit and prepare TOR. 4) Prepare logistics arrangements. 1) Monitor the implementation of different National policies, guidelines and Frameworks. 2) Ensure equity in financial resource allocation. 3) Monitor the implementation of FYDP IV. 4) Improve information, communication and technology. 5) Register and monitor new and existing NGOs. 6) Mainstream gender into plans and budgets 7) Facilitate and support demand driven social-economic development interventions. 8) Prepare and coordinate RS projects/programs, reviews and annual budgets. 9) Liaise with relevant authorities in Central Government, LGA's and private sector on roads, energy, works, plots and redevelopment schemes, civil engineering works and environmental impact assessment.	targeting administrative & HR systems in RS and LGAs post-visits. 4) Percentage of agricultural related advisory visits linked to the adoption of improved practices or technologies by beneficiaries. 5) Percentage of M&E visit recommendations integrated into revised intervention plans for economic sectors. 6) Percentage of targeted schools in 4 LGAs achieving full compliance with national curriculum implementation standards. 7) Number of cultural, sports, and games coordinated visits. 8) Percentage increase in enrollment/completion rates in adult, vocational, and informal education programs in targeted LGAs. 9) Number of technical, primary and special needs schools supervised and demonstrating. 10) Primary School Pass Rate (%) in targeted LGAs. 11) Secondary School Pass Rate (%) in targeted LGAs. 12) Number of schools

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	games and sports programs conducted by June, 2031. 8) 20 coordination visits in 4 LGAs on Adult, Vocational Training, in-formal and special education conducted by June, 2031. 9) 90 Supervisory activities on technical backstopping of primary, secondary and Special needs strengthened in 4 LGAs by June, 2031. 10) Primary school performance increased from 87% in 2025 to 90% by June, 2031. 11) Secondary school performance increased from 92% in 2025 to 95% by June, 2031. 12) 35 School WASH program	11) Promoting public-private sector partnership 14) Initiate annual consultative meetings between 4 LGA's and private sector. 15) Conflicts resolution within 4 LGA's. 16) Create awareness on the role of private public partnership in enhancing socio- economic development. 17) Facilitate, strengthen and coordinate demand driven social-economic development interventions and provide backstopping expertise and review for RS, 4 LGA's and other stakeholders' plans. 18) Coordinate statutory meetings at regional level 19) Coordinate monthly, quarterly by annually and annual reports for RS and 4 LGA's. 20) Disseminate and supervise correct interpretation and execution of government policies, guidelines, circulars and directives on national development agenda 21) Provide advice on roads, energy, works, plots and redevelopment schemes and civil engineering works.	with WASH programs meeting all national functionality and hygiene standards. 13) Percentage of reduction in WASH-related disease incidence in communities covered by the coordinated programs. 14) Number of health-related visits in 4 LGAs 15) Percentage of reduction in significant financial management audit queries in targeted LGAs. 16) Number of internal ICT system in RS and 4LGAs improved and working effectively 17) Number of verified trade, investment, or industry facilitations/improvements stemming from supervision. 18) Number of visits targeted industries/enterprises in relation to implementation of the industrial development strategy. 19) Number of statistical datasets for industrial, trade and investment in the region collected and submitted to higher authorities

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	Coordinated in 4 LGAs by June, 2031. 13) 20 WASH program in 4 LGAs coordinated by June, 2031. 14) 20 coordination visits on Health Policy and Guidelines conducted to 4 LGAs by June 2031. 15) 240 Technical support on financial management and control in 4 LGAs improved by June, 2031. 16) Internal ICT audit systems in RAS and 4 LGAs improved by June, 2031. 17) 80 supportive supervisions in the implementation of industry, trade and investment policies in 4 LGAs conducted by June, 2031. 18) 80 technical backstopping in the implementation	23) Conduct monitoring and Supervisory visits 24) Conduct investors forum 26) Exercise participatory planning, monitoring and evaluation.	20) Number of environmental management plans integrated into LGA annual budgets and work plans. 21) Number of plans and budgets submitted on time and approved without major substantive revision by high authorities. 22) Number of technical related backstopping visits in RS and 4LGAs. 23) Number of socio-economic related statistical datasets in the region collected and submitted to higher authorities. 24) Prevalence Rate (%) of reported GBV and violence against children in targeted LGAs. 25) Number of NGOs/CBOs/FBOs coordinated 26) Percentage of communities participating development planning process and income-generating activities. 27) Percentage of Youth participating development planning process, youth platforms and income-generating activities. 28) Number of system-based activities

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	of industrial development strategy in 4 LGAs conducted by June, 2031. 19) 5 statistical data sets for industrial, trade and investment in the region collected, analyzed, interpreted and disseminated by June, 2031. 20) 5 environmental management plans and one program in 4 LGAs coordinated by June, 2031. 21) 5 plans and 5 budgets in RS and 4LGAs prepared, scrutinized and submitted to high authorities by June, 2031. 22) 15 technical backstopping expertise in planning and budget for RS and 4 LGAs coordinated by June, 2031. 23) 20 socio-economic		performed successfully 29) Number of research/innovation activities leading to a pilot project or policy recommendation. 30) Number of ICT support-related visits in RS and LGA 31) Percentage of improvement in quarterly financial reporting compliance and accuracy scores in the 3DCs offices.

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	statistical data set in the region collected and submitted by June, 2031. 24) Gender based violence and violence against children in 4 LGAs reduced from 66% to 50 % by June, 2031. 25) 58 NGOs, CBOs and FBOs interventions in 4 LGAs coordinated by June, 2031. 26) At least 70% of communities in the region actively participating in organized development and income-generating activities, coordinated by the Regional Secretariat by June, 2031. 27) 14 Management Information System in RS and 4 LGAs strengthened by June, 2031.		

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	28) 50 Research and 5 technological innovation activities in 4 LGAs conducted by June, 2031. 29) 20 technical backstopping expertise in ICT for RS and 4 LGAs by June, 2031. 30) 15 technical supports on financial management and control in 3DCs office improved by June, 2031. 31) At least 30% of youth participate in developing planning process, youth platforms and income generating activities in the region coordinated by the Regional Secretariat by June, 2031.		

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
D. Regional Secretariat internal capacity to undertake mandated and functions strengthened.	1) RS capacity building program revised, implemented and coordinated by June, 2031. 2) 142 qualified staff retained and equipped with relevant skills by June, 2031. 3) Monitoring and evaluation of human resource performance in RS and 4 LGAs enhanced by June, 2031. 4) At least 30 RS staff attending short- and long-term professional courses supported and facilitated by June, 2031.	1)Facilitate identification of capacity building gaps and training needs assessment for RS staff 2 Key positions in RS and 4 LGA's filled and sustained 3) Improve Employees technical capacity 4) Secure budgeting 5) Strengthen performance management system 6) Coordinate provision of employee relations and welfare.	1) RS capacity program updated, implemented and coordinated. 2) Number staffs of retained 3) Number human resources visit of monitoring and evaluation 4) Number of formal performance feedback and coaching sessions conducted per year.
E. Regional ICT Communication Infrastructure as well as Land Use Planning Improved.	1) At least 90% of RS and LGA staff trained and using ICT systems for official communication and service delivery by June, 2031. 2) Electronic communication and data	1) Establish digital land information portals and public access desks. 2) Integrate GIS-based disaster risk data into regional planning processes. 3) Expand broadband infrastructure through partnerships with national telecom providers. 4) Improve coordination between planning, lands,	1) Number of land use plans digitized and officially approved. 2) Percentage of development permits compliant with approved land use plans. 3)Reduction rate of paper-based official communications annually. 4)Frequency of GIS data usage in planning and decision-making.

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	management systems operational, with all RS–LGA official correspondences and reports processed electronically by June 2031. 3) Community access to land information improved, through establishment of digital land information desks/portals in all LGAs, enabling public access to land use plans and maps by June 2031. 4) Regional ICT infrastructure upgraded, including installation of secure data servers, backup systems, and LAN/WAN connectivity at the Regional Secretariat and all 4 LGAs by June 2031.	and ICT departments. 5) Allocate sustainable budgets for ICT maintenance and system upgrades. 6) Strengthen land use planning enforcement through regulatory compliance mechanisms 7) Conduct regular ICT and land use planning performance audits.	5)Percentage of ICT assets maintained according to approved schedules. Percentage of departments submitting reports through electronic systems. 6) Number of staff trained in ICT and GIS annually. 7) Proportion of land information requests served through digital platforms. 8) Number of planning decisions supported by GIS-generated spatial data. 9) Percentage of ICT projects completed within approved budgets
F. Social-	1) 24 technical	1) Promote modernization	1) Number of capacity-

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
economic services delivery in the region improved	supports for natural resources management, environmental conservation and apiculture in 4 LGAs strengthened by June, 2031. 2) Number of internal tourists increased from 772-1157 by June, 2031. 3) Number of external tourists increased from 3000- 4000 by June, 2031. 4) Climate change mitigation and adaptation plan developed and implemented by June, 2031. 5) Extension services for economic and productive sectors improved by June, 2031. 6) Agriculture production increased from 20% to 30% by June, 2031. 7) Increase enrollment, completion rate,	and commercialization of Agriculture, livestock and fisheries 2) Establish and strengthen Cooperative Societies. 3) Support land conservation measures and natural resource management. 4) Promote growth of domestic markets and border trade. 5) Promote productive activities to reduce income poverty to the society. 6) Supervise economic and productive activities 7) Facilitate attendance to central/sector and ministerial meetings and conferences. 8) Facilitate implementation of different policies and guideline. 9) Strengthen the basic infrastructure existence in particular network of passable roads. 10) Provide technical support in civil engineering Services. 11) Constructions and rehabilitation of RS buildings 12) Foster international cooperation to Zambia and Democratic Republic of Congo. 13) Provide technical	building workshops or on-site trainings conducted for community groups, extension officers, and apiculture practitioners in natural resources management and environmental conservation. 2) Number of local stakeholders trained, disaggregated by sector (natural resources, environment, apiculture), gender, and youth participation. 3) Number of collaborations established with NGOs, research institutions, or private sector actors to provide technical support. 4) RS capacity building program updated, implemented, and coordinated by June 2031. 5) Number of RS staff retained 6) Number of HR-related M&E performance visits.

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	performance rate and improved learning environments in at least 75% in primary and secondary school within the region by June, 2031. 8) Maternal mortality rate in the region reduced from 60 to 38 by June, 2031 9) Under 5 mortality rates in the region reduced from 5 to 4 by June, 2031 10) Preventive and control of communicable and non-communicable diseases in the region strengthened in the region with outbreaks reduced by 50% vaccination coverage by 95% and 70% of adults screened for NCDs by June, 2031 11) At least 50% of vulnerable	support in water engineering Services 14) Provide supervision of primary and secondary schools performance in 4 LGAs 15) Coordinate the implementation of education and vocational training policy 16) Coordinate and supervision of various examinations in the Region. 17) Supervise the implementation of Primary, Secondary and Technical Education Curriculum, 18) Supervise social welfare and advices services. 19) Implement culture and sports policy in the Region. 20) Sports and Culture development facilitated 21) Provide quality Health care services in the Region. 22) Implement Health Policy and guidelines. 23) Provide backstopping during Health epidemics. 24) Improve Youth Development	

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	groups access social welfare services in the region by June 2031. 12) At least 60% communities receive preventive care of neglected tropical diseases in 4 LGAs strengthened by June, 2031. 13) 20 Financial tracking in 4 LGAs administered by June, 2031. 14) 20 Value for money audit services and control of public resources in 4 LGAs strengthened by June, 2031. 15) 5 Industries, trade and Investment plans Coordinated in Secretariat Meetings coordinated in 4 LGAs by June, 2031. 16) 10 Business Secretariat Meetings conducted by		

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	June 2031. 17) Promotion of small, medium and large-scale enterprises in the region coordinated through a functional regional business development platform, at least 20 coordination meeting conducted coordinated business development services delivered by June, 2031 18) Technical expertise for provision of internal and external trade in the region coordinated by June, 2031. 19) Number of agriculture's produces sold through warehouse receipt system from 2 to 5 by June 2031. 20) Monitoring and evaluation of RS and 4 LGAs development		

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	projects and programs strengthened by June, 2031. 21) Construction, rehabilitation, renovation and maintenance of RAS infrastructures strengthened by June, 2031. 22) Supervision of quality and standards control of RAS and 4 LGAs infrastructures improved by June, 2031.		
G. Emergence preparedness and disaster management improved	1) 5 Disaster management and mitigation plan for RS and 4 LGAs developed and implemented by June, 2031. 2) 20 seminars for provision of Knowledge and skills in emergency preparedness and disaster management provided by June, 2031. 3) 5 Capacity building on disaster	1) Provide advice, manage and coordinate disaster in the region 2) Sensitize community to avoid development/establishment of settlement in disaster prone areas. 3) Conduct disaster effects evaluations. 4) Collaborate and assist 4 LGA's in the management and control of disease outbreaks and other emergencies. 5) Sensitize community on emergence preparedness and advice on reallocation of disaster victims and facilities.	1) Number of regional and LGA disaster preparedness and contingency plans developed, reviewed, and updated annually. 2) Frequency and coverage of disaster risk assessments conducted (floods, droughts, landslides, epidemics). 3) Total number of post-disaster evaluations carried out within a defined period, disaggregated by disaster type. 4) Percentage of disaster effect evaluations completed within the

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	preparedness, management and emergency response strengthened in 4 LGAs to disaster management Team by June 2031. 4) 60 Monitoring support in outbreak of pest and diseases in 4 LGAs strengthened by June, 2031.		standard timeframe 5) Existence and number of joint outbreak preparedness and emergency response plans developed or updated with each LGA. 6) Number of community meetings, campaigns, and outreach sessions conducted on emergency preparedness. 7)Percentage and number of community members reached, disaggregated by gender, age, and vulnerable groups.
H. Good governance and admistrative services in the region enhanced	1) 21 Standing committees and statutory meetings for RS convened as scheduled by June, 2031. 2) Working environment standard to 142 RS staff improved from 85%-90% by June, 2031. 3) 20 Technical advice on administrative and human resource matters to RS and 4 LGAs by June, 2031. 4) Peace and	1) Conduct statutory meetings in the Region as planned. 2) Strengthen and enforce rule of law in the region. 3) Facilitate RC and RS Staff to coordinate. Administrative and Political issues in the Region. 4) Strengthen and monitor the components of the regional framework on good governance. 5) Improve capacity of representative bodies at all levels to perform oversight functions. 6) Strengthen Local Level Governance Institutions. 7) Coordinate statutory meetings and national events.	1) Measures the total number of legally required meetings held during the reporting period. 2) Percentage of Planned Meetings Successfully Held. 3) Tracks participation of statutory members (e.g., committee members, LGA representatives). 4) Number of Coordination Meetings Facilitated. 5) Percentage of representative bodies with functional oversight committees. 6) Percentage of oversight reports meeting quality standards.

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	tranquility in the region maintained to 90% to 95% by June, 2031. 5) 75 Community self-help social economic development initiatives in the region promoted by June, 2031. 6) 60 Standing committees and statutory meetings in 4 LGAs coordinated by June, 2031. 7) Internal Audit, CAG 25 and LAAC 8 recommendation s to 4 LGAs coordinated by June, 2031. 8) Interpretation and dissemination of national policies, regulations and guidelines in the region strengthened from 90% -95% by June, 2031. 9) Construction, rehabilitation, renovation and maintenance of RS	8) Strengthen the security committee in all levels.	7) Number of follow-up sessions conducted on previous recommendations. 8) Percentage of members trained in security management and crisis response. 9)Number of security capacity-building sessions conducted annually. 10) Percentage of security incidents reported within prescribed timelines. 11)Number of joint operations or joint patrols conducted. 12) Number of local leaders trained in governance, planning, and financial management.

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	infrastructures strengthened by June, 2031. 10) Rehabilitation and maintenances of ICT infrastructures strengthened by June, 2031. 11) Special features, brochures and news publications in the region improved from 80% - 90% by June, 2031. 12) Public awareness program on government policy decisions, administrative procedures, budgets, performance reports and service delivery updates in the region prepared and disseminated from 95% - 97% by June, 2031. 13) Government accounting procedures and standards adhered by 90% - 95% by June,		

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	2031. 14) 10 financial accounts report prepared and submitted by June, 2031. 15) 20 technical supports on financial management and control for 4 LGAs improved by June, 2031. 16) 20 financial management technical support and control in RS improved by June, 2031. 17) 5 annual audit report for RS acquired by June, 2031. 18) 10 values for money audit and control of public resources for RS strengthened by June, 2031. 19) Government procurement process, procedures and services for RS improved from 90%- 95% by June, 2031. 20) Rs Inventory control of supplied goods		

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	and services properly managed and maintained from 90%-95% by June, 2031. 21) Legislative support to RS and 4 LGAs coordinated at least to 95% by June, 2031. 22) Legal rights and enforcement of by laws in 4 LGAs coordinated at least to 95% by June, 2031. 23) Legal advisory services to RS and 4 LGAs strengthened at least to 95% by June, 2031.		
X. Management of environment and ecosystem enhanced and sustained	1) 5 Environmental management plans and programs in RS and 4LGAs prepared and operationalized annually by June, 2031. 2) 20 Environmental management training for RS and 4 LGAs coordinated by	1) Involve communities, LGAs and stakeholders in environmental management and protection. 2) Number of environmental awareness campaigns conducted at community level. 3) Enforce law, guidelines and regulations on environment and land use plans. 4) Initiate cost and benefit sharing programs in resources management.	1) Percentage of villages/wards with functional environmental committees 2) Number of active partnerships with NGOs, CBOs, private sector and faith-based organizations 3) Number of environmental awareness campaigns conducted at community level 4) The number of campaigns indicates how well financial, human, and logistical resources

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	June 2031. 3) 10 Seminar on Sustainable use of natural resources and climate Change resilience conducted in 4 LGAs by June, 2031. 4)1 Disaster management and mitigation strategies and adaptation plans prepares and implemented by June, 2031. 5) 5 Climate change mitigation and adaption plans prepared and implemented by June, 2031.	5) Establish early warning and response system. 6) Adopt conservation agricultural practices. 7) Implement land tenure system for communities residing adjacent to protected areas and water sources.	are mobilized and utilized. 5) Campaigns conducted according to annual plans show effective implementation and management. 6) Percentage of farmers practicing conservation agriculture and number of farmers trained on conservation agriculture 7) Number of LGAs integrating conservation agriculture into agricultural plans and budgets
Y. Multi-sectoral nutritional services improved	1) Care and support services to under 5 years strengthened from 85.2% to 90% by June, 2031. 2) Under 5 stunting reduced from 49.8% in 2025 to 40% by June, 2031. 3)20 multi-sectoral nutritional	1) Initiate care and support for under 5 years children services. 2) Develop nutritional caring programs and plans 3) Coordinate and collaborate with other stakeholders in improving and sustaining nutrition interventions	1) Number of trained health workers for IMCI/child services 2)Number of health facilities with functional child health services 3) Percentage of staff trained in IMCI/child care protocols 3) Number of community outreach/caregiver support sessions held 4) Percentage of under-5 with pneumonia correctly treated

STRATEGIES OBJECTIVES	TARGETS	STRATEGIES	KPI
	interventions Meetings in Rukwa region coordinated by June, 2031.		5) Percentage of diarrhea cases receiving ORS 6) Percentage of children with normal nutrition status (no stunting/wasting) 7) Number of joint planning or review sessions with key stakeholders 8) percentage of planned nutrition budget spent

CHAPTER FOUR: RESOURCE ARRANGEMENTS FOR THE IMPLEMENTATION OF THE 2026/27–2030/31 STRATEGIC PLAN

5.1 Overview

The successful implementation of RRS's Strategic Plan for 2026/27–2030/31 relies on a robust and well-structured resource framework that ensures sustainable funding for operations, capital investments, and strategic initiatives. This chapter outlines the financial and resource arrangements established to support the achievement of strategic objectives, enhance operational efficiency, and secure long-term institutional sustainability. It addresses key areas, including diversified funding sources, budgetary planning, financial management, revenue mobilization, sustainability measures, and risk mitigation strategies, all aligned with RRS's operational and service delivery context. By combining sustainable funding streams, rigorous budgeting, sound financial management, and proactive risk mitigation, RRS is positioned to expand and maintain services, optimize performance, and achieve long-term institutional, social, and environmental outcomes, while delivering equitable, reliable, and high-quality water and sanitation services to all customers.

5.2 Financial Resource Arrangements (2026/27 – 2030/31)

5.2.1 Overview of Government revenue collection Trends

Annex 1 presents a comprehensive overview of Rukwa Regional Secretariat (RRS) income and expenditure trends over historical, current, and projected periods. Total revenue collected increased steadily from TZS 0.00 in 2021/22 to a projected TZS 6 million in 2025/26, reflecting gradual growth in Government revenue collection and statutory allocations. The revenue composition indicates a reliance on statutory transfers and local levies, which provide the bulk of operational funding, while other income streams, such as service fees, licenses, and permits, contribute incrementally to the total revenue base.

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5.2.2 Expenditure Patterns

Expenditure over the period shows fluctuations driven by both operational and capital investments. Total spending rose from TZS 6.3 billion in 2021/22 to a peak of TZS 12.3 billion in the mid of the year 2025/26, reflecting periods of intensified infrastructure and service delivery investment. Major recurrent expenditures include personnel costs, service operations, and administrative overheads, which increased steadily to accommodate a growing workforce and expanding service mandates.

5.2.3 Financial Compliance and Transparency

The Secretariat maintained strong compliance and transparency, with audit queries decreasing from 21 in 2021/22 to 10 in 2025/26, and financial reports consistently submitted on time, achieving 100% reporting compliance. These trends reflect improved financial management systems and growing institutional capacity.

5.2.4 Surplus and Deficit Trends

The resulting surplus and deficit patterns reflect the interplay between revenue inflows and expenditure pressures. Periods of higher spending, coincided with temporary deficits due to capital investments and no surpluses generated. This indicates effective resource utilization and fiscal prudence. Overall, the financial trends suggest that RRS is steadily strengthening its revenue mobilization and financial management capacity. The Secretariat is well-positioned to sustain service delivery, expand critical infrastructure, and maintain fiscal stability. Continued focus on diversifying revenue sources, optimizing expenditure, and strategic allocation of funds across service areas will ensure long-term financial resilience and support the achievement of RRS's strategic objectives for 2026–2031.

5.2.5 Financial Planning and Resource Allocation

Annex 2 provides a detailed Financial Resource overview, including sources, expenditure, and budget estimates for each service area. The successful execution of RRS's Strategic Plan for 2026/27–2030/31 depends on effective implementation supported by a well-structured financial framework. The Regional Administrative Secretary (RAS), supported by the Management team, oversees implementation and reports to the Ministry's/Board on performance, while each strategic objective is translated into annual action plans by respective service areas, coordinated by the Planning and Coordination Section to ensure cross-cutting oversight. Financial resources are allocated through annual budgets aligned with strategic priorities, operational requirements, and the Annual Procurement Plan (APP). Capital expenditures are dedicated to infrastructure expansion, such as pipelines, pumping stations, water storage facilities, sewerage networks, equipment, and ICT upgrades, while operational expenditures cover staffing, maintenance, utilities, and programmatic activities to sustain high-quality service delivery. Contingency and risk management provisions address unforeseen costs and ensure service continuity during emergencies. The total estimated budget for the 2026/27–2030/31 period is approximately TZS 47.024 billion, encompassing investments for infrastructure development, operational enhancements, and institutional capacity building, with detailed budget allocations for each service area provided in Annex 1 of this Strategic Plan.

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5.3 Risk and Associated Mitigation Measures for the Implementation of RRS's 2026/27–2030/31 Strategic Plan

The successful implementation of RRS's Strategic Plan for 2026/27–2030/31 depends on proactively identifying, assessing, and managing financial, operational, institutional, and environmental risks. Table 18 outlines the key risks that could impede the achievement of strategic objectives and presents corresponding mitigation measures designed to safeguard service delivery, ensure financial stability, strengthen institutional capacity, and enhance resilience against internal and external challenges. By implementing these mitigation strategies, RRS aims to maintain operational continuity, protect investments, and sustain high-quality water and sanitation services for its urban and peri-urban communities.

Table 18: Potential Risks and Mitigation Measures

Risk Category	Specific Risks	Potential Impact	Mitigation Measures
Financial Risks	Revenue shortfalls due to delayed payments or low collection rates	Insufficient funds to cover operational costs and capital projects, affecting service delivery	Conduct regular financial risk assessments, improve billing and collection efficiency, implement debt recovery mechanisms, and periodically review tariffs (IONDOLEWE IPO LGAs ZAIDI)
	Currency fluctuations affecting imported equipment or materials	Increased project costs and reduced purchasing power	Monitor exchange rates, maintain currency reserves, and include exchange rate contingencies in project budgets
	Unexpected expenditures or emergencies	Disruption of Regional Secretariat services and budget overruns	Establish contingency funds/reserves and implement emergency expenditure protocols
Operational Risks	Service interruptions due to equipment failure or infrastructure breakdown	Reduced reliability of water, sanitation, and other municipal services	Implement preventive maintenance programs, rehabilitate aging infrastructure, and monitor operations regularly
	Expansion of services outpacing available capacity	Overstretching staff and resources, leading to potential service decline	Adopt phased implementation of expansion plans, conduct workforce planning, and strengthen capacity building initiatives
	Supply chain and procurement delays	Delayed projects, equipment shortages, and operational disruptions	Strengthen supplier relationships, maintain operational accounts for critical items, and monitor procurement processes
	ICT system failures or cyber threats	Disruption in billing, monitoring, and customer service systems	Regular system updates, enforce cybersecurity protocols, and maintain backup systems

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Risk Category	Specific Risks	Potential Impact	Mitigation Measures
Institutional Risks	Limited staff capacity in financial and project management	Inefficient resource utilization and delays in project implementation	Provide training programs, mentoring, and knowledge-sharing initiatives for staff
	Weak compliance with policies or procurement procedures	Increased risk of mismanagement, fraud, or inefficiencies	Strengthen internal controls, conduct regular audits, and enhance procurement oversight
Environmental Risks	Over-extraction of natural resources or environmental degradation	Reduced the sustainability of municipal services and risk of regulatory penalties	Implement environmental safeguards, enforce sustainable practices, and engage the community in conservation
	Climate change impacts (droughts, floods)	Occasional service disruptions in water, sanitation, and infrastructure services	Develop climate-resilient infrastructure, conduct disaster preparedness planning, and integrate adaptive measures into operations

CHAPTER FIVE: STRATEGIC RESULT CHAIN, MONITORING, EVALUATION, AND REVIEW OF THE 2026/27–2030/31 STRATEGIC PLAN

6.1 Overview

Monitoring, Evaluation, and Review (MER) is a fundamental component of RRS's strategic management framework, ensuring that the organization's activities, outputs, outcomes, and overall impact are systematically tracked, analysed, and assessed. MER provides essential feedback mechanisms to determine whether the Strategic Plan is being effectively implemented, the extent to which strategic objectives are being achieved, and where adjustments are required to enhance operational efficiency, service quality, and resource utilization. By integrating monitoring, evaluation, and periodic review, RRS strengthens evidence-based decision-making, promotes accountability to stakeholders, and fosters organizational learning. This framework enables the Authority to respond proactively to emerging challenges, adapt strategies to changing internal and external conditions, and continuously improve the delivery of sustainable, reliable, and high-quality services to the communities it serves.

6.2 Results Chain and Results Framework Matrix

6.2.1 The Results Chain

The Results Chain and Results Framework Matrix are central tools inRRS's2026/27–2030/31 Strategic Plan for linking activities to desired outcomes and impacts. The Rukwa Regional Secretariat's Strategic Plan is structured around a clear Results Chain, a logical model that outlines the pathway from invested resources to national development impact. This chain is composed of interconnected elements: **Inputs** (the financial, human, and material resources allocated), which enable planned **Activities**. The successful execution of these activities yields specific **Outputs** the direct, tangible products and services delivered. These outputs, in turn, are designed to achieve the plan's **Outcomes,** which are the medium-term changes and benefits experienced by the region's institutions and citizens.

A core premise is that this causal linkage is both intentional and measurable. The strategic integration of objectives and targets with the activities and inputs detailed in the Medium-Term Expenditure Framework (MTEF) ensures that every expenditure is purpose-driven. This disciplined approach justifies the use of public funds by directly linking taxpayer investments to concrete results. Ultimately, the achievement of the Secretariat's development objectives such as improved service delivery and enhanced coordination makes a direct contribution to the higher-order goals of Tanzania's National Development Vision 2025. This includes progress toward the five key attributes of high-quality livelihood, peace and stability, good governance, a learning society, and a competitive economy, thereby ensuring that regional performance fuels

sustainable national growth and shared prosperity.

The Results Chain (Annex 2) illustrates the logical flow from inputs (resources such as finances, human capacity, and infrastructure) through activities (projects, programs, and operational tasks) to outputs (immediate deliverables), outcomes (short- to medium-term changes or benefits), and ultimately impacts (long-term societal, environmental, and economic improvements). Complementing this, the Results Framework Matrix organizes the strategic objectives, key performance indicators (KPIs), targets, and means of verification into a structured table that facilitates systematic planning, monitoring, and evaluation (Annex 3). The matrix ensures that each activity and output is directly linked to measurable outcomes, providing a clear basis for performance assessment, accountability, and evidence-based decision-making, while guiding Kalambo DistrictSecretariatin tracking progress toward the delivery of sustainable, efficient, and equitable municipal services and development objectives.

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As presented in Table 19, the Results Chain in RRS's 2026/27–2030/31 Strategic Plan demonstrates a coherent and logical progression from inputs (financial, human, and infrastructural resources), through activities (projects, programs, and operational tasks), to outputs (immediate deliverables), outcomes (short- to medium-term changes or benefits), and ultimately impacts (long-term societal, environmental, and economic improvements).

Table 19: Table 10: Strategic Results Chain Based on RRS Service Areas

Results Level	Description Based on RRS Service Areas
Inputs	Secretariat financial resources (own source and transfers), technical and administrative staff across divisions and units, service delivery infrastructure and facilities (education, health, sanitation, roads, markets, offices), ICT and e-government systems, laws and national policies, guidelines from PO-RALG and sector ministries, partnerships with communities, private sector, CSOs, and development partners.
Activities	Participatory planning and budgeting; implementation of social services (education, health, nutrition, HIV/AIDS); governance and administrative functions (finance, HR, procurement, audit, legal, elections, communication); delivery of economic services (agriculture, livestock, fisheries, trade, industry, investment); infrastructure development and maintenance; environmental and natural resource management; waste management and sanitation; ICT and records management; community mobilization, gender and social welfare programs; disaster preparedness and emergency response; monitoring, evaluation, and reporting.
Outputs	• Approved and implemented plans and budgets across all divisions and units • Improved governance, financial management, and administrative systems • Improved education, health, nutrition, and HIV/AIDS services • Improved socio-economic infrastructure and municipal facilities • Enhanced agricultural production, trade, and local economic initiatives • Improved environmental protection, sanitation, and waste management systems • Functional ICT, communication, and M&E systems • Established emergency and disaster response mechanisms

Outcomes (Short- to Medium-term)	• Improved access to quality and equitable social services • Reduced HIV/AIDS infections and improved community health and nutrition • Enhanced transparency, accountability, and good governance • Improved quality and quantity of socio-economic services and infrastructure • Strengthened community empowerment, gender equity, and social welfare • Improved environmental sustainability and natural resource management • Enhanced coordination of local economic development • Improved preparedness and response to emergencies and disasters
Impact (Long-term)	Improved socio-economic wellbeing, environmental sustainability, resilience, and quality of life of people within the Rukwa Region through sustainable, efficient, and equitable municipal service delivery and development.

6.2.2 The Results Framework Matrix

The Results Framework Matrix (Table XXXXXX) provides the foundation for translating the Rukwa Regional Secretariat's (RRS) strategic objectives into measurable results by clearly defining the linkages between objectives, outcomes, outputs, activities, indicators, and resource requirements. This matrix ensures that all planned interventions are results-oriented and aligned with national development priorities, while providing a basis for monitoring, evaluation, and accountability.

The Medium-Term Expenditure Framework (MTEF) operationalizes the Results Framework Matrix by allocating and prioritizing financial, human, and physical resources over a rolling three-year period. Through the MTEF, planned activities and inputs are costed and sequenced to ensure effective implementation and achievement of expected outputs and outcomes. For instance, under Objective A, resources are allocated for coordination of HIV/AIDS prevention programs, supportive supervision to LGAs, and community sensitization initiatives aimed at improving service delivery and reducing new infections.

Similarly, Objective B is implemented through MTEF-funded activities such as ethics training, strengthening anti-corruption committees, and monitoring compliance with the National Anti-Corruption Strategy. Objective C focuses on improving coordination and advisory services to the Regional Secretariat, four LGAs, and other stakeholders through joint planning, technical backstopping, and performance reviews. Objective D emphasizes internal capacity strengthening through staff training, systems development, and provision of working tools. Investments under Objectives E and F support ICT infrastructure, land use planning, and improved delivery of socio-economic services. The MTEF also finances interventions for emergency preparedness and disaster management (Objective G), governance and administrative services (Objective H), environmental and ecosystem management (Objective X), and multi-sectoral nutrition services (Objective Y). Collectively, this framework ensures efficient resource utilization and achievement of sustainable regional development outcomes.

Table 18: The Result Framework Matrix

DEVELOPMENT OBJECTIVE	OBJECTIVES CODE AND DESCRIPTIONS	PLANNED OUTCOMES	INDICATORS
RS and LGAs deliver quality, timeliness and efficiency services; implement effectively relevant policies, directives and guidelines provided to them and facilitate enabling environment for business and stakeholders to flourish and contributes to community development and welfare in Rukwa region.	A: Services improved and HIV/AIDS infections reduced	1. Stigma and discrimination to staff living with HIV/AIDS at work place reduced 2. New cases of HIV/AIDS at work place reduced 3. Health status of infected staff improved 4. Quality HIV/AIDS annual plan plans and programs 5. Reduced HIV/AIDS mortality rates 6. Behavioral change	1. Level of staff awareness on HIV/AIDS 2. Number of staff living with HIV/AIDS supported 3. Percentages of New HIV/AIDS infections cases 4. Prevalence of HIV/AIDS infections 5. Number of clients enrolled for ARVs 6. Decline in number of PHRV lost follow-up 7. Presence of HIV/AIDS annual plans and programs
	B: Effective implementation of the National Anti-Corruption Strategy enhanced and sustained	1. Corruption cases Reduced. 2. Perception of staff on corruption Increased. 3. Service delivery improved. 4. Reported corruption cases decreased 5. Anti-corruption campaign increased 6. Corruption complaints declined	1. Number of staff participated in awareness and advocacy seminar/workshop 2. Number of Corruption cases reported 3. Number of anti-corruption campaign conducted 4. Number of corruption complaints received and dealt with
	C: Coordination and advisory	1. Stakeholders'	1. Levels of stakeholders'

DEVELOPMENT OBJECTIVE	OBJECTIVES CODE AND DESCRIPTIONS	PLANNED OUTCOMES	INDICATORS
	services to RS, 4 LGAs and other stakeholders improved	satisfaction increased 2.Consultancies and backstopping services to LGAs and other stakeholders improved 3.LGAs' staff and other stakeholders trained 4.Official visits and National events facilitated 5.Quality reports submitted 6.Policies and guideline interpreted and disseminated increased 7.Permits and registrations offered 8.Stakeholders' meetings conducted 9. Audit reports produced 10.Engagements conducted 11. Households and schools with improved WASH facilities 12.Timely preparations and qualitybudgets 13. Reduced audit queries 14. Increased quality of performancereports 15.Improved resource	satisfaction 2. Number of consultancies and backstopping services made to LGAs and other stakeholders 3. Number of LGAs' staff and other stakeholders trained 4. Number of official visits and National events facilitated 5. Number of quality reports submitted timely to stakeholders 6. Number of policies guideline interpreted and disseminated 7. Number of permits and registrations offered 8. Number of stakeholders' meetings conducted 9. Number of Audit reports produced 10. Number of engagements conducted 11. Percentage of households and schools with improved

DEVELOPMENT OBJECTIVE	OBJECTIVES CODE AND DESCRIPTIONS	PLANNED OUTCOMES	INDICATORS
		managementcapacity	WASH facilities 12. Number of supportive engineering work made to 4 LGAs
	D: Regional Secretariat internal capacity to undertake mandated functions strengthened	1.Improved staff skills and staffing level 2.Improved number of qualified staff 3.Increased support to staff undertaking graduate and undergraduate studies 4.Improved retention scheme 5.Improved retooling to staff	1. Number of staffs equipped with relevant skills 2. Number of qualified staffs recruited 3. Staffing level attained 4. Number of reports submitted on time 5. Employee satisfaction 6. Number of staff supported to undertake graduate and post graduate studies 7. Number of employees retained 8. Number of annual retooling extended to RS Staff
	E: Social-economic services delivery in the region improved	1. Increased own source collections in LGAs. 2.Increased regional per capitaincome 3.Increased investments. 4.Increased productivity. 5.Improved living standard 6.Reduced illiteracy rate 7.Increased school	1. Levels of LGAs own source mobilization 2. Number of functioning POS machines used 3. Improve in annual regional GDP 4. Increased crops, fishing and livestock productivity

DEVELOPMENT OBJECTIVE	OBJECTIVES CODE AND DESCRIPTIONS	PLANNED OUTCOMES	INDICATORS
		enrolment rate 8.Improved service delivery 9.Unqualified financial management reports 10.Improved utilization of financialresources 11.Improved financial control 12.Increased use of ICT services 13.Reduced time for sending andreceiving information 14.Increased access to information 15.Reduced land disputes 16.Reduced unplanned settlements 17.Increased investments	5. Increase use of agriculture inputs 6. Number of Investments in value addition processes 7. Number of teachers recruited 8. Number of pupils and students enrolled 9. Number of classrooms, teachers house, dormitories, toilets and school infrastructures renovated, built and refurbished 10. Number of land disputes reported 11. Effective use of ICT program 12. Number of investments reported 13. Number of plots and farms surveyed
	F: Emergency preparedness and disaster management improved	1. Levels on environmental and disaster management issues awareness 2. Timely response to tackle and manage disasters 3. Number of Environmental conservation programs 4. Number of functional disaster committees	1. Number of RS and LGAs staff aware on Disaster Management 2. Timely response to tackle disasters 3. Number of victims assisted and support extended 4. Presence of disaster mitigation intervention in annual plan and budget.

DEVELOPMENT OBJECTIVE	OBJECTIVES CODE AND DESCRIPTIONS	PLANNED OUTCOMES	INDICATORS
		5. Number of environmental impact assessment reports issued 6. Number of clean/renewable energy technology adopted and applied 7. Percentage of people responding to environmental issues	5. Number of disaster management and preparedness programs 6. Number of functional disaster committees
	G: Good governance and administrative services in the region enhanced	1.Increased clients' satisfaction 2.Increased work morale 3.Improved service delivery 4.Improved accountability 5.Increased awareness to LGAs ongood governance issues 6.Reduced labor turnover rate 7.Increased transparency 8.Reduced audit quarries and recommendations 9.Timely reports submission 10.Bylaw preparation and enactment Increased 11.Civil and building works supervision increased 12.Valuation reports prepared and approved timely 13.Level of RS and LGAs capacity to manage resources 14.Quality plan and budget documents submitted in	1. Customer satisfaction level 2. Compliance to Laws and Regulations 3. Number of complaints received and attended 4. Number of statutory and stakeholders' meetings convened 5. Level of accountability and commitment 6. Level of transparency 7. Number of recommendations provided by Audit Committee 8. Number of recommendations provided in the Audit Reports

DEVELOPMENT OBJECTIVE	OBJECTIVES CODE AND DESCRIPTIONS	PLANNED OUTCOMES	INDICATORS
		time 15.Audit queries issued improved 16.Timely and quality of reports prepared and submitted 17.Financial reports prepared and submitted on time 18.Status of Audit reports improved	9. Number of reports submitted 10. Number of by Laws enacted 11. Number of civil and building works supervised 12. Number of valuation reports prepared and approved 13. Level of LGAs own source revenue mobilization 14. Level of RS and LGAs capacity to manage resources 15. Quality plan and budget documents submitted in time 16. Number of audit queries issued 17. Timely and quality of reports prepared and submitted 18. Financial reports prepared and submitted on time 19. Status of Audit reports 20. Customer satisfaction levels

DEVELOPMENT OBJECTIVE	OBJECTIVES CODE AND DESCRIPTIONS	PLANNED OUTCOMES	INDICATORS
			21. Number of offices retooled 22. Percentage of staff satisfied with working environment 23. Number of government buildings constructed and rehabilitated 24. Number of staff provided with incentives 25. Government Website Framework maintained 26. Management Information Systems in RS and LGAs maintained 27. Timely publication of events for RS and LGA 28. Number of Technical Support provided in timely bases
	X: Management of environment and ecosystems enhanced and sustained	1. RS and LGAs staff awareness on Environmental management increased 2. People responding to environmental issues	1. RS and LGAs staff awareness levels on Environmental management 2. Percentage of people responding to environmental issues

DEVELOPMENT OBJECTIVE	OBJECTIVES CODE AND DESCRIPTIONS	PLANNED OUTCOMES	INDICATORS
		increased 3. Environmental initiatives in annual budget increased. 4. Environmental conservation programs funding increased 5. Environmental impact assessment reports improved 6. Clean/renewable energy technology adoption and application improved	3. Percentage of Environmental initiatives in annual budget. 4. Number of Environmental conservation programs 5. Number of environmental impact assessment reports issued 6. Number of clean/renewable energy technology adopted and applied
	Y : Multi-sectoral nutritional services improved	1. Under 5 stunting reduced 2. New cases of stunting reduced 3. Health status of under 5 improved 4. Quality nutritional annual plan plans and programs	1. Level of staff awareness on HIV/AIDS 2. Number of staff living with HIV/AIDS supported 3. Percentages of New HIV/AIDS infections cases 4. Prevalence of stunting in under 5 reduced 5. Presence of nutritional annual plans and programs

6.3 Linkage with the National Development Frameworks

RRS's 2026/27–2030/31 Strategic Plan is strategically aligned with the national development framework to ensure that its interventions contribute directly to Tanzania's broader socio-economic and sectoral objectives. The Plan supports the objectives of the Fourth Five-Year Development Plan (FYDP IV) and Tanzania Development Vision 2050 by strengthening local governance reforms, improving service delivery efficiency, and guiding the expansion and maintenance of regional infrastructure. Through these interventions, the Plan enhances sustainable urban development, environmental health, and socio-economic competitiveness within the Rukwa Region. It integrates the National Planning Guidelines (2025) by applying evidence-based planning, structured resource allocation, and performance monitoring to ensure effectiveness, accountability, and alignment with national priorities. Furthermore, the Plan reflects the long-term aspirations of Tanzania Development Vision 2050 by promoting improved access to quality services, strengthening institutional and governance capacity, enhancing environmental sustainability, and improving public health outcomes. Through efficient municipal service delivery, coordinated development initiatives, and effective stakeholder engagement, the Plan positions the Secretariat as a key catalyst for inclusive, resilient, and sustainable socio-economic development within the Region.

6.4 Linkage with the CCM Manifesto 2025-2030

The Chama Cha Mapinduzi (CCM) Manifesto for the 2025 General Elections outlines a five-year commitment between the Party, the Government, and the people (2025–2030) to strengthen Tanzania's economy, improve citizens' welfare, and implement sustainable development strategies. The manifesto serves as a roadmap for realizing the National Development Vision 2050 and guides the Government in addressing regional and national priorities. Its objectives emphasize building a modern, inclusive, and competitive economy, creating employment opportunities, improving social services, strengthening transport and infrastructure, maintaining democracy, stimulating digital transformation, promoting peace and security, and preserving national culture, arts, and sports. These national-level priorities directly inform the Rukwa Regional Secretariat Strategic Plan (RRS-SP) 2026/27–2030/31, ensuring that regional development initiatives align with broader government strategies while addressing the specific needs and potential of Rukwa Region. The following interventions represent some of the key priorities for Rukwa Region over the next five years.

In line with the CCM Manifesto, the RRS-SP emphasizes strengthening the private sector and transformative productive sectors. Key priorities include preparing and updating the regional investment profiles, allocating 100,957 hectares for investment across nine areas, and developing enabling infrastructure including roads, electricity, and water. The region plans to establish four industrial complexes, facilitate access to capital for traders and startups, implement public-private partnerships, expand business licensing, and formalize small-scale traders. Productive sectors such as agriculture, livestock, fisheries, industry, mining, energy, and tourism are prioritized to increase productivity, generate employment, and raise income

levels. Agricultural initiatives in Rukwa include increasing availability of quality seeds and subsidized fertilizers, expanding irrigation schemes from seven to 38, boosting production of food and commercial crops, strengthening extension services, building crop markets and warehouses, and establishing three large modern collective farms in Sumbawanga, Nkasi, and Kalambo districts.

The RRS-SP also addresses fisheries, livestock, and industrial development to promote inclusive economic growth. Fisheries priorities involve constructing 220 fish ponds, 30 lake cages, an aquaculture facility, and modern fish markets, alongside increasing fry production, establishing demonstration farms, supporting small-scale fishing groups with loans and equipment, and expanding processing plants. In livestock, the plan focuses on constructing and renovating watering holes, strengthening veterinary services, and enhancing extension services. Industrial development priorities include expanding industrial areas from 1,600 to 2,000 hectares, establishing special economic zones, constructing copper and agricultural processing plants under PPP arrangements, increasing business licenses, and creating small business areas. Mining interventions include allocating land for small-scale miners, improving licensing, establishing inspection and procurement centers, and facilitating access to modern equipment. Energy priorities focus on completing electricity connections, implementing the TAZA transmission project linking Tanzania and Zambia, promoting clean energy, and expanding natural gas usage in households and industries.

Social development, infrastructure, and technology are also major priorities for Rukwa Region. Education initiatives include expanding pre-primary to tertiary institutions, increasing classrooms, providing housing for teachers, and enhancing vocational and technical training. Health priorities focus on increasing facilities and emergency services, ensuring adequate medical supplies, implementing universal health coverage, reducing maternal and child mortality, and strengthening nutrition services. Water access priorities include increasing clean water coverage, production, and reservoirs for rural and urban communities. Other key regional priorities involve addressing gender-based violence, supporting the elderly, improving housing and urban planning, enhancing transport infrastructure through roads, bridges, and airport improvements, and promoting science, innovation, and digital connectivity through communication towers and innovation centers. Collectively, these interventions constitute some of the main priorities for Rukwa Region, providing a framework for translating national commitments into tangible regional outcomes that stimulate economic growth, improve livelihoods, and ensure sustainable development under the Rukwa Regional Secretariat Strategic Plan 2026/27–2030/31.

6.5 Linkage with Five Years Development Plan IV

The nine (9) objectives described in this Strategic Plan aims at contributing to the achievement of the Five-Year Development Plan IV 2026/27 – 2030/31 themed as "***realizing competitiveness and industrialization for human development***". The FYDP IV aim on building a competent community for regional and international competition; strengthening

business and investment environment; stimulating foreign technology transfer; developing infrastructure and services; adding value to agricultural, livestock, fisheries and mining products; strengthen local markets and take advantage of regional and international marketing and business promotion opportunities; improving people's lives through education and training, health, social welfare and social protection; developing the knowledge and skills of human resources and enabling young people to become self-employed. This plan intends to make sure that Rukwa Region vast opportunities potentials and geographic location contributes in accomplishing objectives earmarked in the FYDP IV.

The Rukwa Regional Secretariat Strategic Plan (RS Rukwa SP) is closely aligned with the Five Years Development Plan IV (FYDP IV) 2026/27–2030/31 to ensure effective implementation of national development priorities at the regional and local government levels. The linkage is reflected in the following key areas:

i) Industrialization and Economic Transformation

The Rukwa RS Strategic Plan (SP) supports FYDP IV's industrialization agenda by strengthening the investment-enabling environment, improving productive infrastructure, and promoting value addition across key regional sectors. Priority is given to agriculture, livestock, fisheries, mining, and small-scale industries to enhance productivity, diversify the economy, increase incomes, and generate sustainable employment opportunities.

ii) Infrastructure Development

The Strategic Plan aligns with FYDP IV priorities by advancing the development of energy, transport, water, and ICT infrastructure. Improved electricity supply, expanded road networks, reliable water services, and enhanced digital connectivity are prioritized to boost productivity, facilitate market access, reduce transaction costs, and strengthen the region's competitiveness and integration into national and regional markets.

iii) Human Capital Development

This RRS SP contributes to FYDP IV objectives by improving access to quality education, healthcare, nutrition services, and skills development. Investments in human capital aim to enhance workforce productivity, reduce poverty, and build a healthy, skilled, and adaptable population capable of supporting sustainable socio-economic growth and regional development.

iv) Good Governance and Institutional Capacity

In line with FYDP IV, the Strategic Plan emphasizes strengthening governance systems, accountability, and public service delivery. It focuses on improving coordination, monitoring and evaluation, transparency, and capacity building of Local Government Authorities (LGAs) to ensure effective planning, efficient resource utilization, and timely implementation of development programs.

v) Private Sector Development and Investment Promotion

The SP promotes private sector participation through public-private partnerships (PPPs), investment facilitation, and improved business support services. These interventions align with FYDP IV pillars by fostering entrepreneurship, attracting domestic and foreign investment, stimulating industrial growth, and creating productive employment opportunities across the region.

vi) Environmental Sustainability and Climate Resilience

The Strategic Plan integrates environmental conservation, sustainable natural resource management, and climate change adaptation and mitigation measures. Consistent with FYDP IV cross-cutting priorities, it promotes climate-resilient agriculture, ecosystem protection, disaster risk reduction, and sustainable use of land, water, and forest resources to support long-term development.

vii)Inclusive and Balanced Regional Development

Rukwa RS SP ensures inclusive and geographically balanced development by targeting women, youth, vulnerable groups, and underserved communities. The Plan aligns with FYDP IV's people-centered approach by promoting equitable access to services, economic opportunities, and infrastructure, thereby reducing regional disparities and fostering social cohesion and shared prosperity.

6.6 Linkage with the Sustainable Development Goals 2030

The Sustainable Development Goals (SDGs) provide a global framework for ending poverty, reducing inequalities, protecting the environment, and promoting inclusive and sustainable development. In particular, SDGs such as SDG 1 (No Poverty), SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 6 (Clean Water and Sanitation), SDG 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth), SDG 13 (Climate Action), and SDG 16 (Peace, Justice and Strong Institutions) are directly aligned with the mandate of the Rukwa Regional Secretariat.

The Rukwa Regional Secretariat contributes to the achievement of these goals through its people-centered coordination and advisory role, as articulated in its Vision and Mission. By maintaining law and order and strengthening governance systems, the Secretariat advances SDG 16. Through coordination and supportive supervision of LGAs in the delivery of health, education, water, and energy services, it supports SDGs 3, 4, 6, and 7. For example, the Secretariat facilitates planning and monitoring of health infrastructure, school improvement programs, rural water schemes, and electrification initiatives.

Furthermore, by advising LGAs on development plans, supporting agricultural value chains, small and medium enterprises, cooperatives, and sustainable tourism, the Secretariat promotes SDG 1 and SDG 8. Environmental conservation and climate-resilient initiatives coordinated at regional level contribute to SDG 13. Collectively, these interventions reflect the Secretariat's

mission to facilitate community-driven development and enhance overall community wellbeing in Rukwa Region.

6.7 Linkage with the Tanzania Development Vision 2050

The Rukwa Regional Strategic Plan 2026/27–2030/31 is directly aligned with the Tanzania Development Vision 2050, which provides the long-term national framework for socio-economic transformation and sustainable development. Vision 2050 aims to transform Tanzania into a high-income, industrialized, inclusive, and resilient economy by 2050, with a strong emphasis on human capital development, environmental sustainability, technological advancement, expanded infrastructure, and equitable social services for all citizens.

By anchoring the Rukwa Strategic Plan in this national vision, the region ensures its priorities contribute to national goals such as increasing productivity in agriculture and industry, expanding access to quality education, health, water, and energy, and strengthening economic competitiveness at local and global levels. The Strategic Plan therefore translates Vision 2050's pillars economic transformation, human capability development, and environmental sustainability into focused regional actions that respond to Rukwa's unique development needs, enhancing livelihoods and inclusivity in line with Tanzania's shared long-term aspirations.

6.4 Monitoring and Evaluation Plan

The monitoring of RRS's Strategic Plan for 2026/27–2030/31 will be a dynamic, feedback-driven process within an adaptive management framework, ensuring the plan remains responsive to changing internal and external conditions and enhancing the organization's ability to achieve its goals. The Planning, Monitoring, and Evaluation (PME) Service Area, in close collaboration with all other service areas, is responsible for overseeing this process. Monitoring will include routine observations and detailed data collection to form the basis for periodic evaluations, with reports generated quarterly, semi-annually, and annually for review by Management and submission to the Board of Directors. This approach ensures that the public, partners, and stakeholders receive timely, accurate information on the progress of strategic objectives and outcomes of implementation.

RRS's strategic objectives will be operationalized through annual implementation plans, translating approved targets, strategies, and activities into concrete actions, with each service area defining performance indicators as measurable benchmarks. Progress will be assessed and adjustments made as needed during the year. Formal evaluations will include annual assessments at the end of each financial year, a mid-term evaluation after approximately 2.5 years, and a final evaluation at the end of the five years, using data from routine monitoring to ensure evidence-based decision-making. The Monitoring and Evaluation Matrix, detailed in Annex 2, provides a structured framework to track progress at the activity (output), outcome, and goal levels, enabling RRS to maintain an integrated overview of performance, ensure alignment with strategic objectives, and promote continuous improvement toward achieving its vision, mission, strategic objectives, and targets.

6.5 Review

To ensure RRS remains on track in achieving its Vision, Mission, Strategic Objectives, and Targets, regular reviews of the Strategic Plan will be conducted throughout the five-year implementation period as indicated in Table xxx. During the Strategic Plan implementation cycle, the Regional Secretariat (RS) Rukwa will conduct **regular performance reviews** to track progress in the implementation of planned interventions, milestones, and targets. A total of **ten (10) formal reviews** will be conducted over the five-year period, comprising **semi-annual (mid-year) and annual reviews** each financial year as presented in Table 20. The reviews will assess progress against planned outputs, milestones, and performance targets, and will enable management to determine whether implementation is on track or whether corrective measures are required. In total, all planned milestones under the Strategic Plan will be monitored and reviewed throughout the implementation period.

In each financial year (2026/27 to 2030/31), **two formal reviews** will be conducted:

- **Mid-Year Review**: conducted in January
- **Annual Review**: conducted in July

These reviews will focus on:

- Progress towards achieving annual targets and milestones;

- Outputs realized during the review period;
- Identification of implementation challenges, risks, and emerging issues;
- Lessons learned and best practices; and
- Assessment of the contribution of outputs towards the achievement of strategic objectives and intended outcomes.

Review findings will be used to **inform decision-making and improve implementation strategies**, including re-prioritization of activities where necessary. Heads of Sections and Units will be responsible for leading the review of interventions under their respective mandates, under the overall coordination of the RS Management. At the end of the Strategic Plan period, a **comprehensive end-term review** will be conducted to assess the overall performance of the Plan. This review will evaluate the extent to which outputs and milestones achieved over the five years have contributed to the realization of intended outcomes and the overall goal of the Strategic Plan, as well as document key challenges and lessons learned to inform future planning. The **Regional Administrative Secretary (RAS)** will take overall responsibility for overseeing the review process throughout the Strategic Plan cycle. Details of the planned reviews, milestones, timelines, and responsible Sections/Units are provided in **Annex Three**.

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Table 20: Strategic Plan Review Schedule (2026/27 – 2030/31)

SN	Years	Planned Review	Time Frame	Responsible
1.	Year 1: 2026/27	Annual Performance Review	May, 2027	Head of Planning and Coordination Section
2.	Year 2: 2027/28	Annual Performance Review	May, 2028	
3.	Year 3: 2028/29	Mid-term Review	May, 2029	
4.	Year 4: 2029/30	Annual Performance Review	May, 2030	
5.	Year 5: 2030/31	Final Outcome Review	May, 2031	

6.6 Reporting Plan

The Rukwa Regional Secretariat's reporting system integrates both internal and external reporting to ensure accountability, transparency, and informed decision-making. Reports are prepared in line with statutory requirements, the Medium-Term Strategic Planning and Budgeting Manual, and emerging needs. This framework enables systematic monitoring of performance, financial management, program implementation, and coordination across LGAs, divisions, and external stakeholders.

4.9.1 Internal Reporting Plan

The internal reporting framework (Table 21) of Rukwa Regional Secretariat is established to ensure timely information flow, accountability, and informed decision-making at both management and governance levels. The internal reporting framework of the Rukwa Regional Secretariat is designed to support effective planning, accountability, coordination, and decision-making in the implementation of the Strategic Plan. The Secretariat prepares and submits a range of statutory and management reports to relevant committees and oversight bodies at defined intervals. These include annual implementation reports to the Regional Consultative Committee, quarterly financial and audit reports to Income and Expenditure and Audit Committees, and monthly security, budget, management, and divisional reports. Sector-specific reports such as road and procurement reports further enhance transparency and performance monitoring. Clear assignment of reporting responsibilities to RAS, DEDs, accountants, auditors, and section heads ensures reliability and timeliness of information. This structured reporting system strengthens governance, financial discipline, service delivery oversight, and evidence-based decision-making across the Region. Table 19 presents the internal reporting plan.

Table 21: Internal reporting plan

S/N	Types of Reports	Recipient	Frequency	Responsible
1.	Implementation Reports	RCC	Annually	RAS
2	Income and Expenditure reports	Income and Expenditure Committee	Quarterly	DEDs, Chief Accountants
3	Audit Reports	Income and Expenditure Committee	Quarterly	Council Chief Auditors, Chief Accountant
4	Regional Security Reports	Regional Security Committee	Monthly	RAS
5	Regional Road Board Reports	RAS	Annually	DEDs, TARURA & TANROADS Managers
6	Council Management Report	Council Management Team	Monthly	Head of Sections and Units
7	Budget Reports	Budget Committee	Monthly	Assistant administrative secretary planning and coordination
8.	Audit Reports	Audit Committees	Quarterly	Chief Internal Auditor
9.	Annual Procurement Reports	Tender Board	Annually	Head of Procurement Management Unit
10.	Division Officer Reports	RAS	Monthly	Division Officer

4.9.2 External Reporting Plan

The external reporting plan for the Rukwa Regional Secretariat is a critical component of its accountability, transparency, and performance management framework. It involves the preparation and submission of quarterly, mid-year, and annual reports to key external stakeholders, including the Ministry of Finance and Planning (MOFP), President's Office-Regional Administration and Local Government (PO-RALG), sector ministries, development partners, donors, and the Controller and Auditor General (CAG), among others. Reports may also be produced on an ad hoc basis as required by statutory mandates or emerging needs. The preparation and submission of these reports will strictly follow statutory requirements and government performance reporting standards, as outlined in the Medium-Term Strategic Planning and Budgeting Manual, ensuring alignment with national priorities and compliance obligations.

The Secretariat's external reporting framework is led by the Regional Administrative Secretary (RAS), the chief administrative officer of the region. RAS consolidates monthly implementation reports from DASs, MD, DEDs, and Division Officers and submits them to PMO-RALG, providing comprehensive updates on operational performance and program implementation. Quarterly budget progress and performance reports are shared with PMO-RALG and relevant ministries to monitor resource utilization, efficiency, and service delivery. Additionally, annual reports on the implementation of the ruling party manifesto are submitted to the Prime Minister's Office for Policy, Coordination, Parliament Affairs, and Persons with Disabilities. This structured reporting system strengthens governance, enables evidence-based decision-making, enhances coordination, and ensures timely communication with all external stakeholders, thereby promoting transparency, accountability, and sustainable regional development. The Table 22 below summarizes the types of reports, their recipients, frequency, and responsible officers.

Table 22: External Reporting Plan

S/N	Types of Reports	Recipient	Frequency	Responsible
1.	Regional and Regioncommissioners Duties Implementation Reports	PMO-RALG	Monthly	RC
2.	RAS,DASs,MD,DEDs Implementation Reports	PMO-RALG	Monthly	RAS
3.	Quarterly Budget Progressive Reports	PMO-RALG	Quarterly	RAS
4.	Ruling party Manifesto Implementation Reports	Prime Minister's Office Policy, coordination, parliament affairs and person with disabilities	Annually	RAS
6.	Quarterly Performance reports	PMO–RALG and other Ministries	Quarterly	RAS

6.7 Linking Individual RRS Staff Performance with the Strategic Plan

The efforts of every staff member at RRS will contribute directly to the realization of the Vision, Mission, Strategic Objectives, and Targets outlined in the Strategic Plan. This connection will be reinforced through the annual planning process, where staff performance will be aligned with the organization's strategic goals using performance agreements and the PEPMIS (Performance Evaluation and Management Information System). The annual performance agreements will be updated to include specific targets and indicators derived from the strategic plan, making it clear how individual contributions support broader organizational goals. Performance appraisal instruments will be updated to reflect the results-oriented approach introduced in the Strategic Plan, ensuring that staff performance is directly linked to the achievement of strategic outcomes.

6.8 Relationship between Results Framework, Result Chain, M&E, and Reporting Arrangement

The Results Framework, Results Chain, Monitoring and Evaluation (M&E), and Reporting Arrangements are closely interlinked to ensure effective implementation and accountability of RRS's 2026/27–2030/31 Strategic Plan. The Results Framework defines the strategic objectives, expected outcomes, outputs, and associated indicators, providing a structured blueprint for translating RRS's vision and mission into measurable results. The Results Chain illustrates the logical flow from inputs and activities to outputs, outcomes, and long-term impacts, clarifying how each intervention contributes to strategic goals. Monitoring and Evaluation (M&E)

systematically tracks progress along the Results Chain, generating data and insights on performance, operational efficiency, and effectiveness, which inform adaptive management and decision-making. Finally, Reporting Arrangements ensure that information from M&E activities is communicated regularly to RRS's Management, stakeholders, and partners through quarterly, semi-annual, and annual reports, facilitating transparency, accountability, and evidence-based adjustments to enhance service delivery and achieve the plan's objectives.

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