

**THE TANZANIA COOPERATIVE
DEVELOPMENT COMMISSION**

**MEDIUM TERM STRATEGIC PLAN
2021/2022 – 2025/2026**

TABLE OF CONTENTS

TABLE OF CONTENTS	i
LIST OF TABLES	iii
LIST OF APPENDICES	iv
LIST OF ABBREVIATIONS	v
STATEMENT BY REGISTRAR OF COOPERATIVES	xi
EXECUTIVE SUMMARY	xiii
CHAPTER ONE	2
INTRODUCTION	2
1.1 Historical Background	2
1.2 Mandate	4
1.3 Roles and Functions	4
1.4 Purpose of the Plan	6
1.5 Methodology	7
1.6 Layout of the Plan	8
CHAPTER TWO	10
SITUATIONAL ANALYSIS	10
2.1 Introduction	10
2.2 Performance Review	10
2.3 Environmental Scan	23
A. Internal environment	24
B. External environment	32
2.4 Stakeholders Analysis	37
2.5 Strengths, Weaknesses, Opportunities and Challenges Analysis	43
2.6 Review of Relevant Information	45
2.6.1 International Policy and Planning Frameworks	45
2.6.2 National Policy and Planning Frameworks	48
2.7 Lessons Learnt	52
2.8 Recent Initiatives for Improving Performance	53
2.9 Critical Issues	54

CHAPTER THREE	56
THE PLAN	56
3.1 Introduction	56
3.2 Vision	56
3.3 Mission	56
3.4 Core Values	56
3.5 Strategic Areas, Objectives, Strategies, Targets	57
3.5.1 Strategic area: HIV/AIDS	58
3.5.2 Strategic area: Anti-Corruption	59
3.5.3 Strategic Area: Promotion of Cooperative Business Competitiveness	60
3.5.4 Strategic Area: Cooperative Regulations and Supervision	63
3.5.5 Strategic Area: Institutional Capacity and Service Delivery	66
CHAPTER FOUR.....	71
RESULTS FRAMEWORK	71
4.1 Introduction	71
4.2 Development objective	72
4.3 Beneficiaries	72
4.4 Results Chain	72
4.5 Results Framework Matrix	73
4.6 Monitoring Plan, Planned Reviews and Evaluation Plan	73
4.6.1 Introduction	73
4.6.2 Monitoring plan	73
4.6.3 Planned reviews	74
4.6.4 Evaluation plan	79
4.6.5 Reporting plan	82
4.7 Risks and Assumptions	83
4.7.1 Risks	83
4.7.2 Assumptions	86

LIST OF TABLES

Table 2.1:	Stakeholders Analysis	37
Table 4.1:	Review Meetings	75
Table 4.2:	Rapid Appraisals	76
Table 4.3:	Evaluation Plan	81
Table 4.4:	Reporting Plan	82
Table 4.5:	External Reporting Plan	83
Table 4.6:	Risk Analysis	84

LIST OF APPENDICES

Appendix 1	89
TCDC Organogram	
Appendix 2	91
Results Framework Matrix	
Appendix 3	106
Strategic Plan Matrix	
Appendix 4	122
Milestones	
Appendix 5	138
Monitoring Plan	

LIST OF ABBREVIATIONS

AIDS	Acquired Immuno-Deficiency Syndrome
AMCOS	Agricultural Marketing Cooperative Societies
ANSAF	Agriculture Non-State Actors Forum
ASA	Agricultural Seed Agency
ASDP	Agricultural Sector Development Programme
BOT	Bank of Tanzania
CAG	Chief Auditor General
CCM	Chama cha Mapinduzi
CCU	Chato Cooperative Union
CDD	Cooperative Development Division
COASCO	Cooperative Audit Supervision Corporation
CODAS	Cooperative Data Analysis System
DCOs	District Cooperative Officers
COVID-19	Corona Virus Disease 2019
CRDB	CRDB Bank Plc
CSMIS	Community Service Management Information's Systems
DAHRM	Director of Administration and Human Resource Management
DED	District Executive Director
DPME	Director of Planning, Monitoring and Evaluation
DPP	Director of Policy and Planning
DRP	Deputy Registrar-Promotion
DRR	Deputy Registrar Regulatory

EASTC	East African Statistical Training Centre
e-GA	E-Government Agency
ERMS	Enterprise Resources Management Suite
FSDT	Financial Sector Deepening Trust
FYDP	Five-Year Development Plan
GDP	Gross Domestic Product
GePG	Government e-Payment Gateway
HCMIS	Human Capital Management. Information System
HICT	Head of Information, Communication and Technology Unit
HIV	Human Immunodeficiency Virus
HQ	Headquarters
HRNS	Hanns R. Neumann Stiftung
IAG	Internal Auditor General
ICA	International Cooperative Alliance
ICT	Information and communication technology
ILO	International Labour Organization
ISCF	Inspection and Supervision Cooperative Fund
KACU	Kahama Cooperative Union
KYC	Know Your Customer
LGAs	Local Government Authority
LGRP	Local Government Reform Program
LO	Legal Officer
TLTPP	Tanzania Long Term Perspective Plan
M & E	Monitoring and Evaluation
MBCU	Mbogwe Cooperative Union
Mbps	Megabits per second
MDAs	Ministries, Departments and Agencies

MIS	Management Information System
MIVARF	Market Infrastructure, Value Addition and Rural Finance
MoCU	Moshi Co-operative University
NCDs	Non-Communicable Diseases
NDC	National Development Corporation
NFRA	National Financial Reporting Authority
NHIF	National Insurance Fund
NIT	National Institute of Transport
NMB	National Micro-finance Bank
OPRAS	Open Performance Review and Appraisal System
PCCB	Prevention and Combating of Corruption Bureau
PLC	Public limited company
PME	Planning, Monitoring and Evaluation
PO-PSMGG	Presidents' office – Public Sector Management and Good Governance
PO-RALG	President's Office, Regional Administration and Local Government
PPRA	Public Procurement Regulatory Authority
RECO	Registrar of Cooperatives
RITA	Registration Insolvency and Trusteeship Agency
RUDI	Rural Urban Development Initiatives
SACCOS	Saving and Credit Cooperative Societies
SBIFC	Small Business Investment Company
SDGs	Sustainable Development Goals
SP	Strategic Plan

SWOC	Strengths, Weaknesses, Opportunities and Challenges
TaCRI	Tanzania Coffee Research Institute
TADB	Tanzania Agricultural Development Bank
TBS	Tanzania Bureau of Standards
TACAIDS	Tanzania Commission for AIDS
TaESA	Tanzania Employment Services Agency
TARI	Tanzania Agriculture Research Institute
TCB	Tanzania Commercial Bank Plc
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TCDC	Tanzania Cooperative Development Commission
TFRA	Tanzania Fertilizer Regulatory Authority
TFSA	Tanzania Forest Service Agency
TFYDP	Third Five-Year Development Plan
TMX	Tanzania Mercantile Exchange Plc
TPSF	Tanzania Private Sector Foundation
TTCL	Tanzania Telecommunication Corporation Limited
TWLB	Tanzania Warehouse Licensing Board
TUGHE	Tanzania Union of Government and Health Employees
WORESEP	Work Readiness Employability Skills Enhancement Program
WRS	Warehouse Receipt System

STATEMENT OF THE PERMANENT SECRETARY

The Government recognizes that strategic planning forms a foundation for good governance and management in all organizations. The TCDC 2021/22-2025/26 Medium Term Strategic Plan, sets out a strategic direction to fulfil its mandate in the coming five years. It is aimed at improving the performance of the Cooperatives. Cooperatives are a unique business model that have up-scaled and helped to transform the agricultural and non-agricultural sectors and communities across the country. Cooperatives are important vehicles for members' endeavour to optimize their economic, social and cultural needs; to lobby for policy changes and strengthen their bargaining power in the input and output markets. It is imperative to achieve these aspects through strengthening the cooperative identity (which includes the cooperative principles and core values) business competitiveness, supervision and inspection.

The TCDC's Strategic Plan for the last five years was aimed at enhancing the TCDC service delivery; improving resource mobilization; cooperative economic performance as well as enhancing cooperative good governance and accountability. The interventions were implemented with collaboration of multiple stakeholders within the framework of TCDC. During this period, TCDC strived to achieve the Government's mantra of '*Tanzania ya Viwanda*' in which industrial units owned by cooperatives were formed. Cooperatives have thus

demonstrated the capacity of realizing industrialization through the value addition of agricultural products and marketing. The role of cooperatives in financial inclusion has been recognized by the growth of Savings and Credit Cooperative Societies (SACCOS) through which cooperatives have provided services such as social security, inputs and marketing, which are required by members and the community in general. Cooperatives will continue to have a great role in promoting equity, providing employment and achieving economic and social prosperity.

The Strategic Plan 2021/22 – 2025/26 is targeted at consolidating efforts to boost the cooperative sub-sector and ensure economic viability and sustainability of cooperatives. I thank the Registrar of Cooperatives and TCDC management, staff and other stakeholders within and outside the cooperative sub-sector whom we have worked together in developing the sector. Without their support, the realization of development aspirations of the cooperative sub-sector could not have been met. The successful implementation will continue to rely on the support of stakeholders who have a key role in contributing to the economic and social development of our country.



ANDREW WILSON MASAWAWE
Permanent Secretary
Ministry of Agriculture

STATEMENT BY REGISTRAR OF COOPERATIVES

The Tanzania Cooperative Development Commission was established by the Cooperative Societies Act No. 6 of 2013 and is mandated to regulate and promote development of the cooperative sub-sector. This Strategic Plan, which provides direction of cooperative development, is aimed at creating a conducive environment for the growth of cooperatives; increasing confidence in the sector; providing sustainability, competitiveness and innovation; and gaining a new momentum. It is envisaged that with economically and socially viable cooperatives which are inclusive in nature, there will be an increase in the welfare and production levels of large segments of the society, including the disadvantaged groups. The strategic themes attest to TCDC's commitment to achieve excellence through its core functions of promotion and regulation of cooperatives.

The cooperative sector in Tanzania has been an impressive catalyst of economic transformation overtime. By June, 2021, cooperatives were estimated to have 6 million members, of which most belonged to the agriculture sector (Agricultural Marketing Cooperative Societies -AMCOS) and financial sector (SACCOS), few were from other sectors such as fisheries, livestock, minerals, tourism, bee-keeping, housing and land, industry and transport. Saving and Credit Cooperative Societies (SACCOS) provided loans worth Tsh. 1.6 trillion to its members, compared to Tsh. 889 billion in 2015 which placed SACCOS in the third position, following NMB Plc Ltd and CRDB Plc Ltd. Moreover, cooperatives have facilitated in boosting prices for some crops by collaborating with stakeholders involved in the formal marketing channels. Besides marketing, TCDC has

facilitated provision of medical insurance services (NHIF) through cooperatives, whereby, a total of 6,013 members have been able to access this service. In support for the Government's mantra of '*Tanzania ya Viwanda*', small and large industries owned by cooperatives increased to 452 factories in June 2021, as compared to 374 in 2019/20. Hence, TCDC will continue regulating and supervising cooperatives to ensure that they continue improving the livelihoods of the population in general through job creation and provision of relevant services.

The Strategic Plan responds to the need of dynamic cooperatives which require a supportive policy, legal and institutional framework. The Plan is guided by the noble goals of Tanzania Vision 2025, the Chama cha Mapinduzi (CCM) Manifesto and the Third Five-Year Development Plan. Moreover, during implementation, adoption of best practices, taking advantage of the existing agriculture-led resource base and stakeholders' involvement will be taken on board. There is a strong determination and commitment to transform this Strategic Plan into action. This will lead to economic and social viable cooperatives and increased productivity in all sectors. TCDC wishes to extend its gratitude to various stakeholders who contributed to the formulation of this Plan. The success of the implementation of the Plan relies, to a large extent, on the cooperation of all stakeholders.



DR. BENSON OTIENO NDIEGE
Registrar of Cooperatives

EXECUTIVE SUMMARY

The Tanzania Cooperative Development Commission (TCDC) draws its mandate from the Cooperative Societies Act No. 6 of 2013. The main functions of TCDC are to regulate and promote the development of the cooperative sub-sector in the country.

This Five-year Strategic Plan 2021/2022 – 2025/2026 builds upon the 2016/2017 – 2020/2021 TCDC Strategic Plan. The preparation of this Plan was participatory with an active commitment and involvement of Commissioners, management, staff members and external stakeholders. The Vision of TCDC is to become an “*Outstanding institution for cooperative development*”. Its Mission is to “*Provide efficient and effective regulatory and promotional services for vibrant, innovative and economically viable cooperatives*” and the Motto is *Ushirika– “Pamoja Tujenge Uchumi”*.

Based on the internal and external situational analysis, the strategic areas to be addressed for the next five years were identified. During the five years period, TCDC will concentrate on the implementation of its targets that will lead to the attainment of the following strategic objectives:

- (i) Implementation of the National Anti-Corruption Strategy enhanced and sustained;

- (ii) HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced and supportive services improved;
- (iii) Promotion of cooperative identity and business competitiveness strengthened;
- (iv) Cooperative regulation and supervision strengthened; and
- (v) Institutional Capacity and Service Delivery enhanced.

Strategies and targets were identified for the realization of the intended objectives. Key performance indicators which are the means of measuring the envisaged targets were also developed. It is anticipated that at the end of the Plan period, TCDC will have improved its capacity for effective service delivery and the development of a vibrant cooperative sub-sector. The Plan is expected to be financed through Government subventions, contributions from the cooperatives and development partners.

The implementation of the Plan will be guided by the implementation framework and it will involve the Government, internal and external stakeholders. The strategic objectives set out for the next five years are intended to respond to the National planning frameworks. As a result, concerted efforts are needed by TCDC to be commensurate with the envisaged aspirations of the Strategic Plan by remaining sustable and impactful in the next five years.



CHAPTER 1

INTRODUCTION

CHAPTER ONE

INTRODUCTION

This Chapter presents the background information, methodology, purpose and layout of the Plan.

1.1 Historical Background

Tanzania Cooperative Development Commission (TCDC) is an independent institution established under the Cooperative Societies Act No. 6 of 2013. TCDC was established for the purpose of regulating and promoting cooperative societies in Tanzania. Before the establishment of TCDC, the cooperative societies were regulated by the Cooperative Development Division (CDD) which was initially under the Ministry of Commerce and Cooperatives (1965) and later on it was attached to several other ministries including the Ministry of Agriculture (1972); Prime Minister's Office (1973); Ministry of Local Government Community Development and Cooperatives (1982-1991); Ministry of Agriculture and Cooperatives (1991); and from 2001 to 2005 as one of the two technical departments of the Ministry of Cooperatives and Marketing. In 2005, the Ministry was dissolved, and the Cooperative Development Division was transferred to the newly formed Ministry of Agriculture, Food Security and Cooperatives.

Under CDD, the cooperative sector faced various challenges. Among the challenges included relocation to various ministries which resulted in matters pertaining to

cooperatives not being a priority and hence inadequate resource allocation. In addition, the implementation of the Policy of Decentralization by Devolution (D by D) through the Local Government Reform Program (LGRP) had an adverse effect on the chain of command of the Registrar of Cooperative Societies in executing both regulatory and promotional functions. These changes consequently affected the performance of the CDD which raised concern on the need to establish an independent institution to deal with cooperative development matters.

On 13th February 2008, the President, his excellence Dr. Jakaya Mrisho Kikwete directed the transformation of the Cooperative Development Division into an Independent institution under the ministry responsible for cooperative development. The motive behind this transformation was to strengthen the regulatory and promotional services with the expectation of attaining the following outcomes:

- (i) Economically strong cooperative societies which are capable of facing competitive challenges;
- (ii) Strong savings and credit cooperative societies and cooperative banks which will provide better financial services to their members and be a source of capital for other types of cooperatives;
- (iii) Increased and empowered cooperative membership;
- (iv) Good governance and accountability in cooperative societies which will, in turn, minimize the problems of theft, misappropriation and corruption;

- (v) Cooperative societies with an efficient and cost-effective structure which can easily respond to the needs of the members; and
- (vi) Efficient cooperative support institutions.

1.2 Mandate

The TCDC is established by the Cooperative Societies Act No. 6 of 2013 and is mandated to regulate and promote the development of the cooperative sector. This Strategic Plan and cooperative legislation are part of the implementation of the Cooperative Development Policy of 2002 and other relevant legislation and policies.

1.3 Roles and Functions

The Commission has two main roles which are to regulate and promote the development of the cooperative sector. For the purposes of regulating cooperative societies, the functions of the Commission shall be to:

- (i) Register and de-register cooperative societies;
- (ii) Inspect and supervise cooperative societies;
- (iii) Keep and maintain the register of cooperative societies;
- (iv) Ensure publication of the names of registered or de-registered societies in the *Gazette*;
- (v) Determine disputes and complaints arising from cooperative societies;
- (vi) Collaborate with Regional Administrative Secretaries on the implementation of the regulatory functions of cooperative development; and

- (vii) Supervise the performance of such other regulatory functions as may be required in accordance with the provisions of the Act.

For the purposes of promoting the development of the cooperative sector, the functions of the Commission shall be to:

- (i) Supervise, coordinate and collaborate with sectorial ministries, Local Government Authorities and such other stakeholders undertaking cooperative promotional responsibilities;
- (ii) Encourage and promote the development of viable and sustainable cooperative societies;
- (iii) Raise awareness of the general public, youth, and other groups on the nature and benefits of cooperative societies;
- (iv) Facilitate the formation of cooperative societies which are accountable to their members and communities;
- (v) Provide education and training for members and staff of cooperative societies pertaining to cooperative management;
- (vi) Advise the Minister responsible for cooperatives on all matters relating to cooperative development and management;
- (vii) Provide services designed to assist in the formation, management, organization and operation of societies;
- (viii) Coordinate the economic plans of cooperative societies for incorporation in the national plan;
- (ix) Implement, or cause to be implemented, policies on cooperative development;

- (x) Facilitate and enhance linkages among stakeholders, both locally and internationally;
- (xi) Create a conducive environment for cooperative movement networking in the areas of production, processing, marketing, financing, and investment;
- (xii) Maintain and disseminate, or cause to be disseminated, information relating to cooperatives and cooperative development to stakeholders;
- (xiii) Conduct research, as may be necessary, for the development of cooperative societies;
- (xiv) Advise primary and secondary societies, or other categories of cooperative societies on the formation of a federation of cooperative societies;
- (xv) Ensure that the federation formed provides, organizes and supervises effective centralized services for the members; and
- (xvi) Supervise, coordinate and collaborate with sectoral ministries, Local Government Authorities and such other stakeholders undertaking cooperative promotional responsibilities.

1.4 Purpose of the Plan

The TCDC has been implementing its Strategic Plan 2016/17 – 2020/21 which ended in June 2021; hence the need to develop a new Strategic Plan to cover the next five years. The Strategic Plan 2021/22 – 2025/26 is meant to provide direction for the Commission’s activities over the period of the next five years. The formulation of this Plan is guided by the TCDC’s aspirations to improve cooperative development

in the country as indicated in the Third National Five Years Development Plan (FYDP III 2021/22 - 2025/26) and the CCM Election Manifesto 2020 - 2025.

In addition to that, the Plan is meant to build the necessary foundation for transforming the Commission into an effective and sustainable institution. It is also aimed at enhancing the institutional ability to respond effectively to its internal and external environments; optimize the use of the existing physical and human resources; build effective networks and partnerships with stakeholders so as to keep abreast with new developments. Furthermore, the Plan is intended to exploit available opportunities for growth and expansion of the cooperative sector to meet the requirements of members, partners and the community at large.

1.5 Methodology

The preparation of this SP used participatory approaches to explore the aspirations of both internal and external stakeholders through broad-based consultations that involved meetings and stakeholders' workshop. Internal stakeholders included representatives from all Divisions, Sections and Units of TCDC while external stakeholders included representative of various partners from cooperatives, Government and Private sectors. In the process of developing this SP, the previous Strategic Plan was reviewed so as to determine the extent to which the strategic objectives and targets were attained. Moreover, the other documents which were reviewed included the Tanzania Development Vision 2025, ASDP II, the Ruling Party Manifesto 2020 - 2025, the

FYPD III, the Cooperative Development Policy 2002, the Cooperative Societies Act No. 6 of 2013, the National Microfinance Policy 2015, National Microfinance Act 2018 and other National Policies Frameworks. Furthermore, regional and international experiences were referred to.

1.6 Layout of the Plan

The Plan is organized into four chapters. Chapter One covers; Background Information, description of the Methodology or approach adopted, rationale and layout. Chapter Two involves the Situational Analysis through: Performance review, Stakeholder's analysis; and Strengths, Weakness, Opportunities, and Challenges (SWOC) analysis. Chapter Three describes the Vision, Mission, Core values, Objectives, Strategies and Targets to guide TCDC operations over the coming five years. Chapter Four outlines the Implementation framework and Monitoring and Evaluation. The possible risks and Plan implementation assumptions are also summarized in this Chapter. The Logical Framework which reflects the service output and key performance indicators is appended.



CHAPTER 2

SITUATION ANALYSIS

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 Introduction

This Chapter provides a performance review of the TCDC 2016/17 – 2021/22 Strategic Plan. It presents an analysis of stakeholders as well as internal and external environment in which TCDC operates. The internal environmental analysis covers institutional issues where as external environmental analysis covers national and global context. This Chapter also undertakes a review of stakeholders and summarizes the TCDC Strength, Weaknesses, Opportunities and Challenges. Finally, critical issues were identified, analysed and used to develop new TCDC Strategic Plan.

2.2 Performance Review

The previous TCDC Strategic Plan became operational in July 2016 and came to an end in June, 2021. The Plan had six Strategic Objectives (Objective A – F). This Section summarizes the key achievements and constraints for each of the six objectives.

Objective A: HIV and AIDS infections reduced and supportive services improved

Achievements

- (i) HIV/AIDS prevention awareness was created amongst 51% of the TCDC staff
- (ii) Voluntary testing for HIV and AIDS was performed to 87 staff;
- (iii) Employees who exposed their status are supported on monthly basis with care and support services; and
- (iv) Percentage of HIV/AIDS morbidity and mortality rate reduced.

Constraints

- (i) Few sensitization campaigns conducted;
- (ii) Unwillingness to test for HIV and AIDS among staff;
- (iii) Unwillingness of Staff to reveal their HIV/AIDS status; and
- (iv) Fear of stigmatization.

Way forward

- (i) Conduct awareness seminars on HIV, AIDS and NCDs for fostering further reduction of new infection and suppression of stigmatization;

- (ii) Harmonize the procedures for HIV and AIDS protective gears distribution; and
- (iii) Sustain more interventions enshrined in the multisectoral HIV, AIDS and NCD policy.

Objective B: National Anti-corruption Strategy enhanced and corruption incidences reduced

Achievements

- (i) TCDC Management Team and Staff were vetted on public service code of conduct and integrity;
- (ii) Staff members were trained on ethical issues;
- (iii) Staff corruption incidences were minimized; and
- (iv) An integrity committee meeting was conducted to create awareness on Anti-Corruption Strategy and Good Governance amongst TCDC the staff.

Constraints

- (i) Unwillingness of employees to report corruption incidents; and
- (ii) Inadequate knowledge and awareness on laws, rules and regulations on corruption among staff.

Way forward

- (i) Improve provision of programs related to ethical conduct; and
- (ii) Objective C which is about TCDC service delivery capacity enhanced.

Achievements

- (i) Chairman and Commissioners of TCDC were appointed;
- (ii) Staff entitlements were provided;
- (iii) Office furniture were procured;
- (iv) 46 staff members were facilitated to attend short and long-term courses;
- (v) Staff members attended New HCMIS Course and Short Course program at the National Institute of Transport (NIT);
- (vi) Staff members attended short course on Internal Audit Controls at the Institute of Internal Auditors;
- (vii) The TCDC Website was updated and made accessible;
- (viii) 38 feature articles and 22 news articles were produced and published in newspapers;
- (ix) 72 TV and Radio programmes on cooperatives were produced and aired;

- (x) Ushirika Newsletter was established and published quarterly in each year;
- (xi) 15,000 brochures, flyers, banners and booklets were prepared, produced and disseminated;
- (xii) TCDC Human Resource Employment committee meeting was conducted and 115 staff members were promoted and 1 re-categorised;
- (xiii) Staff and utilities payments were executed, and Appropriation Accounts, Financial Statements for the year ended June 2021 were prepared;
- (xiv) Legal service advisory mechanism was established;
- (xv) TCDC Information and Communication Technology (ICT) policy for establishment of management information system was prepared; and
- (xvi) Subvention to Cooperative Audit Supervision Corporation (COASCO) as payment of staff salaries and other charges was disbursed accordingly.

Constraints

- (i) Lack of offices at regional and district levels;
- (ii) Inadequate funds; and
- (iii) Limited access to media.

Way forward

- (i) Strategies are in place to build offices at regional and district levels;
- (ii) Review the organization structure;
- (iii) Prepare human resource plan;
- (iv) Improve sports and recreation activities; and
- (v) Increase access to ICT.

Objective D: TCDC resources' mobilization and management systems enhanced

Achievements

- (i) Adopted and strengthened resource management system including GePG and ERMS;
- (ii) Medium Term Expenditure Framework of Financial Years 2012 to 2020 were prepared and operationalized;
- (iii) Public Procurement Act and regulations were complied to;
- (iv) Financial statement of Financial Years 2012 to 2020 were prepared and submitted to relevant authorities;
- (v) Performance management systems (Strategic Plan and Open Performance and Review and Appraisal System - OPRAS) were developed and customized;

- (vi) Finance Act, Regulations and International Standards were compiled and the office awarded with unqualified opinion reports for seven years;
- (vii) Statutory reports, plans, and financial statements have been prepared and submitted to relevant authorities;
- (viii) Cooperation with stakeholders on resource mobilization were enhanced. These include Market Infrastructure, Value Addition and Rural Finance (MIVARF) and Financial Sector Deepening Trust (FSDT), ILO, AGRITERA, NHIF, TWLB, TADB, SBIFC, COASCO, AGRICOM, BOT, TaESA, PORALG, MoCU, TMX and RUDI;
- (ix) Inspection and Supervision Cooperative Fund (ISCF) revenue increased from 84 million in financial year 2015/16 to 3.5 billion shillings in 2020/21;
- (x) Four Quarterly Progress Reports and Annual Performance Report were compiled, consolidated and submitted to Prime Minister's Office and Ministry of Finance;
- (xi) Annual Procurement Plan was prepared, approved and operationalized;
- (xii) General Procurement Notice was advertised to the public and procurement was conducted;
- (xiii) First Quarter, Second Quarter and third Quarter audit Reports were prepared and presented to Audit committee.

Constraints

- (i) Arbitrary cancellation of cooperative charges/fees;
- (ii) Absence of Electronic Cooperative Register to track payments;
- (iii) Inadequate knowledge on Budget Act, Planning and Budgeting process; and
- (iv) Inadequate knowledge on Public Procurement Acts and its regulations.

Way forward

- (i) Strength Planning and Budgeting processes;
- (ii) Enhance compliance with Public Procurement Act and regulations;
- (iii) Ensure implementation of financial management systems and procedures
- (iv) Ensure control and proper management of resources;
- (v) Train staff on Finance Act, Regulations and International Standards;
- (vi) Train to staff on Public Procurement Act and its regulations; and
- (vii) Automate the business process.

Objective E: Cooperative good governance and accountability improved

Achievements

- (i) Supervision of SACCOS in the country was improved;
- (ii) SACCOS Licensing system was developed;
- (iii) 119 Cooperative Officers and 1,350 SACCOS Leaders were trained on the Microfinance Act and SACCOS licensing process;
- (iv) 103 qualified SACCOS out of 300 applications were granted licenses;
- (v) The Cooperative Register was reviewed by deregistering 3,319 inactive Cooperative Societies;
- (vi) Elected board members and employed executives were trained on good governance and accountability;
- (vii) Complaints and disputes from Cooperative Societies were resolved;
- (viii) 83% of Liquidators were appointed to liquidate deregistered Cooperative Societies;
- (ix) 70% of active Cooperative societies were audited;
- (x) 4.62% of audited Cooperative Societies got unqualified opinion;
- (xi) Cooperative Societies' assets which were taken illegally were returned to respective Cooperative Societies;

- (xii) Inspection and supervision of ongoing Ex-Co-operative Liquidation was conducted by 90%;
- (xiii) 95% of Cooperative societies' annual budgets were scrutinized and approved;
- (xiv) Maximum Liability Certificates were offered to Cooperative Societies;
- (xv) Supervision of non-financial cooperative societies business process was improved;
- (xvi) SACCOS were trained on procedures of licensing and offsite supervision; and
- (xvii) The Commission strengthened the electronic revenue management and collection system (GePG and ERMS). The Commission's revenue through the Audit Fund increased revenue from TShs. 80 million in 2015/16 to TShs. 2.7 billion in the third quarter of 2019/20.

Constraints

- (i) Absence of SACCOS Supervision System;
- (ii) Poor cooperative management and leadership;
- (iii) Weak SACCOS umbrella organization;
- (iv) Inadequate Cooperative education to Board members and Executive staff;
- (v) Unethical Board members and Executive staff;

- (vi) Unrealistic Cooperative data from District and Regional level;
- (vii) Unaccountability among Board members and Executive staff;
- (viii) Unsatisfactory review of bylaws and other Guidelines;
- (ix) Inadequate conflict settlement skills among Cooperative members, Leaders and Cooperative Officers;
- (x) Insufficient Management Information System;
- (xi) Ethical challenges in cooperatives;
- (xii) Inadequate number of Cooperative Officers in LGAs and Sectoral Ministries; and
- (xiii) Prolonged liquidation of de-registered Cooperative Societies due to absence of Liquidation Guideline as well as prevailing cases.

Way Forward

- (i) Strengthen the cooperative movement;
- (ii) Improve supervision and inspection of cooperatives;
- (iii) Encourage SACCOs to invest in ICT.
- (iv) Provide inspection and supervision guidelines to SACCOs;
- (v) Strengthen the capacity to settle disputes and complaints in cooperatives; and
- (vi) Provide training for members and staff of cooperatives

Objective F: Cooperative economic performance improved

Achievements

- (i) Strategic cash crops that were sold through Warehouse Receipts System in collaboration with cooperative societies were 949,829,557 kgs. of Cotton, 448,102,968 kgs. of Tobacco, 251,503,170 kgs. of Coffee, and 1,247,523,145.00 kgs. of cashewnuts;
- (ii) New crops (Sesame seeds, Chick Peas, Green Graham) were traded by using commodity exchange system (TMX) which resulted to increase in price from an average of Tsh. 600 to Tsh 3,000.
- (iii) 6,000 members of cooperatives benefited through Ushirika Afya service under NHIF program;
- (iv) 40 AMCOS were linked with TADB and NDC to access loans and farm inputs (Tractors) worth Tsh. 2,522,738,142.48;
- (v) 126 cooperative industries were surveyed to determine their status;
- (vi) Three (3) Ginneries owned by Chato Cooperative Union (CCU), Mbogwe Cooperative Union (MBCU) and Kahama Cooperative Union (KACU) in Shinyanga and Geita regions were revived;
- (vii) The bulk procurement System has been adopted by Cooperatives which resulted to 12,370,560.38-acre

pack of Pesticides with the value of Tsh. 49,482,241,520 and fertilizer with the value of USD. 171,132,856.62 purchased in Cotton and Tobacco respectively;

- (viii) Cooperative membership increased from 2.6 million to 5.9 million;
- (ix) Eight (8) cooperative development researches were conducted;
- (x) A cooperative training programme and a manual were developed and operationalized; and
- (xi) Regional and District cooperative education committees were established and operationalized.

Constraints

- (i) Limited awareness on crop marketing systems amongst stakeholders;
- (ii) Cooperative issues not involved in LGAs' development plans;
- (iii) Low awareness on health insurance amongst cooperative members;
- (iv) Inadequacy of modern production equipment and skilled personnel;

- (v) Insufficient capital for industrial establishment and revival;
- (vi) Inadequate cooperative training;
- (vii) Insufficient funds to conduct more researches on cooperatives;
- (viii) The COVID -19 pandemic hindered delivery of services;
- (ix) Limited awareness on Cooperative identity; and
- (x) Inadequate synergies within cooperatives' stakeholders.

Way forward

- (i) Expand the base of formal marketing systems in cooperatives;
- (ii) Provision of cooperative education to members and non-members;
- (iii) Enhance Cooperatives knowledge on investment;
- (iv) Mobilize partners to increase provision of services to cooperatives; and
- (v) Foster stakeholders' collaboration in provision of cooperation services.

2.3 Environmental Scan

Internal and external environmental analysis captures rapid changes which have taken place and will greatly impact the

daily operations of TCDC. In addition to that, it helps to identify the strengths, weaknesses, opportunities and challenges which are necessary for survival and growth of the entire cooperative sub-sector.

A. Internal environment

(i) Governance

TCDC is governed by the Commission which is the top decision-making body as stipulated in the Cooperative Societies Act, No. 6 2013. The Commission is composed of eleven members: the Chairperson who is appointed by the President of the United Republic of Tanzania and ten Commissioners who are appointed by the Minister of the Ministry responsible for Cooperative development. The Registrar of Cooperative Societies serves as the Secretary of the Commission. Function of the Commission is to regulate and promote the development of the cooperative sector. Moreover, the Commission is the overseer of the management and affairs of TCDC and provides leadership, oversight, guidance and support. The Commission receives and makes decisions on matters from its four committees, has four committees namely: Regulatory and Supervision Committee; Promotion and Investment Committee and Planning; and Finance and Administration Committee. TCDC will support capacity building of its commissioners on emerging issues to enable the institution to achieve its

mission. The Commission shall also strive to strengthen its governance structure for more efficient and effective operations.

(ii) Organization

The TCDC headquarters is in Dodoma. It has regional and district cooperative offices all over the country in which it operates. TCDC is organized into three divisions namely; Regulatory, Promotion, and Administration and Human Resources Management. It is furthermore organized into directorates, departments and units. For effective service delivery, TCDC will continue to improve the capacity of its regional and district offices as well as divisions and units in its Headquarters.

(iii) Management

The Chief Executive Officer of TCDC is the Registrar of Cooperatives assisted by two Deputies: Deputy Registrar Regulatory (DRR) and Deputy Registrar-Promotion (DRP). DRR is in charge of regulatory functions while DRP is in charge of promotional functions.

These functions are undertaken by the two aforementioned TCDC divisions. The Cooperative Regulatory Division, which is in charge of regulating cooperative societies is

comprised of three sections which are Cooperative Legal and Registration; Cooperative Inspection and Supervision Coordination; and Financial Cooperatives Regulatory. The Cooperative Promotion and Coordination Division is in charge of promoting the development of the cooperative sector. This Division is comprised of two sections which are Cooperative Promotion and Coordination; and Cooperative Marketing and Investment.

For efficient discharge of TCDC functions, the Commissioner appoints Assistant Registrars (AR) at Regional Cooperative Offices to carry out regulatory and promotional roles; whereas at district level, these roles are conducted by District Cooperative Officers (DCOs) appointed either by TCDC or LGAs. Additionally, for support services of the TCDC, there is Administration and Human Resources Management division and eight units, namely: Finance and Accounts; Planning, Monitoring and Evaluation; Government Communication; Legal Services; Procurement Management; Information and Communication Technology; Internal Audit; and Research and Training. This structure is further elaborated in the TCDC Organogram as shown in Appendix I. TCDC will continue to recruit staff of various disciplines to ensure efficient and effective implementation of its roles and functions.

(iv) Human resources

TCDC consists a total of 260 staff, out of whom 192 are technical staff and 68 are supporting staff. At the headquarters, there are 92 staff members, while at the Regional and District levels, there are 47 and 121 staff members respectively. Some of the staff at district level are employed by LGAs. TCDC is required to train, motivate, retain and employ additional staff for effective delivery of services. Furthermore, TCDC is anticipated to ensure efficient delivery of services to cooperatives, harmonise roles of co-operative staff with LGAs and provide necessary facilities at regional and district levels.

(v) Infrastructure

TCDC headquarters is in Dodoma.. At regional and district level, TCDC staff are accommodated in Regional Administrative and Local Government Authority (LGA) offices respectively. With regards to land, TCDC has two plots, one in Dodoma and the second one is in Manyara Region.

The TCDC community at its Headquarters has access to internet facilities which is provided by the Tanzania Telecommunication Corporation (TTCL) with 10Mbps bandwidth capacity. In connection, TCDC uses resource

management systems including Government e-Payment Gateway (GePG) and Enterprise Resources Management Suite (ERMS). It also has a website which is regularly updated.

Moreover, TCDC has 16 vehicles, out of which, eight are at regional offices and eight are in HQ. There are also seven motorcycles out of which six have been provided to District Cooperative Officers at Katavi. TCDC will continue to smoothen its operations by mobilizing resources to improve its infrastructures at its head office as well as at its regional and district offices.

(vi) Promotion of cooperative societies

TCDC has promoted the establishment of different types of cooperative societies across various sectors of the economy in the country. By April, 2020 there was a total of 8,611 cooperative societies. Out of them, 3,858 were AMCOS, 43 were bee keeping cooperatives, 72 were consumer cooperatives, 12 were industry cooperatives, and 51 were irrigation cooperatives. Other cooperatives were 22 housing, 165 livestock, 79 mining, 89 fishing, 3,707 SACCOS, 59 service, 19 transport, 43 joint enterprises, one cooperative bank, 56 unions, and 335 were other cooperatives. About 88% of these cooperative societies, as presented in the

statistics, were AMCOS and SACCOS. Up to June 2021, cooperatives had a total of 5.9 million members.

To maintain strong cooperative membership base, TCDC collaborates with other stakeholders to provide services to cooperatives. These services include promoting marketing of crops by the warehouse receipt system through TWLB and TMX. Crops involved include cashew nuts, cotton, cocoa, coffee, sesame, green grams, lentils, pigeon peas and soya beans. Other services include medical insurance provided by National Health Insurance Fund (NHIF) to cooperatives at affordable contribution rates. However, TCDC is challenged to seek collaborations with partners which will provide innovative services to cooperative societies and eventually increase membership.

(vii) Regulation and supervision

TCDC provides guidelines on supervision and inspection of cooperative societies. These guidelines cover budgeting, inspection and supervision of cooperative societies, auditing, human resource management and administration, election of cooperative leaders, and application for SACCOS licensing.

TCDC conducts inspection and supervision of Cooperative Societies, depending on their business processes. For non-financial Cooperatives such as AMCOS, it is conducted

when distributing inputs and after harvesting. Moreover, inspection and supervision in financial cooperatives is conducted on quarterly basis. Inspection can be done onsite and/or offsite. Offsite inspection can be conducted through an electronic system. In addition to that, guidelines on supervision of SACCOS are provided by TCDC as a delegated institution under the Microfinance Act of 2018. With regard to auditing, in 2019/20, a total of 6,000 cooperative societies were audited, and 5% of them got unqualified reports. However, there is no reliable information regarding the number of members, distribution of inputs and marketing; hence this call for TCDC to introduce an Information System to automate most of the business processes.

(viii) Networks and linkages

Networks and linkages are necessary for the growth of any organization. TCDC has collaborative activities in different areas. In the area of research, it has collaborated with research institutions such as the Moshi Co-operative University (MoCU) and Agriculture Non-State Actors Forum (ANSAF) to conduct researches focusing on improving the cooperative sector. Furthermore, TCDC has collaborated with Hanns R. Neumann Stiftung (HRNS) in improving coffee production, AGRITELA and SOFAC in strengthening

cooperative societies. Also, there are linkages with Tanzania Forest Service Agency (TFSA) in tree conservation; Tanzania Coffee Research Institute (TaCRI), Tanzania Agricultural Research Institutes (TARI) and Agricultural Seed Agency (ASA) in provision of seedlings and extension services to farmers; Tanzania Fertilizer Regulatory Authority (TFRA) in distribution of fertilizers to farmers; Tanzania Private Sector Foundation (TPSF) and Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) in providing linkages between cooperatives and the private sector.

Furthermore, TCDC in collaboration with the National Insurance Fund (NHIF) and commercial banks [CRDB bank Plc, NMB bank Plc and Tanzania Commercial Bank (TCB) bank Plc – former Tanzania Postal bank Plc] are implementing “Ushirika Afya” which aims at easing access to health insurance to cooperative members. As far as ICT is concerned, TCDC collaborates with the East African Statistical Training Centre (EASTC) and the International Labour Organization (ILO) in developing a Cooperative Data Analysis System (CODAS). Moreover, TCDC in cooperation with the Office of the Prime Minister–Labour, Youth, Employment and People with Disabilities (PMO-LYED) implements the Work Program Readiness Employability Skills Enhancement (WOREEP) aimed at enhancing the skills of graduates in the Cooperative Sector.

TCDC will continue to seek and enhance collaborations with various partners to strengthen its operations and the cooperative movement in general.

B. External environment

(i) Global context of cooperative development

By 2020 there were three million cooperatives with an estimated one billion members which provided jobs to 280 million people. In 2015, Africa had 2.1 million people in cooperative driven occupations and 5.6 million jobs within the cooperatives. Efforts to promote cooperatives have been supported by the international Cooperative Alliance (ICA) which is vital in promoting all forms of cooperatives worldwide. Moreover, the Sustainable Development Goals (SDGs), the ICA 2020-2030 Strategic Plan and ILO Recommendation No. 193 (2002) provide the direction towards cooperative promotion and development. The initiatives are also guided by the Africa Agenda 2063, East Africa Vision 2050 and the ICA- Africa Cooperative Development Strategy 2017 - 2020 which points out the need organs to facilitate regulation, promotion, lobbying and advocacy. These will provide a clear pathway for the cooperative movement in Africa, including Tanzania. Equally, cooperatives in Tanzania contribute towards shared prosperity and poverty reduction. TCDC will continue to ensure effective management of the cooperative movement, promoting the image of cooperatives in the global context and adhering to international standards.

(ii) Policy and legal framework

Tanzania has continued to provide a conducive policy and legal framework that supports the operation of TCDC, the cooperative movement and nurturing cooperative development. The Policy and legal framework are guided by the Tanzania Long Term Perspective Plan (TLTPP) 2011-2026 which is an important instrument for implementing the Tanzania Vision (2025). Together with that, the Cooperative Societies Act, No. 6 of 2013 is the main legislation that provides for the establishment of TCDC and its functions on regulating and promoting cooperative societies in Tanzania. The legal framework supporting the cooperative sub-sector in Tanzania is guided by several laws and policies including the Development Policy, 2002, National Microfinance Policy, 2017; Microfinance Act, 2018; Cooperative; and other related laws and policies. TCDC, as a regulator, will continue to integrate cooperative development matters in other sectoral ministries, policies and laws which benefit the cooperative sector.

(iii) Political

TCDC and the cooperatives movement need political stability to operate and achieve its mission. The political environment in Tanzania offers opportunities for the cooperatives to operate towards improving the livelihood of

its members and the community at large. To this endeavour, cooperative-related matters have been guided and monitored by the Ministry responsible for cooperatives as well as other ministries, which reflect the Government's political will. The strategic objectives of this Strategic Plan contribute towards the achievement of Section 34 of the Chama cha Mapinduzi (CCM) Ruling Party Manifesto 2020-2025 on interventions to develop the cooperative sector.

(iv) Economic

Cooperatives are an almost universal form of organization found in practically all countries and used by people in nearly all the productive sectors. Cooperatives have the advantage of reducing transaction costs and increasing the bargaining power of its members. Cooperatives have been an effective way for people to exert control over their economic livelihoods as they play an increasingly important role in facilitating job creation and economic growth. In Tanzania, the contribution of cooperatives in economic development is diverse; however, the contribution of cooperatives to GDP is unrecognized. Despite this shortfall, cooperatives are challenged to contribute towards the negative economic impact of the COVID-19 pandemic. President Samia Suluhu Hassan's inauguration speech, on 22nd April, 2020 indicated that the economy had experienced a 2% decline (6.9% to 4.7% between 2020 and 2021) in economic growth due to the

COVID - 19 pandemic. Indeed, it is imperative for TCDC to continue strengthening its regulatory mechanisms which will lead to the promotion of vibrant cooperatives that will have a sustained contribution in revamping the economy to eventually transform the economy.

(v) Social-cultural

TCDC is promoting establishment of cooperatives amongst different cultural groups for socio-economic transformation. They are guided by the International Cooperative Alliance (ICA) cooperative principles and values which advocate on people-centred services and non-discriminatory practices. Cooperatives possess values of social responsibility and caring for others aiming at enhancing solidarity and social capital amongst community members. Since cooperatives are member-owned, they serve members' interests by providing the agreed services and products. TCDC is required to mainstream social-cultural aspects in all cooperative undertakings.

(vi) Technological advancements

The world is experiencing remarkable technological advancements in the provision of products and services. In order for TCDC to be more efficient and maintain its reputation, the use of Information and Communication

Technology (ICT) as well as other technologies is inevitable. ICT as an enabler stands to reduce operational costs while increasing transparency and enhancing good governance. TCDC will continue to employ emerging and appropriate technologies for an effective cooperative movement.

2.4 Stakeholders Analysis

This analysis, as described in Table 1, provides details on the type of stakeholders, service offered, expectations as well as Potential Impacts if expectations are not met.

Table 2.1: Stakeholders Analysis

S/N	Stakeholders	Service offered	Expectations	Potential Impacts if expectations are not met
(i)	Cooperative Societies and their Members	<ul style="list-style-type: none"> • Policy, guidelines on cooperative issues; • Education and training on matters pertaining to cooperatives; • Education and training on cross-cutting issues (Gender, HIV/AIDS, Anticorruption and Environment); • Access to market information; • Capacity building on good governance, leadership and accountability; • Vetting of appointed Cooperative societies' executive staff; • Settlement of disputes and complaints between members or cooperative societies; 	<ul style="list-style-type: none"> • Required services delivered at the right time, place and quality; • Fair and timely decision on disputes and complaints; • Timely issuance of licenses to SACCOS; and • Legal assistance services. 	<ul style="list-style-type: none"> • Increase in dormant cooperative societies; • Embezzlement; • Increase of unnecessary complaints and cases; and • Inadequate enforcement of cooperative law.

S/N	Stakeholders	Service offered	Expectations	Potential Impacts if expectations are not met
		<ul style="list-style-type: none"> • Legal services; • Access to banking, insurance and investment information; • Quality assurance to the cooperative movement; • Access to financial credit facilities. 		
(ii)	Sectoral Ministries and Local Government Authorities (LGAs)	<ul style="list-style-type: none"> • Guidance on matters pertaining to cooperative promotion; • Information on Cooperative societies; • Cooperative societies plan; • Cooperative development policy and regulations; • Guidance on implementation of cooperative policy and regulations; • Regulatory and promotional information relating to cooperatives; • Funding; and • Capacity building of councillors and staff on cooperative development policy, laws and regulations. 	<ul style="list-style-type: none"> • Timely and correct guidance on interpretation and implementation of policy, law and regulations; • Reliable, accurate and timely information; • Clear regulatory and promotional information; and • Timely and adequate funding. 	<ul style="list-style-type: none"> • Non-compliance to cooperatives' policy, law and regulations; and • Absence of cooperative development strategy and promotional framework.

S/N	Stakeholders	Service offered	Expectations	Potential Impacts if expectations are not met
(iii)	Politicians	<ul style="list-style-type: none"> • Information on Cooperative societies; • Responsiveness to political aspirations; • Lobbying and advocacy; and • Consultation during cooperative legislation and policy preparation. 	<ul style="list-style-type: none"> • Public awareness; and • Creation of positive cooperative image and reputation. 	<ul style="list-style-type: none"> • Limited awareness amongst the public; • Distortion of image of cooperative societies; and • Political interference.
(iv)	Politicians	<ul style="list-style-type: none"> • Information on Cooperative societies; • Responsiveness to political aspirations; • Lobbying and advocacy; and • Consultation during cooperative legislation and policy preparation. 	<ul style="list-style-type: none"> • Public awareness; and • Creation of positive cooperative image and reputation. 	<ul style="list-style-type: none"> • Limited awareness amongst the public; • Distortion of image of cooperative societies; and • Political interference.
(v)	Financial service providers and Insurance Institutions	<ul style="list-style-type: none"> • Provision of loans; • Registration of charges; and • Scrutiny and registration of cooperative societies' contracts. 	<ul style="list-style-type: none"> • Timely registration of charges; • Access to register of charges; • Risk mitigation; • Timely access to quality financial services. 	<ul style="list-style-type: none"> • Weak financial muscles; • Loss of cooperative assets; • Conflicts and complaints.
(vi)	Academic Institutions and Researchers	<ul style="list-style-type: none"> • Information relating to cooperatives; • Facilitation for research activities 	<ul style="list-style-type: none"> • Appropriate cooperative education; • Availability of 	Timely availability of expertise.

S/N	Stakeholders	Service offered	Expectations	Potential Impacts if expectations are not met
		necessary for development of cooperative societies; <ul style="list-style-type: none"> • Capacity building; and • Provision of expertise. 	expertise; and <ul style="list-style-type: none"> • Sharing of research findings. 	
(vii)	Producers and suppliers of goods and services	<ul style="list-style-type: none"> • Information on various tenders; • Tender documents; • Payments; and • Provision of services in accordance with changes in science and technology. 	<ul style="list-style-type: none"> • Clear and transparent tendering procedures; • Quality goods and services; and • Timely payments. 	<ul style="list-style-type: none"> • Embezzlement, • Poor quality of goods and services
(viii)	Employees of TCDC.	<ul style="list-style-type: none"> • Salaries; • Health Insurance; • Conducive working environment; • Capacity building; • Retirement benefits; • Incentive schemes; and • Sports and recreation facilities. 	<ul style="list-style-type: none"> • Timely salaries administration; • Accessibility and reliability of health services; • Timely provision of necessary working tools; • Employees' satisfaction. 	<ul style="list-style-type: none"> • Low motivation; and • Poor delivery of services.
(ix)	Development partners	<ul style="list-style-type: none"> • Reports on projects implementation; • Information relating to cooperatives; • Facilitation of market networks; • Cooperative promotion, education, training 	<ul style="list-style-type: none"> • Reliable, accurate and timely information. • Appropriate cooperative education; and • Effective, efficient and 	<ul style="list-style-type: none"> • Low capacity to inspect and supervise cooperatives

S/N	Stakeholders	Service offered	Expectations	Potential Impacts if expectations are not met
		and awareness; • Status of cooperative statistics and technical advice; • Financial assistance; and • Information relating to cooperatives.	timely delivery of services.	
(x)	General Public	• Cooperative promotion, education, training and awareness; and • Cooperative information and technical advice.	• Appropriate cooperative education; • Timely and reliable information; and • Increase in number of members and cooperatives.	• Dented cooperative image and reputation.
(xi)	Crop Boards	• Information relating to cooperative societies; • Regulating all matters pertaining to production and marketing; • Protect the interest of farmers against buyers; and • Formulate regulations for crop cultivation, marketing, processing, importation, exportation and storage.	• Reliable, accurate and timely information; and • Interest of farmers protected.	• Exploitation of farmers; and • Low productivity.

S/N	Stakeholders	Service offered	Expectations	Potential Impacts if expectations are not met
(xii)	Cooperative Audit and Supervision Cooperation (COASCO)	<ul style="list-style-type: none"> • Auditing and supervision of cooperative societies affairs; • Information sharing on cooperative societies audit; and • Involvement in implementation of cooperative societies' policy, guidelines and legislation. 	<ul style="list-style-type: none"> • Transparency, efficiency and accountability; and • Cooperative society's sustainability and members' assets protected. 	<ul style="list-style-type: none"> • Embezzlement of funds; • Non-compliance of accounting standards; and • Unreliable cooperative information; • Inadequate provision of services to members; and • Conflicts and disputes.
(xiii)	Independent organs (RITA, TBS, SG, PCCB, NFRA, DPP, WRB, TMX, TACAIDS, Government printer, e-GA, Social security funds)	<ul style="list-style-type: none"> • Provision of expertise; • Guidelines on policy and regulations; • Provision of services; and • Capacity building. 	<ul style="list-style-type: none"> • Effective, efficient and timely delivery of quality services; and • Timely and correct guidance on interpretation and implementation of policies or laws or regulations. 	<ul style="list-style-type: none"> • Misinterpretation of policy, law and legislations; and • Poor quality of cooperatives products and services.

Strengths, Weaknesses, Opportunities and Challenges Analysis

Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis of the TCDC are summarized in Table 2.2.

Table 2.2: Strengths, Weaknesses, Opportunities and Challenges Analysis (SWOC)

Strengths	Weaknesses	Opportunities	Challenges
<ul style="list-style-type: none"> • Existence of Cooperative Societies Act No. 6 of 2013, Microfinance laws of 2019; • Expanding linkages and collaborations with stakeholders; • Existence of Cooperative Inspection and Supervision Fund (ISCF); • Presence of TCDC Commissioners from different sectors; • Established Regional and District Education Committees; • Availability of formal marketing systems (e.g., WRS, TMX); • Presence of Regional and District cooperatives' 	<ul style="list-style-type: none"> • Few promotional and supervision guidelines; • Low business automation; • Inadequate human resource to cater for cooperative development; • Inadequate Infrastructure to provide services for the cooperative sector; • Inadequate statistical data on social and economic importance of cooperative development; • Limited cooperative education amongst staff and cooperative members; • Lack of clear strategy on cooperatives' contribution toward 	<ul style="list-style-type: none"> • Growing political will in support of the cooperative sector; • Availability of training opportunities within and outside the country; • An increasing number of Cooperative societies using ICT; • High demand for cooperative education and benefits; • A high potential of cooperatives to participate in the industrial economy; • Government willingness to transform cooperative policy and legislations; • Change in demography with 	<ul style="list-style-type: none"> • Low public awareness on TCDC undertakings; • Poor participation and commitment of members in cooperative undertakings; • Existence of disputes and misappropriation in cooperatives; • The misperception that Cooperatives are for the poor and low-income people; • Old age and men led membership in cooperatives; • Lack of Clear policy on attraction and retention of staff in cooperative societies; • Political interference; • Insufficient internal control system in cooperative societies; and

Strengths	Weaknesses	Opportunities	Challenges
<p>offices;</p> <ul style="list-style-type: none"> • Availability of Cooperative Development Policy 2002, National Microfinance Policy, 2017; • Existence of skilled and professional human resources in various disciplines; and • Existence of cooperative societies' country wide and in various sectors. 	<p>industrialization</p>	<p>potential co-operators in vibrant women and youth;</p> <ul style="list-style-type: none"> • Availability of different legislations which promote Cooperatives; • A multitude of stakeholders in support of cooperatives financing and development; • Presence of Tanzania's Industrial Slogan "Tanzania ya Viwanda"; • Existence of successful cooperative models; • Existence of Financial Inclusion Frame work; and • National Five-Year Development Plan (FYDP III). 	<ul style="list-style-type: none"> • Limited coordination between TCDC Cooperative officers and LGAs Cooperative officers.

2.5 Review of Relevant Information

A review of the International and National Policy and planning frameworks related to the functions of TCDC was undertaken to obtain the key issues to be implemented in the Plan,

2.5.1. International Policy and Planning Frameworks

(i) Statement of the Cooperative Identity, 1995 - The International Cooperative Alliance

The International Cooperative Alliance (ICA) is the global steward of the Statement on the Cooperative Identity – the values and principles of the cooperative movement. In 1995, the ICA adopted the revised Statement on the Cooperative Identity which contains the definition of a cooperative, the values of cooperatives, and the seven principles. The statement on the cooperative identity states that a cooperative society is an “autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically-controlled enterprise. In the tradition of their founders, cooperative members believe in the ethical values of honesty, openness, social responsibility and caring for others. The cooperative principles put the values into practice. These principles include: voluntary and open membership; democratic member control, member economic participation, autonomy and independence; education, training, and information, cooperation among cooperatives and concern for community.

TCDC, in collaboration with stakeholders, has made tremendous efforts in promoting the cooperative identity by using an inclusive approach. Different types of cooperatives have been formed which focus on value addition. Henceforth, TCDC will continue promoting the cooperative identity, through facilitation of relevant cooperative education, and encourage the existence of economically and socially viable cooperatives that best meet all dimensions of reducing poverty and exclusion.

**(ii) Promotion of Cooperatives' Recommendation, 2002
(No. 193) International Labour Organization**

The General Conference of the International Labour Organization, in its 90th Session on 3 June 2002, recognized the importance of cooperatives in job creation, mobilizing resources, generating investment and their contribution to the economy. A balanced society necessitates the existence of strong public and private sectors, as well as strong cooperatives. It is in this context that the Government should provide a supportive policy and legal framework consistent with the nature and function of cooperatives and establish an institutional framework with the purpose of allowing for the registration of cooperatives in a rapid, simple, affordable and efficient manner; as well as encourage the development of cooperatives as autonomous and self-managed enterprises. TCDC is thus challenged to continue with its efforts of fostering a conducive institutional framework that will provide the most efficient and effective ways of registering and regulating cooperatives.

(iii) Sustainable Development Goals: 2015-2030

The Sustainable Development Goals (SDGs), also known as the Global Goals, were launched by the United Nations Member States including Tanzania in 2015. The SDGs represent a global agenda for “people and prosperity now and in the future”. There are 17 goals, addressing social, economic and environmental priorities. The SDGs are intended to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. In order to bring cooperative voices into the discussion around the post-2015 development agenda, the International Labour Organization (ILO) and ICA has launched an initiative on the contribution of cooperatives to sustainable development. Cooperatives are already present in all the areas that support the Sustainable Development Goals. Cooperatives are therefore crucial to the realization of the sustainable development goals, but with their focus on members and local needs, they have not always been proactive in national and international debates. TCDC has effectively concentrated its efforts in promoting the best practices of cooperatives through involving stakeholders and using various platforms. It will therefore continue replicating these efforts through appropriate stakeholder platforms.

2.5.2 National Policy and Planning Frameworks

(i) The Tanzania Vision 2025

The Tanzania vision 2025 envisions that the society that Tanzanians will be living in will be a substantially developed one with a high-quality livelihood. In other words, it is envisioned that Tanzanians, by 2025, should be a nation imbued with five main attributes; High quality livelihood, Peace, stability and unity, good governance, a well-educated and learned society; and a competitive economy capable of producing sustainable growth and shared benefits. TCDC, in collaboration with the Ministry of Agriculture and other stakeholders, has taken initiatives by implementing strategic actions through cooperatives, such as increasing the number of strategic crops, promoting value addition in cooperatives and involving all actors in proving that products and services in cooperatives meet the members' needs.

TCDC will amplify these efforts by using an inclusive approach in involving all actors along the respective value chains of agriculture and non- agricultural cooperatives. In addition to that, good governance practices and competitiveness in cooperatives will be ensured through the use of modern techniques, skills development and ICT in supervision and inspection that will be acceptable in all cooperatives.

(ii) The Ruling Party (CCM) Manifesto, 2020-2025

The CCM manifesto acknowledges the role of cooperatives in socio-economic transformation. It realizes cooperatives as the only instruments that help members to identify economic opportunities; empower the disadvantaged to defend their interests; provide security to the poor by allowing them to convert individual risks into collective risks; and mediate the members' access to assets that they utilize to earn a living. Thus, there is a need for transforming cooperatives into vibrant economically viable and self-regulating enterprises that will be able to identify relevant markets for its member's products at national and international level. Moreover, the CCM Manifesto reveals the need to promote well-regulated member-based cooperatives which adhere to the existing cooperative legal framework and other relevant laws. TCDC is, therefore, required to continue with its efforts of strengthening the capacity of cooperatives in seeking relevant markets, value addition and provision of education which will enhance performance.

(iii) Third National Five-Year Development Plan, 2021/22 – 2025/26

The Third FYDP recognizes the role of cooperatives in promoting industrialization for economic growth. FYDP stipulates the need of promoting the cooperative-sub sector by increasing the number of cooperatives with industries to 183 and increasing cooperatives members from 5.9 million to 14.5 million by 2025. TCDC's key interventions in implementing the FYDP III include promoting the

establishment of different types of cooperatives with a focus on value addition, which will involve the youth, women and people with special needs. Moreover, the desire to nurture cooperatives as efficient and competitive entities is anticipated.

(iv) The National Cooperative Development Policy, 2002

The National Cooperative Development Policy is providing the overall frame work for accommodating the 10 cooperative agenda into other National Sectoral Policies. The Co-operative Development Policy 2002 and its subsequent laws have been instrumental in promoting and regulating cooperatives. The laws include the Co-operative Act, 2013 which led to the establishment of the Tanzania Cooperative Development Commission, SACCO's regulations and other subsidiary laws. TCDC has done several interventions based on improving provision of services, promoting efficiency and good governance in cooperatives despite the obstacles such as the COVID-19 pandemic and climate change. However, due to the emerging changes at national and global level, TCDC has recognized the need to review both the Cooperative Policy and the Law. The review is in progress.

(v) The National Agriculture Policy, 2013

The National Agriculture policy recognizes the importance of Farmers' organizations in the form of associations, cooperatives and groups as important vehicles for farmers to lobby for policy changes that may help to improve their bargaining power in the input and output markets. Farmer groups also provide an avenue for reduced transaction costs of services such as cost-effective

delivery of loans, inputs and extension services. The second Agriculture Sector Development Strategy (ASDP II) also recognizes the role of empowering farmer organizations, including cooperatives. Empowered groups and adoption of collective approach are indispensable steps for realizing agricultural commercialization.

The capacity of farmers' organizations, as a key private sector player, requires significant improvements from the current status. For effective performance and delivery of services to its members, the Policy has noted the need of these groups to be regulated and supervised. This Policy has been achieved through increased formation of cooperatives dealing with agriculture. Mechanisms for inspection and supervision of cooperatives are in place at regional and district levels. TCDC is positioned to promote economically and socially viable agricultural cooperatives which meet members' requirements, and will have the capacity to adhere to the supervision and inspection guidelines.

(vi) The National Information Communication and Technology Policy, 2016

The Policy envisages to equip Tanzania with economically, socially and culturally enriched people in an ICT-enabled knowledge society. The main objective of the Policy is to accelerate socio-economic development with potentials to transform Tanzania into ICT driven middle-income economy and society. The FYDP-III recognizes the importance of ICT as an enabler in cooperative operations. TCDC has acknowledged this

Policy by introducing electronic systems in some of the operations of SACCOS. Efforts are underway to upscale and mainstream ICT in operations of financial and non-financial cooperatives.

(vii) The National Microfinance Policy, 2017

The Policy promotes the creation of a legal and regulatory environment that ensures growth of strong microfinance institutions that delivers inclusive financial services to low-income individuals, households and enterprises through innovative, diversified, sustainable, affordable and easily accessible financial services. The subsequent laws which include, the Microfinance (non-deposit taking microfinance service providers) regulations, 2019 and the Microfinance (savings and credit cooperative societies) regulations, 2019; have been instrumental in providing a conducive environment for licensing, regulating and monitoring the operations of microfinance institutions including SACCOS. The realization of SACCOS regulations led to the categorization and licensing of SACCOS despite the constraints faced. TCDC is positioned to take affirmative action and seek for appropriate solutions in this action.

2.6 Lessons Learnt

There are three major lessons learnt from the implementation of the 2016/17 -2020/21 Strategic Plan and review of relevant literature especially by considering the strategies used, and the results achieved. The overall lessons learnt indicate the importance of:

- (i) Effective involvement of relevant stakeholders as imperative for cooperative development. Building trust and engaging relevant stakeholders at all levels ensures sustainable impact;
- (ii) Cooperative development through broadening the membership base by including youth, women and people with special needs which can be achieved by designing different kinds of suitable cooperative models, through which members get everlasting economic and social benefits. Such cooperative models will strengthen the existing value chains and supporting infrastructure; and
- (iii) Utilizing various types of platforms in addressing the cooperative identity and how it will be customized to meet the needs and be recognized by all stakeholders.

2.7 Recent Initiatives for Improving Performance

TCDC has taken several initiatives to improve the cooperative subsector.

These include:

- (i) Involving stakeholders in facilitating the accessibility of services to cooperatives, such as formal marketing systems, provision of inputs, training and medical insurance through NHIF;
- (ii) Categorization and licensing of SACCOS;
- (iii) Review of the cooperative legal and policy framework;
- (iv) Introduction of electronic systems (ICT) which will ease registration and monitoring of the performance of cooperatives;

- (v) Liquidation of cooperatives which were not economically viable; and
- (vi) Encouraging cooperatives to be involved in value addition that will, apart from facilitating trade, also act as a catalysts for job creation and income.

2.8 Critical Issues

From the Situational Analysis, a number of issues were identified. The issues were prioritized to get critical issues, which needed to be considered in the Plan. The identified critical issues included:

- (i) Enhancement of provision of services to cooperatives;
- (ii) Increase in use of ICT in registration and monitoring of cooperatives;
- (iii) Strengthening capacity of regional and district cooperative officers;
- (iv) Enhancing streamlining of Cooperative law with other Laws;
- (v) Enhancement of supervision and inspection of cooperatives;
- (vi) Fostering the cooperative movement;
- (vii) Mainstreaming cross-cutting issues such as climate change, in cooperatives;
- (viii) Prioritisation of industrialization for value addition in cooperatives; and
- (ix) Promotion of cooperative identity amongst members and the public at large.

(x)

A close-up photograph of several bright red, teardrop-shaped cashew fruits (laccas) hanging from a dark brown branch. The fruits have a smooth, glossy texture. Below each red fruit is a light-colored, oval-shaped seed (cashew nut) with a dark, cracked surface. The background is a soft-focus green, suggesting foliage.

CHAPTER 3

THE PLAN

CHAPTER THREE

THE PLAN

3.1 Introduction

This chapter presents the TCDC Plan to be executed from 2021/22 to 2025/26. It outlines the Vision, Mission, Core values as well as Objectives, Strategies, Targets and Outcome indicators.

3.2 Vision

To become an “Outstanding Regulatory Institution for Cooperative Development”

3.3 Mission

To “Provide efficient and effective regulatory and promotional services for vibrant, innovative and economically viable cooperatives”.

3.4 Core Values

In fulfilling the Vision and Mission, TCDC will be guided by the Core values indicated hereunder:

Core value	Description
Professionalism:	We provide our services based on technical know-how and relevant skills.
Team Work spirit:	We work together towards common goals by sharing skills, knowledge and experience.

Core value	Description
Accountability:	We acknowledge assigned responsibilities and we are answerable for consequences.
Transparency:	We adhere to clear and open procedures and guidelines in all our undertakings.
Integrity:	We adhere to moral principles/ethical codes while offering our services.
Result Oriented:	While focusing on our clients' needs, we execute activities basing on expected outcomes.
Innovation and Creativity:	We encourage new ideas in cooperative products and services.
Customer focused:	We will always endeavour to put customers' satisfaction with the sense of urgency, making timely decision, conveying the right, correct and complete information about services and having respect to others.

3.5 Strategic Areas, Objectives, Strategies, Targets and Indicators

During the five years Plan period, TCDC will focus on the implementation of activities related to the following strategic areas: HIV/AIDS; Anti-corruption; Promotion of co-operative identity and business competitiveness; Co-operative regulation and supervision; and Institutional capacity and service delivery.

3.5.1 Strategic area: HIV/AIDS

HIV/AIDS is a disease that affects the availability and efficiency of human resource and operations of many organizations in which TCDC is inclusive. In addressing HIV/AIDS, TCDC will be guided by the Guidelines for prevention and support of HIV and AIDS and Non-Communicable Diseases (NCDs) at the workplace issued in 2014 together with the National Multi-sectoral Strategic Framework for HIV and AIDS 2018/19 - 2022/23. Through these instruments, during the five years of the Plan, TCDC will develop and implement workplace interventions to address HIV & AIDS and NCDs among its staff.

Objective A: HIV/AIDS Infections and NCDs Reduced and Supportive Services Improved

Strategies, Targets and Indicators

Strategy	Targets
Enhance the prevention of HIV/AIDS infections and NCDs	i. HIV/AIDS and Non-Communicable Diseases at workplace programmes developed and implemented by June 2026;
	ii. Voluntary Cancelling and Testing programmes implemented by June 2026.;
	iii. Program to support staff living with HIV/AIDS and Non-Communicable diseases implemented by June 2026;
	iv. 100% of staff participate in sports and recreation activities by June, 2026.

Outcome Indicators

- (i) Percentage of employees living with HIV/AIDS
- (ii) Percentage of employees living with NCDs
- (iii) Percentage of staff attending voluntary HIV/AIDS test;

- (iv) Percentage of employees living with HIV/AIDS provided with care and services.

3.5.2 Strategic area: Anti-Corruption

Corruption is a national outcry which has been prevailing over the years. In order to combat corruption and enhance good governance in the cooperative sector, TCDC will be implementing the National Anti-Corruption Strategy as a means for institutionalizing measures to minimize or eradicate corruption practices and unethical behaviour within the Office. Strategies for improving accountability, efficiency, integrity and transparency will be designed and implemented.

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

Strategies, Targets and Indicators

Strategy	Targets
a) Operationalize the National Anti-Corruption Strategy and Action Plan Phase III 2017-2022	i. TCDC Anti-Corruption Action Plan developed and implemented by June 2026;
	ii. Anti-corruption programs developed and implemented in cooperatives by June 2026.
b) Strengthen staff integrity	i. Mechanisms for enforcement of compliance to the code of ethics and conduct implemented by June 2026;
	ii. Awareness programs on good governance and ethical issues conducted by June 2026;
	iii. Complaints and feedback handling mechanism revised and operationalized by June, 2023.

Outcome indicators

- (i) Percentage of anti-corruption cases handled from the cooperative sector;
- (ii) Number of staff disciplined with corruptions issues;
- (iii) Level of adherence to code of ethics and conduct; and
- (iv) Percentage of anti-corruption cases handled from the cooperative sector

3.5.3 Strategic Area: Promotion of Cooperative Identity and Business Competitiveness

Cooperatives have become an integral part of economic and social development in the country. They are the only organizations which provide economic freedom through collective actions. The cooperative principles and cooperative values of self-help, self-responsibility, democracy, equality, equity and solidarity need to be observed in order to continue promoting the cooperative identity. The Statement on the cooperative identity provides cooperatives with the foundation to have strong resilience in facing economic, social and environmental challenges. There is also a concern of transforming the cooperative identity into a competitive yardstick. During the Plan period, TCDC will continue to strengthen the promotion of the cooperative identity and image in order to bring trust and attract more members.

Objective C: Promotion of Cooperative Identity and Business Competitiveness Strengthened

Strategies, Targets and Indicators

Strategies		Targets	
a)	Enhance provision of cooperative education	(a)	Cooperative education and training program developed and operationalized by June, 2026;
		(b)	Curriculum on cooperative development designed and integrated in Primary, Secondary and Higher Learning Institutions education systems by June, 2026;
		(c)	IEC Strategy on cooperatives reviewed and disseminated to the public by June, 2026; and
		(d)	Guideline for provision of advisory services to cooperatives facilitated by June, 2026.
b)	Integrate Cooperative development issues in sectoral ministries plans	(a)	Cooperative membership increased from 5.9 million to 14.9 million by June, 2025
		(b)	Cooperatives issues mainstreamed in sector ministries plans by June, 2026
c)	Strengthen operations of Cooperative Societies	a)	National coordination framework of Cooperative movement developed and be functional by June, 2022;
		b)	Involvement of Youth, Women and people with special needs in cooperatives strengthened by June 2026;
		c)	Climate change issues mainstreamed in Cooperative societies operations by June, 2026;
		d)	Cooperative Resource Center established by June, 2026;
		e)	Collaboration framework with national and International Partners in services delivery implemented by June, 2026.
d)	Promote the use of formal marketing systems in cooperatives	(a)	Monitoring of Cooperative products value addition mechanisms conducted annually by June, 2026;
		(b)	Formal Marketing linkages for cooperatives products

Strategies	Targets
	improved by June, 2026;
	(c) Cooperative products value addition mechanisms enhanced by June, 2026
e) Strengthen investment in cooperative assets	(a) Capacity of cooperative societies on investments developed by June, 2022;
	(b) Cooperative Societies capital mobilization strategy developed and implemented by June, 2023;
	(c) Formalization of cooperative societies' assets achieved by June 2023;
	(d) Cooperative Input Fund in all strategic crops established by June, 2026.
	(e) Horticulture Agricultural Marketing Cooperative Societies increased by June, 2026
	(f) Revival of 262 inactive Cooperative owned industries facilitated by June 2026;
	(g) Establishment of 33 new Cooperative owned industries facilitated by June 2026

Outcome indicators

- (i) Number and type of cooperatives;
- (ii) Level of cooperative societies, members, board members, management and staff understanding of cooperative matters;
- (iii) Level of understanding of cooperative education in Primary, Secondary and Higher Learning Institutions;
- (iv) Level of public understanding of cooperative matters;
- (v) Percentage of cooperatives provided with advisory services;

- (vi) Number of national and international partners actively engaged in cooperative matters;
- (vii) Active cooperative societies dominated by Youth, Women and people with special needs involvement;
- (viii) Number of cooperative societies adhering to climate change issues;
- (ix) Percentage of cooperatives societies strengthened;
- (x) Level of applied co-operative research-based solutions implemented;
- (xi) LGAs level of understanding of cooperative matters;
- (xii) Improved marketing in cooperative societies;
- (xiii) Percentage of cooperative investments;
- (xiv) Level of investment in strategic crops; and
- (xv) Number of active cooperative owned industries.

3.5.4 Strategic Area: Cooperative Regulations and Supervision

A conducive and supportive legal framework is important for growth and sustainability of cooperatives. An important aspect of supportive legal frameworks involves ensuring that cooperative regulations underpin and protect the cooperative identity. It is imperative for TCDC to strengthen cooperative regulations and supervision that incorporate cooperative principles into the local context.

Objective D: Cooperative Regulations and Supervision Strengthened

Strategies, Targets and Indicators

Strategies	Targets
a) Ensure effective inspection and supervision of non-financial cooperatives	(a) Categorization of non-financial cooperatives achieved by June, 2026
	(b) 20 inspection and supervision guidelines on non-financial cooperatives developed and disseminated by June, 2026
	(c) 100% of non-financial cooperatives inspected and supervised by June, 2026
	(d) 100% of non-financial cooperatives under liquidation inspected annually by June, 2026
b) Ensure effective inspection and supervision of financial cooperatives	(a) Effective supervision of financial cooperatives societies achieved by June, 2026
	(b) 100% financial cooperatives inspected and supervised by June, 2026
	(c) Financial cooperative societies channels of distribution of products and services improved by June, 2026
	(d) Effective supervision of financial cooperatives societies achieved by June, 2026
c) improve Cooperative governance and accountability	(a) Re-registration of 100% of Cooperative Societies Electronically undertaken annually by June, 2024
	(b) 100% Legislative and Registration materials prepared and disseminated Country wide by June, 2026
	(c) Liquidation of 100% dissolved Cooperative Societies attained by June,2026.

Strategies	Targets
	(d) Cooperative Register updated and maintained annually by June, 2026
d) Enhance legal advice and assistance to cooperatives	(a) Mechanism for provision of legal advice and assistance to cooperative societies developed and operationalized by June, 2026; and
	(b) Assistance to cooperatives on contract negotiations and reconciliation with other stakeholders facilitated annually by June, 2026
e) Improve MIS in Cooperatives	(a) Assessment on utilization of MIS in cooperatives undertaken by June 2022
	(b) CSMIS developed by June, 2024
	(c) Capacity of cooperative societies on the use of CSMIS developed by June, 2026

Outcome indicators

- (i) Percentage of non-financial cooperatives inspected and supervised;
- (ii) Percentage of financial cooperatives inspected and supervised;
- (iii) Improved financial cooperative societies' channels of distribution of products and services;
- (iv) Electronic Database of registered cooperative Societies;
- (v) Percentage of cooperatives complying to cooperative legislation;
- (vi) Compliance level of cooperative sector; and
- (vii) Level of utilization of MIS in cooperative operations.

3.5.5 Strategic Area: Institutional Capacity and Service Delivery

Conducive working environment is essential for any organisation to perform its functions effectively and efficiently. In this regard, the TCDC working environment in terms of human, physical and financial resources management will be enhanced for strategic its objectives to be realized.

Objective: E: Institutional Capacity and Service Delivery Enhanced

Strategies, Targets and Indicators

Strategies			Targets				
a)	Improve environment	Working	(a)	Administrative and personnel services improved by June, 2026			
			(b)	TCDC headquarters’ office building constructed by June 2026			
			(c)	Acquiring 26 TCDC offices at Regional and District level facilitated by June, 2026			
			(d)	Government	Integrated	Cooperative	Centers
b)	Strengthen management human capacity	and resource	(a)	TCDC Organization Structure reviewed by June, 2022;			
			(b)	Human Resource development at TCDC facilitated annually by June 2026;			
			(c)	Staff welfare services facilitated by June 2026			
			(d)	TCDC Strategic Plan evaluated annually by June 2026;			
			(e)	Performance and management systems strengthened annually by June, 2026			
			(f)	Staff retention mechanism prepared and implemented by June, 2023			

Strategies	Targets
	(g) Commissioners' functions enhanced by December 2024
	(h) Out sourcing of Non-core services quarterly facilitated by June 2026
c) Institutionalize modernized Systems ICT	(a) ICT policy, regulations and standard guidelines developed and operationalized by June, 2026;
	(b) TCDC staff and cooperatives ICT skills gap assessed by June, 2026;
	(c) TCDC staff and cooperatives ICT skills developed by June, 2026;
	(d) 8 ICT Systems developed and operationalized by June, 2026;
	(e) Internet bandwidth increased to 150 Mbps by June, 2026;
	(f) One server room established and equipped by June, 2026.
d) Enhance resource mobilization, accountability and management	a) TCDC Plans and budgets prepared and implemented annually by June, 2026;
	b) Monitoring and evaluation of cooperatives operationst undertaken by June 2026;
	c) Collaboration mechanism with national and international cooperatives sector stakeholders developed and operationalized by June, 2026;
	d) Cooperative development policy and implementation Sstrategy reviewed and operationalized by June, 2022;
	e) Statistics on cooperatives updated annually by June, 2026
	f) 100 percent compliance to Finance Act, regulations and international standards by June, 2026;
	g) Management of revenue sources improved by 100% at the end of June, 2026;
	h) Internal control systems adhered to by June, 2026;
	i) 100 percent compliance to Public Procurement standards and guidelines by June, 2026;

Strategies	Targets
	j) Action plan for Inventory prepared and implemented annually by June, 2026.
	k) Risk management framework for TCDC developed and implemented by June, 2026;
	l) Risk register and Mitigation Plan developed and implemented by June 2026
	m) Risk based strategic audit plan reviewed and implemented annually by June, 2026;
e) Strengthen Public knowledge and communication on cooperative matters	(a) Communication strategy reviewed and operationalized by June, 2023.
	(b) Cooperatives' undertakings information disseminated to the public by June, 2026;
	(c) 250 outreach programs on cooperatives conducted by June, 2026; and
	(d) TCDC participation in national, regional and international exhibitions, festivals and other events facilitated by June, 2026
f) Strengthen legal advice to TCDC	(a) 3 Cooperative legislations reviewed by June, 2026;
	(b) 3 Cooperative legislations translated to Swahili language by June, 2026;
	(c) Program on provision of legal services to cooperatives developed and implemented by June, 2026;
	(d) Capacity building Program to law enforcers on cooperative related laws developed and implemented by June, 2026
	(e) Legal auditing of contracts entered by cooperatives undertaken by June 2026

Outcome indicators

- (i) Improved TCDC service delivery;
- (ii) Percentage increase of development projects in TCDC;
- (iii) Percentage utilization of ICT in TCDC operations;
- (iv) Percentage utilization of ICT in cooperative operations;
- (v) Cooperative's adherence to related laws;
- (vi) Percentage adherence to plans and budget
- (vii) Percentage compliance to Finance Act, regulations and international standards by June, 2026;
- (viii) Compliance level to Public Procurement Standards;
- (ix) Level of mainstreaming of risk issues at TCDC performance;
- (x) Updated Statistics on cooperatives accessed and utilized;
- (xi) Percentage increase in financial resources;
- (xii) Percentage utilization of Cooperative legislations;
- (xiii) Percentage increase of national and international partners in cooperative sector.
- (xiv) Level of public understanding of cooperatives matters; and
- (xv) Growth level of the cooperative sector.



CHAPTER 4

RESULTS FRAMEWORK

CHAPTER FOUR

RESULTS FRAMEWORK

4.1 Introduction

This Chapter presents the development objective, monitoring and evaluation of the Strategic Plan. Specifically, it contains detailed information related to the role of key stakeholders in implementing the plan; the logical framework; sources of funds and implementation schedule; risks and assumptions; monitoring and evaluation framework. To ensure optimal implementation of this plan, the following measures will be considered:

- a) Ensure all relevant stakeholders are adequately informed on the Plan and get involved in its implementation;
- b) Prepare annual operational plans and budgets for implementation of the plan;
- c) Ensure that strategic objectives, targets and activities form a foundation for preparation of TCDC annual budget;
- d) Implement the monitoring and evaluation mechanisms in order to assist in assessing performance annually and taking corrective actions;
- e) Ensure that the human resources of TCDC are adequate and have the capacity to implement the SP targets; and
- f) Keep the Commissioners, Management, Partners and Staff engaged and well informed on all SP targets

4.2 Development objective

The overriding objective of TCDC is to ‘provide efficient and effective regulatory and promotional services for vibrant, innovative and economically viable cooperatives’. This goal represents the growth and development of the cooperative subsector. The achievement of this development goal will depend on the availability of resources, and willingness of beneficiaries.

4.3 Beneficiaries

TCDC strives to successfully implement this SP by collaborating with stakeholders in ensuring effective utilization of the available resources and good governance practices. The beneficiaries of this SP are indicated in the stakeholder analysis. TCDC comprises eleven (11) stakeholders... as identified in the stakeholder analysis. These include employees, the cooperative movement, the public and private institutions.

4.4 Results Chain

A combination of objectives and targets in the Strategic Plan and activities and inputs in the Medium-Term Expenditure Framework (MTEF) form TCDC’s result chain. The inputs will lead to the implementation of the activities which in turn contribute to attainment of targets in order to realize the set strategic objectives. The realization of the strategic objectives will lead to achievements which will subsequently contribute to the outcomes.

The respective outputs and outcomes of development interventions, are indicated in the result framework matrix.

4.5 Results Framework Matrix

TCDC envisions utilizing its outcome indicators to communicate the results which have been achieved, track progress, inform decision-making and take corrective measures. The result framework matrix which contains the overall development objective, objective codes, medium term objectives, intermediate outcomes and performance indicators will be used to measure the achievements as indicated in Appendix 2.

4.6 Monitoring Plan, Planned Reviews and Evaluation Plan

4.6.1 Introduction

TCDC will put in place a result-based monitoring and evaluation (M & E) mechanism for the SP. The mechanism will be designed to ensure effective and efficient implementation of the SP and realization of the intended outcomes.

4.6.2 Monitoring Plan

Monitoring the implementation of this SP will be undertaken periodically. It will focus on tracking the achievement of the planned targets. To monitor progress of planned targets, data will

be frequently collected, analysed and used to inform the management, and consequently the Commission. The objectives of monitoring shall include the following:

- a) Ensuring that strategic objectives are being accomplished within the allocated timeframe;
- b) Ensuring that financial resources are allocated and used prudently;
- c) Preparing and providing implementation reports to the management;
- d) Signalling the management on deviations from the plan; and
- e) Determining as to whether the implementation is focused on the fulfilment of the TCDC Mission.

Monitoring will be reflected in the Monitoring Plan. The Monitoring Plan consists of indicators and their description, means of measurement, baseline for each indicator; indicator target values, means of verification, data collection and methods of analysis, indicator reporting frequency and who will be responsible for data collection, analysis and reporting. The Monitoring Plan is detailed in Appendix 5.

4.6.3 Planned Reviews

There will be reviews that will be aimed at obtaining progress status on the implementation of the strategic plan. The planned reviews will consist of review meetings, milestones (see Annex 4) and rapid appraisals.

a) Review Meetings

Various meetings will be conducted to track progress on the respective strategies and targets. The meeting will be conducted on weekly, monthly, quarterly, semi-annually and annually levels. Site monitoring visits will be carried out to make verification of the presented reports. Review meetings are as indicated in Table 4.1:

Table 4.1: Review Meetings

Meetings	Frequency	Participants
Commissioners'	Quarterly	Commissioners, Registrars and Secretariat
Management	Monthly	Registrars, Deputy Registrars & Assistance Registrars (TCDC Headquarter), Directors, Heads of units/ sections
Division, Section & Unit	Weekly	All staff from responsible units/sections/divisions
Regional assistant registrars, at regional level	Monthly	Assistant Registrars, Regional & District Cooperative Officers
One retreat	Semi-Annually	Registrar, Deputy Registrars & Assistant Registrars (TCDC Headquarters and Regions), Directors, Heads of units/ sections
Budget committee	Monthly	RECO, DRR, DRP, Assistant Registrars (TCDC Headquarter), Directors, Heads of units/ sections/departments and Secretariat (PME)
Workers' Council	Semi-Annually	All staff
Tender Board	Quarterly	Members of tender board
Exit and entry audit	Annually	RECO/DRR/DRP/ directors
Audit Committee	Quarterly	Members of Audit Committee

b) Rapid Appraisals

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. Table 4.1 indicates TCDCs' proposed planned rapid appraisals from 2021/22 to 2025/26

Table 4.2: Rapid Appraisals

Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsibility
Type of cooperatives	This study intends to identify the existing types of cooperatives and potential suitable cooperative models	<ul style="list-style-type: none"> • What are the type and number of cooperatives? • How can non-financial cooperatives be categorized? • How is the membership distribution/composition overtime? • What is the performance of the existing cooperatives? 	Survey	July – August, 2021	DRP
Cooperative education	This is an assessment on the type of cooperative education offered	<ul style="list-style-type: none"> • How many cooperatives have accessed training? • What type of education has the cooperative members received? • What are the members' 	Survey	July – August , 2021	DRP

Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsibility
		opinions on the type of education provided?			
Cooperative products and services	Assessment on the services and products offered by cooperatives	<ul style="list-style-type: none"> • What type of services are offered by the existing cooperatives? • What are the members' opinions on the services provided? • What type of products are the cooperatives involved with? • What are the members' opinions on the products which cooperatives are involved with? • 	Survey	Nov – Dec., 2021	DRP
Legal matters	Conduct an assessment on the type of legal assistance and dispute settlement mechanisms conducive for cooperatives	<ul style="list-style-type: none"> • How is the situation of the existing legal and dispute handling mechanisms in cooperatives 	Survey	Nov – Dec., 2021	LO
Cooperative	Study intends to identify the	<ul style="list-style-type: none"> • What are the opinions of 	Survey	July – August , 2021	DRR

Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsibility
supervision	gap in cooperative supervision and inspection	<p>cooperatives on supervision and inspection?</p> <ul style="list-style-type: none"> What are the cooperative members' perceptions on guidelines supervision and inspection? 			
Employee satisfaction	Assessment on employee's satisfaction at work place	What are the employees' opinions on the working environment?	Survey	Jan – Feb2022	DAHRM
Statistical data	Assessment on the type of data which is required at national and international levels	What is the stakeholders' opinion on the statistical data available?	Survey	Oct. – Nov , 2021	DPME
Electronic cooperative systems	Assessment of the ICT infrastructure and literacy at cooperative level	<ul style="list-style-type: none"> How is the existing application of ICT in cooperatives? What is the extent of ICT literacy amongst the staff and cooperative members? What are the cooperatives' members' 	Survey	Oct. – Nov , 2021	Head ICT

Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsibility
		perceptions on the application of electronic systems?			
Assessment of marketing systems for Cooperative societies	This study intends to assess the effectiveness and suitability of the marketing systems.	<ul style="list-style-type: none"> • What are the current marketing systems in cooperative? • What are the challenges facing cooperative marketing? 	Survey	Jan – Feb. 2022	DRP
Assessment of potential revenue sources	This study intends to explore various revenue sources for TCDC to exploit	<ul style="list-style-type: none"> • What are the strengths/weaknesses of the current revenue sources? • What is the capacity of the cooperative societies in contributing to Inspection and Supervision Fund? 	Survey	Jan – Feb. 2022	CA

4.6.4 Evaluation Plan

Evaluation is a critical and objective appraisal of the achievement of the SP's outcomes. It will be based on the key performance indicators. The evaluation of SP will be conducted annually or at

any time as may be determined by the management. The evaluation exercise will focus on the following:

- a) Identifying and analysing unexpected/unintended outcomes;
- b) Assessing whether SP is achieving or has achieved its strategic objectives and targets;
- c) Finding out whether the effects of SP are contributing to the fulfilment of the Vision and Mission of TCDC;
- d) Assessing the extent to which the activities are considered to be cost-efficient and analysing the gaps, and recommending on how to improve the operations;
- e) Assessing whether the institution is capable of contributing to its vision;
- f) Assessing the adequacy of the management and the governance of TCDC in its contribution to the achievement of its objectives;
- g) Assessing and making recommendations on how to sustain the implementation and management of TCDC targets in the long run; and
- h) Determining whether the process of strategic planning and implementation is facing any challenges that need immediate or long-term solutions.

The Evaluation Plan will consist of the evaluation studies to be conducted during the Strategic Planning Cycle, description of each evaluation, evaluation questions, methodology, timeframe

and the responsible person. The evaluation exercise which will focus on the proposed evaluation plan is indicated in Table 4.3.

Table 4.3: Evaluation Plan

Evaluation	Description of the evaluation	Evaluation questions	Methodology	Time frame	Responsibility
The impact of cooperatives on the economy and members' livelihood	This study intends to examine the extent to which cooperatives have contributed to socio-economic development at micro and macro levels.	To what extent have cooperatives improved members' livelihood? What types of products and services are more attractive to members and why?	Survey	June 2024	DPME
Self-regulating cooperatives	This study intends to determine to what extent cooperatives are capable of being self-regulating independent entities.	What type of performance mechanisms are effective in cooperatives? To what extent are cooperatives capable of being self-regulating?	Survey	June 2025	DPME
Assessment of cooperatives' statistics collection, analysis, storage and dissemination framework	This study intends to assess the performance of Cooperative Database management Systems.	To what extent has the system been effective?	Survey	Annually	DPME

4.6.5 Reporting Plan

This Plan shows both Internal and external reports that will be used in the execution of the strategic plan. The Report Plan contains key actors that will be involved in reviewing their progress in implementing the assigned activities using a reporting format developed by TCDC or other relevant authorities.

a) Internal Reporting

Internal reporting plan contains reports that are used internally. The reports are prepared on quarterly and annual basis. The Reporting Plan is detailed in Table 4.4.

Table 4.4: Reporting Plan

Type of report	Frequency	Recipient	Responsibility
Activities/events reports	Frequently	Management	All staff
M & E reports	Quarterly	Management, Commissioners and	DPME
Progress reports	Monthly	Management	All units and sections
Internal Audit reports	Quarterly	Management, Commissioners and	CIA
Risk management reports	Quarterly	Management, Commissioners and	CIA
Strategic plan mid-term review report	Once	Management, Commissioners and	DPME
Procurement reports	Quarterly	Management, Commissioners and	Procurement

b) External Reporting

External Reporting Plan contains reports that are used by external entities. The reports are prepared on quarterly and annual basis. The Reporting Plan is detailed in Table 4.5.

Table 4.5: External Reporting Plan

Type of report	Frequency	Recipient	Frequency	Responsibility
Internal Audit reports	Annually	CAG	Annually	CIA
Risk management reports	Quarterly	IAG	Quarterly	CIA
Procurement reports	Quarterly	PPRA	Quarterly	PO
Manpower reports	Quarterly	Po-PSMGG	Quarterly	DAHRM
M & E reports	Quarterly	MoFP/PO - PSMGG	Quarterly	DPME
Progress reports	Quarterly	MoFP/ Po – PSMGG/Ministry of Agriculture	Quarterly	DPME

4.7 Risks and Assumptions

This section presents the risks that may be encountered in the implementation of the SP and mitigation measures. It also indicates the assumptions for implementing the plan.

4.7.1 Risks

The implementation of this SP is expected to be based on the analysed risks and mitigation measures indicated in Table 4.6.

Table 4.6: Risk Analysis

Type of risk	Description of risks and effects	Mitigation measures
Governance risk	Lack of succession plan, instruments, clear terms of references for the Commission and its respective committees. This will affect reputation and performance of TCDC and the cooperative movement.	<ul style="list-style-type: none"> • Regular reviews, effective M & E, effective management information system (MIS) and take timely action; • Clear and informed plans and reports; and • Clear separation of duties by the commission, management and other staff.
Membership risk	Membership risk involves failing to attract and maintain members in the cooperative movement. This may result to withdrawal of members from the cooperative movement and tarnish the image of TCDC.	<ul style="list-style-type: none"> • Address needs and interests of the cooperative movement on the provision of products and services; and • Enhance transparency and accountability.
Reputational risk	Anything could damage the name, image and credibility of the institution due to bad governance, and fiduciary negligence practices. This may affect the operations of TCDC in fulfilling its strategic objectives.	Continuous sensitization to uphold ethical conduct by the management, employees and partners.
Information risk	This risk is also referred to as information security whereby there is a possibility of data breach/theft/loss or inappropriate sharing of information, leakage of confidential information and asymmetric information within TCDC. It may damage the reputation of TCDC and affect its operations.	<ul style="list-style-type: none"> • Foster for appropriate information sharing strategies and security at all levels; and • Take timely action which will bring up the public confidence.

Type of risk	Description of risks and effects	Mitigation measures
Cost Overrun Risk	During the implementation of the plan, the actual costs may exceed the estimated cost. It may lead to increased financial implications and uncompleted projects	Contingency provisions; Regular cost review; and Regular follow ups.
Time overrun risk	<ul style="list-style-type: none"> Implementation of activities/projects/programs may take longer than expected. This may lead to delayed implementation of activities/projects/programs; and Increased project costs. 	<ul style="list-style-type: none"> Selection of technically competent and experienced implementing agency; Retention fund; Completion bond; Liquidated damages; and Penalty on unnecessary delays.
Financing risk	Financial resources may not be sufficient at the time required. This may delay implementation of some of the planned activities.	<ul style="list-style-type: none"> Diversification of sources of funds; and Strong monitoring and evaluation system and regular audit.
Insolvency/bankruptcy risk	Contractors/suppliers/service providers may enter into financial difficulties. This may delay completion of the contracts. In addition to that, there will be failure to acquire service/supplies.	<ul style="list-style-type: none"> Enforcement of contractual terms; and Insurance clause.
Operational risk	Factors negatively impacting the operations of TCDC such as unreliable/untested technology, inability to recruit or retain good staff, decline in the number of partners. This may lead to inability to implement specific targets successfully	To have in place a reliable feedback mechanism
Legal risk	The risk encompasses violation of laws, regulations or requirements	<ul style="list-style-type: none"> Use of legal advisors in decision making to minimize

Type of risk	Description of risks and effects	Mitigation measures
	which may impede the implementation of the strategic objectives successfully.	violation of laws and regulations; and <ul style="list-style-type: none"> • Compliance to laws and regulations
Innovation and technological risks	Inefficiency due to lack of innovation and application of proper technologies	<ul style="list-style-type: none"> • Improve efficiency through application of emerging and appropriate cooperative models, processes, products and services; and • Continuous involvement of stakeholders in searching for new practices and benchmarking.
Policy and legal risks	Changes in the policy and legal framework may affect the operations of TCDC. Such changes may also lead to failure/delays in accomplishing strategic objectives	<ul style="list-style-type: none"> • Flexibility in governance and management of TCDC; • Preparedness to review the internal policies; and • Inform members immediately on the changes and institute a coping mechanism.
Natural disaster/pandemic risks	Occurrences beyond human control such as pandemics may affect the operation of TCDC and thus lead to failure/delays in accomplishing respective targets.	Have in place an emergency response plan

4.7.2 Assumptions

The implementation of this SP is based on the following key assumptions:

- a) The Government will continue to finance the budget of TCDC;
- b) The Government will provide technical and logistical support to TCDC;
- c) The Government will continue providing a conducive policy and legal environment for cooperatives;

- d) TCDC will continue to seek collaborative arrangements to strengthen the cooperative movement;
- e) The capacity of TCDC to generate its own funds will be enhanced;
- f) Development partners and donors will provide financial and technical assistance;
- g) There will be political stability in the country;
- h) Potential risks will have insignificant effects on the attainment of planned objectives; and
- i) TCDC will exercise due diligence in all of its operations.



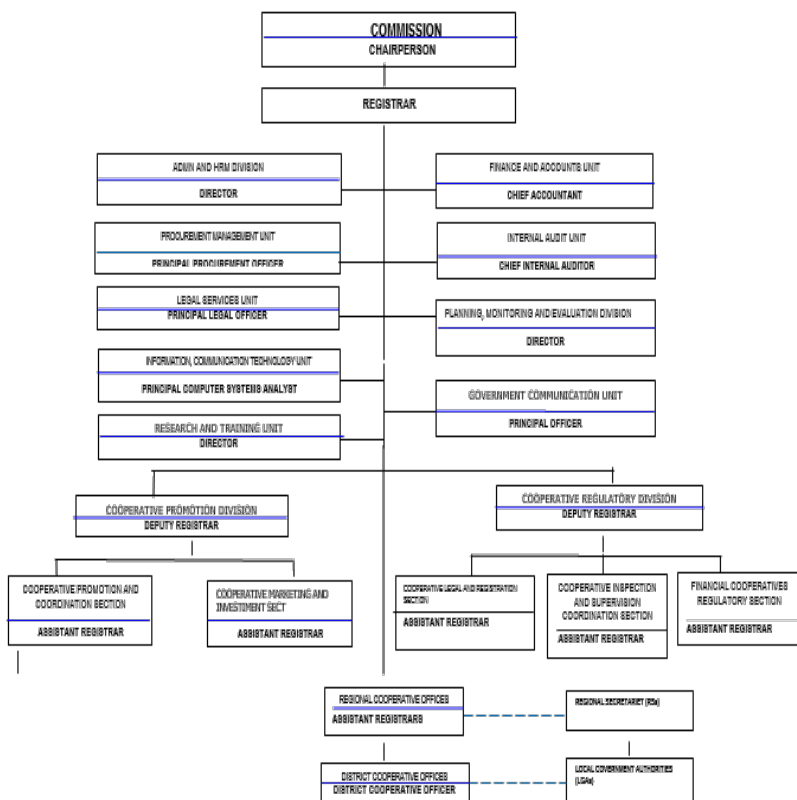
APPENDIX 1 TCDC ORGANOGRAM


APPENDICES

Appendix 1

TCDC Organogram

TCDC organogram details approved functions and organization structure (Approved by the President on 12th February, 2015).



A close-up photograph of an avocado tree. Several green, bumpy-skinned avocados are hanging from the branches, surrounded by large, dark green, glossy leaves. The lighting is bright, creating highlights on the leaves and fruit.

APPENDIX 2

RESULTS FRAMEWORK

MATRIX

Appendix 2

Results Framework Matrix

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
Provide efficient and effective regulatory and promotional services for vibrant, innovative and economically viable cooperatives	A	HIV/AIDS infections and NCDs reduced and supportive services improved.	<ul style="list-style-type: none"> i. Improved delivery of HIV/AIDS and NCDs related services; ii. Increased employees undertaking voluntary medical check-ups for HIV/AIDS. 	<ul style="list-style-type: none"> i. Level of awareness on HIV & AIDS among staff; ii. Percentage of staff attending voluntary HIV/AIDS test; and iii. Percentage of employees living with HIV/AIDS provided with care and service.
Provide efficient and effective regulatory and promotional services for vibrant, innovative and economically viable cooperatives	B	Implementation of National Anti-Corruption Strategy enhanced and sustained	<ul style="list-style-type: none"> i. Fairness in delivery of services; ii. Improvement of staff in adhering to ethical practices; and iii. Complaints on services provided reduced. 	<ul style="list-style-type: none"> i. Percentage of anticorruption cases handled from the cooperative sector; ii. Number of staff disciplined with corruptions issues; iii. Level of cooperative sector's perception on corruption; and

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
				iv. Level of adherence to code of ethics and conduct.
Provide efficient and effective regulatory and promotional services for vibrant, innovative and economically viable cooperatives	C	Promotion of the cooperative identity and business competitiveness	i. Increased membership in cooperatives; ii. Improved level of performance of cooperative societies, members, board members, management and staff; iii. Sectors implementing cooperative matters in their plans; iv. Research-based decisions made on cooperative sector v. cooperative societies' improvement on formal marketing systems; vi. increased internal capital raised in cooperatives; and vii. Improvement in cooperatives with strategic crops.	i. Number and type of cooperative models; ii. Level of performance improvement of cooperative societies, members, board members, management and staff; iii. Number of development interventions in sectors integrating cooperative matters; iv. Level of applied co-operative research-based solutions implemented; v. Percentage of climate change initiatives undertaken by cooperatives; vi. Percentage of cooperative societies

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
				practising appropriate formal marketing systems; vii. Percentage of internal capital raised in cooperatives; and viii. Number of strategic crops with input fund.
			i. Improve deficiency in cooperative movement operations; ii. Increase in cooperative membership of the disadvantaged groups and iii. Increase in number of services provided by national and international partners;	i. Percentage of cooperatives strengthened; ii. Percentage of youth, women and people with special needs engaged in cooperatives; iii. Percentage of active collaborations; Number of MoUs; iv. Type of service providers;
			iv. Increase in researches conducted on improving the cooperative sub sector;	v. Type of services provided by service providers; vi. Number of

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
			v. Improved access to cooperative-related resources at the resource centre; and vi. Increase in the number of cooperatives involved with climate change initiatives.	researches conducted; vii. Number of collaborators; viii. Percentage of cooperative research findings disseminated; ix. Functional Cooperative Resource Centre in place; and x. Number and type of climate change initiatives undertaken by cooperatives.
			i. Increase in cooperatives practising formal marketing systems; ii. Increase in cooperatives with value addition initiatives; iii. Improved market linkages for cooperative products; and iv. Increase in number of	i. Number of cooperative societies practising appropriate marketing systems; ii. Number and types of value addition mechanisms iii. Number of Market linkages; iv. Number of marketing fora conducted; v. Number and

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
			national and international partners involved in marketing cooperative products.	type of marketing collaborations; vi. Types of products; and vii. Types of marketing channels
			i. Improved investment capacity of affiliated cooperatives; ii. Improved capacity of cooperatives to mobilize funds; iii. Increase in cooperatives with formalized assets; and iv. Increase in number of strategic crops with cooperative input fund.	i. Number of cooperatives; ii. Number and types of investments; iii. Percentage of internal capital raised; iv. Number of cooperatives with increased sources of funds; v. Percentage of cooperatives with assets formalized; vi. Number of strategic crops with input fund; and vii. Number of cooperatives/a affiliated cooperatives with functional input fund.
Provide efficient and effective	D	Cooperative regulations	i. Increase in number of non-	i. Percentage of non-financial

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
regulatory and promotional services for vibrant, innovative and economically viable cooperatives		and supervision strengthened	financial cooperatives inspected and supervised; ii. Improvement in governance and management of cooperatives; iii. Increase in number of cooperatives complying to inspection and supervision guidelines; iv. Non-financial cooperatives categorized; v. Increased number of liquidated non-financial cooperatives inspected; and vi. Service delivery in non-financial cooperatives improved;	cooperatives inspected and supervised; ii. Number of non- financial cooperatives with unqualified audit reports; iii. Percentage of cooperative societies complying to cooperative legislation; iv. Number and type of inspection and supervision guidelines; v. Number of non-financial cooperatives categorized; vi. Number of cooperatives inspected; vii. Approved and functional client framework; viii. Client satisfaction/feedback reports;
			i. Increase in number of financial	i. Percentage of financial cooperatives

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
			cooperatives inspected and supervised; ii. Improved management and service delivery of Cooperative Bank; iii. Increase in number of financial cooperative societies' channels of distribution, products and services; and iv. Service delivery in financial cooperatives improved.	inspected and supervised; ii. Percentage of cooperative societies complying with cooperative legislation; iii. Number of financial cooperatives with unqualified audit reports; iv. Inspection and supervision report of cooperative bank; v. Types of products and services in cooperatives; vi. Number of distribution channels used; vii. Functional framework; viii. Customer feedback reports
			i. Reduced disputes and complaints; ii. Reduced number of cooperative	i. Percentage of disputes and complaints handled; ii. Number and types of

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
			societies by-laws, guidelines and procedures that do not comply to relevant legislation	Legislation materials used by cooperatives; iii. Percentage of cooperatives complying with cooperative legislation
			i. Increase in number of other laws mainstreamed in cooperative legislation; ii. Improved legal advice and assistance mechanisms in cooperative societies; iii. Reduced audited and vetted cooperative contracts;	i. Number of other laws mainstreamed ii. Number of cooperatives provided with assistance iii. Number and types of trainings offered to law enforcers iv. Percentage of contracts with other stakeholders audited and vetted
			iv. Increase in number of financial cooperatives using electronic systems; v. Increase in number of non-	i. Electronic supervision system for financial cooperatives societies in use; ii. Electronic supervision

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
			financial cooperatives using electronic systems; vi. Increase in number of cooperatives using electronic registration system; and vii. Increased level of awareness on the use of electronic systems.	system for non-financial cooperatives societies in use; iii. Electronic registration system for cooperative societies in use; and iv. Number of cooperative societies using electronic systems.
Provide efficient and effective regulatory and promotional services for vibrant, innovative and economically viable cooperatives	E	Institutional capacity and service delivery enhanced.	i. Improved and timely delivery of service; and ii. Improved working environment.	i. Headquarter office building in use; ii. Number and types of equipment, facilities and tools procured and in use; iii. Number of office buildings acquired and used;
			i. Improved transparency and accountability; ii. Increased staff motivation; iii. Reduced staff	i. Functional organization structure; ii. Human development plan approved and utilized;

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
			turnover; iv. Reduced conflicting of duties and responsibilities	iii. Action plans in use; iv. Number and types of policies, regulations and guidelines in use; v. Feedback mechanisms functional; vi. Number of meetings conducted; vii. Implementation reports; viii. Staff retention mechanism in place; ix. Reports on staff retention activities; x. Guidelines approved and functional;
			i. Increased investment in ICT; ii. Increased access and use of ICT-digital technology;	i. ICT policy, regulations and standard guidelines in place; ii. Internet bandwidth in use; iii. Percentage and types of automated business processes;

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
				iv. Number of staff and other stakeholders trained; and v. Fully equipped server.
			i. Improved monitoring and evaluation system; ii. Increase in number of projects implemented in collaboration with development partners; iii. Improved performance and innovation in the cooperative sub-sector; and iv. Improved awareness on the performance of cooperatives	i. Monitoring and evaluation system in place; ii. Number of project proposals submitted to donors/partners; iii. Cooperative development program in use; iv. Plans and budgets approved; v. Reviewed Cooperative development policy and implementation strategy approved, translated and disseminated to relevant stakeholders;

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
				vi. Institutional self-assessment report; vii. Number of active Collaborations and MoU and viii. Type of statistical data on cooperatives disseminated
			Increased coverage on visibility of cooperatives' initiatives	i. Percentage and type of information disseminated to public; ii. Number and types of dissemination channels; iii. Number and types of outreach programs disseminated ; and iv. Communication strategy in place
			i. Timely preparation of financial statements;	i. Number and types of sources of revenue;

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
			ii. Improved revenue iii. Timely preparation of internal audit reports; and iv. Improvement and transparency in the procurement of goods and services	ii. Type of management systems introduced; iii. Unqualified audited reports; iv. Types of effective operating systems introduced; v. Reviewed risk based strategic audit plan in use; vi. Risk management framework approved and functional; vii. Internal control framework approved and functional; viii. Percentage of compliance; ix. Percentage of improvement of inventory control;
			Improved delivery of legal services	x. Cooperative legislations approved,

Development Objective	Objective Code	Medium-term objective	Intermediate Outcome	Performance Indicators
				translated and disseminated to relevant stakeholders; and xi. Type of legal service mechanisms introduced and functional.



APPENDIX 3

STRATEGIC PLAN

Appendix 3

STRATEGIC PLAN MATRIX

Strategic Objective A: HIV/AIDS infections and NCDs reduced and supportive services improved

Strategy	Targets	Performance Indicators	Responsible unit
Enhance the prevention of HIV/AIDS infections and NCDs	HIV/AIDS and Non-Communicable Diseases programmes at workplace developed and implemented by June 2026;	Percentage of employees living with HIV/AIDS;	Administration and Human Resource Division
		Percentage of employees living with NCDs;	
	Voluntary Cancelling and Testing programmes implemented by June 2026. Indicators;	Percentage of staff attending voluntary HIV/AIDS test;	Administration and Human Resource Division
	Programme to support staff living with HIV/AIDS and Non-Communicable diseases implemented by June 2026;	Percentage of employees living with HIV/AIDS provided with care and service;	Administration and Human Resource Division

Strategic Objective B: Implementation of National Anti-Corruption Strategy enhanced and sustained

Strategy	Targets	Performance Indicators	Responsible unit
Operationalize the National Anti-Corruption Strategy and Action Plan Phase III 2017-2022	TCDC Anti-Corruption Action Plan developed and implemented by June 2026	Percentage of anticorruption cases from the cooperative sector handled.	Administration and Human Resource Division
	Anti-corruption programs developed and implemented in cooperatives by June 2026.	Revised complaints and feedback handling mechanisms.	Administration and Human Resource Division

Strategy	Targets	Performance Indicators	Responsible unit
Strengthen staff integrity	Mechanisms for enforcement of compliance to the code of ethics and conduct implemented by June 2026;	Level of adherence to code of ethics and conduct.	Administration and Human Resource Division
	Awareness programs on good governance and ethical issues conducted by June 2026; and	Level of cooperative sector's perception on corruption	Administration and Human Resource Division; and
	Complaints handling and feedback mechanism revised and operationalized by June, 2023.		Administration and Human Resource Division

Strategic Objective C: Promotion of cooperative identity and business competitiveness strengthened

Strategy	Targets	Performance Indicators	Responsible unit
a) Enhance provision of cooperative education	(a) Cooperative education and training program developed and operationalized by June, 2026	<ul style="list-style-type: none"> Level of cooperative societies, members, board members, management and staff understanding of cooperative matters 	Research and Training Unit
			Research and Training Unit
	(b) Curriculum on cooperative development designed and integrated in Primary, Secondary and Higher Learning Institutions education systems by June, 2026;	<ul style="list-style-type: none"> Level of cooperative understanding of Primary, Secondary and Higher Learning Institutions 	Research and Training Unit

Strategy	Targets	Performance Indicators	Responsible unit
	(c) IEC Strategy on cooperatives reviewed and disseminated to the public by June, 2026;	<ul style="list-style-type: none">Level of public understanding of cooperative matters	Research and Training Unit
	(d) Guideline for provision of advisory services to cooperatives facilitated by June, 2026.	<ul style="list-style-type: none">Percentage of cooperatives provided with advisory services	Promotion and coordination section
b) Integrate Cooperative development issues in sectoral ministries plans	(a) Cooperative issues mainstreamed in sector ministries plans by June, 2026	<ul style="list-style-type: none">Number of development interventions in sectors integrating cooperative matters;	Promotion and coordination section
	(b) Cooperative membership increased from 5.9 million to 14.9 million by June, 2025		Promotion and coordination section
c) Strengthen operations of Cooperative Societies	a) National coordination framework of Cooperative movement developed and be functional by June, 2022;	<ul style="list-style-type: none">Percentage of cooperatives societies strengthened	Promotion and coordination section
		<ul style="list-style-type: none">Active cooperatives societies dominated by Youth, Women and people with special needs	Promotion and coordination section

Strategy	Targets	Performance Indicators	Responsible unit
	b) Involvement of Youth, Women and people with special needs in cooperatives strengthened by June 2026;	involvement	Research and Training Unit
	c) Climate change issues mainstreamed in Cooperative societies by June, 2026;	<ul style="list-style-type: none"> Number of cooperative societies adhering to climate change issues 	Research and Training Unit
	d) Cooperative Resource Center established by June, 2026;	<ul style="list-style-type: none"> Level of applied co-operative research based solutions implemented; 	Research and Training Unit
	e) Collaboration framework with national and International Partners in services delivery implemented by June, 2026.	<ul style="list-style-type: none"> Number of national and international partners actively engaged in cooperative matters 	Research and Training Unit
		<ul style="list-style-type: none"> LGAs Level of understanding of cooperative matters 	Research and Training Unit
d) Promote the use of formal marketing systems in cooperatives	(d) Monitoring of Cooperative products value addition mechanisms conducted annually by June, 2026;	<ul style="list-style-type: none"> Percentage of cooperative societies practicing appropriate formal marketing systems; 	Marketing and Investment Section
	(e) Formal Marketing linkages for	<ul style="list-style-type: none"> Number of marketing fora 	Marketing and Investment Section

Strategy	Targets	Performance Indicators	Responsible unit
	cooperatives products improved by June, 2026;	conducted	
	Cooperative products value addition mechanisms enhanced by June, 2026	<ul style="list-style-type: none"> Improved marketing in cooperative societies 	Marketing and Investment Section
		<ul style="list-style-type: none"> Number and type of marketing collaborations 	Marketing and Investment Section
e) Strengthen investment in cooperative assets	(a) Capacity of cooperative societies on investments developed by June, 2026	<ul style="list-style-type: none"> Number of new investments 	Marketing and Investment Section
	(b) Cooperative Societies capital mobilization strategy developed and implemented by June, 2023;	<ul style="list-style-type: none"> Percentage of cooperative investments 	
	(c) Formalization of cooperative societies assets achieved by June, 2026		Marketing and Investment Section
	(d) Cooperative Input Fund in all strategic crops Eestablished by June, 2026.		Marketing and Investment Section
	(e) Horticulture Agriculture Marketing Cooperative Societies increased	<ul style="list-style-type: none"> Level of investment in strategic crops 	Marketing and Investment Section

Strategy	Targets	Performance Indicators	Responsible unit
	by June, 2026		
	(f) Revival of 262 inactive Cooperative owned industries facilitated by June 2026;	<ul style="list-style-type: none"> Number of active cooperative owned industries 	Marketing and Investment Section
	(g) Establishment of 33 new Cooperative owned industries facilitated by June 2026		Marketing and Investment Section

Strategic Objective D: Cooperative's regulations and supervision strengthened

Service output	Targets	Performance Indicators	Responsible unit
(a) Ensure effective inspection and supervision of non-financial cooperatives	(a) 20 inspection and supervision guidelines on non-financial cooperatives developed and disseminated by June, 2026;	<ul style="list-style-type: none">Percentage of non-financial cooperatives inspected and supervised	Inspection and Supervision coordination section
	(b) 100% of non-financial cooperatives inspected and supervised by June, 2026;		
	(c) 100% of non-financial cooperatives under liquidation inspected annually by June, 2026;		
(b) Ensure effective inspection and supervision of financial cooperatives	(a) Effective supervision of financial cooperatives societies achieved by June, 2026.	<ul style="list-style-type: none">Percentage of financial cooperatives inspected and supervised	Financial cooperatives Regulatory section
	(b) 100% financial cooperatives inspected and supervised by June, 2026;		
	(c) Financial		

Service output	Targets	Performance Indicators	Responsible unit
	cooperative societies channels of distribution of products and services improved by June, 2026	<ul style="list-style-type: none"> Improved Financial cooperative societies channels of distribution of products and services 	Financial cooperatives Regulatory section
(c) improve Cooperative governance and accountability	(a) Re-registration of 100% of cooperative societies Electronically undertaken annually by June, 2024	<ul style="list-style-type: none"> Electronic Database of Reregistered Cooperative Societies 	Financial cooperatives Regulatory section
	(b) 100% Legislative and Registration materials prepared and disseminated Country wide by June, 2026	<ul style="list-style-type: none"> Percentage of cooperatives complying to cooperative legislation 	
	(c) Liquidation of 100% dissolved Cooperative Societies attained by June,2026.		
	(d) Cooperative Register updated and maintained annually by June,2026		Financial cooperatives Regulatory section
(d) Enhance legal advice and assistance to cooperatives	(a) Mechanism for provision of legal advice and assistance to cooperative societies	<ul style="list-style-type: none"> Compliance level of cooperative sector 	Legal and Registration Unit

Service output	Targets	Performance Indicators	Responsible unit
	developed and operationalized by June, 2026;		
	(b) Assistance to cooperatives on contract negotiations and reconciliation with other stakeholders facilitated annually by June, 2026		Legal and Registration Unit
(e) Improve Management information systems in cooperatives	(a) Assessment on utilization of MIS in cooperatives undertaken by June 2022;	<ul style="list-style-type: none"> Level of utilization of MIS in cooperative operations 	Information and communication Technology Unit
	(b) CSMIS developed by June, 2024		Information and communication Technology Unit
	(c) Capacity of cooperative societies on the use of CSMIS developed by June, 2026		Information and communication Technology Unit

Strategic Objective E: Institutional capacity and service delivery enhanced

Service output	Targets	Performance Indicators	Responsible unit
a) Improve Working environment	(a) Administrative and personnel services improved by June, 2026;	• Improved TCDC service delivery	Administration and Human Resource Division
	(b) TCDC headquarters' office building constructed by June 2026		
	(c) Acquiring of 26 TCDC offices at Regional and District levels facilitated by June, 2026;		
	(d) Government Integrated Cooperative Centers established by June, 2026		
b) Strengthen management and human resource capacity	(a) TCDC Organization Structure reviewed by June, 2022;	• Improved TCDC service delivery	Administration and Human Resource Division
	(b) Human Resource development at TCDC facilitated annually by June 2026;		
	(c) Staff welfare improved by June 2026;		
	(d) TCDC Strategic Plan evaluated annually by		

Service output	Targets	Performance Indicators	Responsible unit
	June 2026; (e) Performance and management systems by June, 2026s (f) Staff retention mechanism prepared and implemented by June, 2023 (g) Commissioners' functions enhanced by December 2024 (h) Out sourcing of Non-core services quarterly facilitated by June 2026		
c) Institutionalize modernized ICT Systems	(a) ICT policy, regulations and standard guidelines developed and operationalized by June, 2026; (b) TCDC staff and cooperatives ICT skills gap assessed by June, 2026; (c) TCDC staff and cooperatives ICT skills developed by June, 2026; (d) 8 ICT Systems developed and operationalised by	<ul style="list-style-type: none"> Percentage utilization of ICT in TCDC operations 	Information and communication Technology Unit

Service output	Targets	Performance Indicators	Responsible unit
	June, 2026; (e) Internet bandwidth increased to 150 Mbps by June, 2026; (f) One server room established and equipped by June, 2026.		
d) Enhance resource mobilization, accountability and management	a) TCDC Plans and budgets prepared and implemented annually by June, 2026;	<ul style="list-style-type: none"> • Percentage adherence to plans and budget 	Planning, Monitoring and Evaluation Unit
	b) Monitoring and evaluation of cooperative operations undertaken annually by June 2026;	<ul style="list-style-type: none"> • Percentage increase in financial resources for development projects 	
	c) Collaboration mechanism with national and international cooperatives sector stakeholders developed and operationalized by June, 2026;	<ul style="list-style-type: none"> • Percentage increase of national and international partners in cooperative sector. 	Planning, Monitoring and Evaluation Unit

Service output	Targets	Performance Indicators	Responsible unit
	d) Cooperative Development Policy and Implementation Strategy reviewed and operationalized by June, 2022;	• Level of growth of cooperative sector.	Planning, Monitoring and Evaluation Unit
	e) Statistics on cooperatives updated annually by June, 2026	• Updated Statistics on cooperatives accessed and utilized;	Planning, Monitoring and Evaluation Unit
	f) Internal control systems adhered to by June, 2026;	• percentage compliance to Finance Act, regulations and international standards	Internal Audit Unit
	g) 100 percent compliance to Finance Act, regulations and international standards by June, 2026;		Procurement management Unit
	h) Management of revenue sources improved by 100% at the end of June, 2026;		
	i) 100 percent compliance to Public Procurement standards and guidelines by June, 2026;	• Compliance level to Public Procurement standards	Procurement management Unit
	j) Inventory controls improved by 100% at the end of June, 2026.		

Service output	Targets	Performance Indicators	Responsible unit
	k) Action plan for Inventory prepared and implemented annually by June, 2026.	• Level of mainstreaming of risk issues at TCDC performance	Planning, Monitoring and Evaluation Unit
	l) Risk management framework for TCDC developed and implemented by June, 2026;		
	m) Risk register and Mitigation Plan developed and implemented by June 2026		
	n) Risk based strategic audit plan reviewed and implemented annually by June, 2026;		
e) Strengthen Public knowledge and communication on cooperative matters	(a) Communication strategy reviewed and operationalized by June, 2023.	• Level of public understanding of cooperative matters;	Government Communication Unit
	(b) Cooperatives' undertakings information disseminated to the public by June, 2026;		
	(c) 250 outreach programs on cooperatives conducted by June, 2026; and		

Service output	Targets	Performance Indicators	Responsible unit
	(d) TCDC participation in national, regional and international exhibitions, festivals and other events facilitated by June, 2026		
f) Strengthen legal advice to TCDC	(a) 3 Cooperative legislations reviewed by June, 2026;	<ul style="list-style-type: none"> Percentage utilization of Cooperative legislations 	Legal Services Unit
	(b) 3 Cooperative legislations translated to Swahili language by June, 2026;		
	(c) Program on provision of legal services to cooperatives developed and implemented by June, 2026;		
	(d) Capacity building Program to law enforcers on cooperative related laws developed and implemented by June, 2026		
	(e) Legal auditing of contracts entered by cooperatives undertaken by June 2026.		



APPENDIX 4

MILESTONES

Appendix 4

Milestones

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
Year one 2021/2022	Two reviews (Semi-annual reviews)			
	Semi-annual reviews	Relevant HIV/AIDS government statutory requirements complied	June 2022	Administration and Human Resource Division
		Employees living with HIV/AIDS provided with care and services	June 2022	Administration and Human Resource Division
		National Anti-corruption Strategy streamlined	June 2022	Administration and Human Resource Division
		Complaints and feedback handling mechanism revised	June 2022	Administration and Human Resource Division
		Anti-corruption cases from the cooperative sector handled by 30%	June 2022	Administration and Human Resource Division
		Cooperative membership increased from 5.9 million to 6.5 million.	June 2022	Promotion and coordination section
		20% of cooperative societies, members, board members, management and staff of cooperative societies trained	June 2022	Research and training Unit
		Mechanisms for legal advice developed in cooperatives by 20%	June 2022	Legal and registration Unit
		TCDC and LGAs collaboration enhanced	June 2022	Promotion and coordination section
		20% of youth, women and people with special needs engaged in cooperatives	June 2022	Promotion and coordination section
		Collaboration with research-based national and	June 2022	Research and training Unit

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		international partners strengthened by 50%		
		Disputes and complaints handling framework developed	June 2022	Legal Services Unit
		30 % of financial cooperatives inspected and supervised	June 2022	Financial Cooperatives Regulatory Section
		Market linkages for cooperatives' products developed	June 2022	Marketing and Investment Section
		Conduct up to five marketing fora with trade-based stakeholders.	June 2022	Marketing and Investment Section
		Ten inspection and supervision guidelines developed	June 2022	Inspection supervision and coordination unit
		Cooperative movement strengthened by 20%	June 2022	Promotion and coordination section
		Facilitate 20% of cooperatives' contract negotiations and reconciliation with other stakeholders	June 2022	Legal and registration Unit
		Electronic supervision system for financial cooperatives societies developed	June 2022	Financial cooperatives Regulatory section
		Electronic supervision system for non-financial cooperatives societies developed	June 2022	Inspection and Supervision coordination section
		Electronic registration system for financial cooperatives societies developed	June 2022	Legal and Registration Unit
		Awareness of cooperative societies on the use of ICT raised by 10%	June 2022	Information and communication Technology Unit

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		30% of cooperatives provided with advisory services on cooperative development matters	June 2022	Promotion and coordination section
		Up to 20% of affiliated cooperative societies investment capacity strengthened	June 2022	Marketing and Investment Section
		Up to 30% of Cooperative Societies capital mobilization enhanced	June 2022	Marketing and Investment Section
		Up to 35% of the cooperative societies' assets formalized	June 2022	Marketing and Investment Section
		20 % of non-financial cooperatives under liquidation inspected	June 2022	Inspection and Supervision coordination section
		Cooperative Resource Centre established	June 2022	Research and training Unit
		8 researches on cooperative development matters conducted	June 2022	Research and training Unit
		30% of Cooperative societies practising formal marketing systems	June 2022	Marketing and Investment Section
		10 % of cooperative products value addition mechanisms strengthened.	June 2022	Marketing and Investment Section
		Collaboration with national and international partners in marketing cooperative products increased by 30%	June 2022	Marketing and Investment Section
		30% of financial cooperatives inspected and supervised	June 2022	Financial Cooperatives Regulatory Section
		30% of non-financial cooperatives inspected and supervised	June 2022	Inspection and Supervision Section
		Cooperative Bank inspected	June	Financial

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		and supervised	2022	Cooperatives Regulatory Section
		Up to 30% of financial cooperative societies' channels of distribution improved	June 2022	Financial Cooperatives Regulatory Section
		Working tools, equipment and facilities procured	June 2022	Administration and Human Resource Division
		TCDC organization structure reviewed	June 2022	Administration and Human Resource Division
		Human development plan developed	June 2022	Administration and Human Resource Division
		Staff retention mechanism initiated	June 2022	Administration and Human Resource Division
		30% of business processes automated by June, 2026.	June 2022	Information and communication Technology Unit
		Integrated monitoring and evaluation system development initiated	June 2022	Planning, Monitoring and Evaluation Unit
		4 project proposals prepared	June 2022	Planning, Monitoring and Evaluation Unit
		Plans and budgets prepared and implemented	June 2022	Planning, Monitoring and Evaluation Unit
		Institutional self-assessment conducted	June 2022	Planning, Monitoring and Evaluation Unit
		Collaboration with national and international partners increased by 20% at the end of June, 2026	June 2022	Planning, Monitoring and Evaluation Unit
		Statistical data on cooperatives updated by 20%	June 2022	Planning, Monitoring and Evaluation Unit
		Cooperatives' undertakings'	June	Government

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		information disseminated to the public	2022	Communication Unit
		50 outreach programs on cooperatives publicised by June, 2026	June 2022	Government Communication Unit
		Management of revenue sources improved by 20%	June 2022	Finance and Accounts Unit
		Quality of accounting and financial operations increased by 20%	June 2022	Internal audit Unit
		Risk-based strategic audit plan reviewed	June 2022	Internal audit Unit
		Compliance to procurement methods, standards and guidelines adhered to/observed	June 2022	Procurement Management Unit
		Inventory controls improved by 20%	June 2022	Procurement Management Unit
		Cooperative legislations reviewed and translated to Kiswahili language	June 2022	Legal Services Unit
		Quality of legal services improved by 30%	June 2022	Legal Services Unit
		Staff participation in sports and recreation activities	June 2022	Administration and Human Resource Division
		Staff participation in awareness raising seminars on communicable and non-communicable diseases	June 2022	Administration and Human Resource Division
		One workshop on safety management conducted	June 2022	Administration and Human Resource Division
			June 2023	
Year Two 2022/2023		Cooperative education and training framework revised.	June 2023	Research and training Unit
		Cooperative education	June	Research and training

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		program for the public developed	2023	Unit
		Cooperative movement strengthened by 50%	June 2023	Promotion and coordination section
		Facilitate provision of Cooperative education in Primary, Secondary and Higher Learning Institutions	June 2023	Research and training Unit
		Know your customer (KYC) framework developed for financial cooperatives developed	June 2023	Financial Cooperatives Regulatory Section
		Client service framework for non-financial cooperatives developed	June 2023	Inspection and Supervision Section (one of the two)
		20% of cooperative undertakings mainstreamed in Sectoral Ministries by June, 2026	June 2023	Promotion and coordination section
		20% of other laws mainstreamed in cooperative legislation	June 2023	Legal and registration Unit
		Initial phase of construction of TCDC headquarters' office building	June 2023	Administration and Human Resource Division
		20% of office buildings acquired at regional and district levels	June 2023	Administration and Human Resource Division
		Staff retention mechanism prepared	June 2023	Administration and Human Resource Division
		ICT policy, regulations and standard guidelines developed	June 2023	Information and communication Technology Unit
		Internet bandwidth increased to 100Mbps by June, 2026.	June 2023	Information and communication Technology Unit
		Cooperative development program initiated	June 2023	Planning Monitoring and Evaluation Unit

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		Cooperative development policy and implementation strategy reviewed	June 2023	Planning Monitoring and Evaluation Unit
		Statistical data on cooperatives updated by 30%	June 2023	Planning Monitoring and Evaluation Unit
		Communication strategy developed	June 2023	Government Communication Unit
		Risk management framework for TCDC	June 2023	Internal audit unit
Year Three 2023/2024	Semi-annual reviews June 2024			
		Non-financial cooperatives categorized	June 2024	Inspection and Supervision Section
		Climate change issues mainstreamed in cooperative undertakings	June 2024	Promotion and coordination section
		Cooperative movement strengthened.	June 2024	Promotion and coordination section
		Cooperative societies by-laws, guidelines and procedures complied to relevant legislation by 20%	June 2024	Legal and registration section
		Know your customer (KYC) framework for non-financial cooperatives developed	June 2024	Inspection and supervision section
		50% of anticorruption cases from the cooperative sector handled	June 2024	Administration and Human Resource Division
		75% of Cooperative Societies' capital mobilization enhanced at the end of June, 2026	June 2024	Marketing and Investment Section
		60% of cooperative societies' members, board members, management and staff of cooperative societies trained	June 2024	Research and training Unit

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		70% of financial cooperatives inspected and supervised by June, 2026	June 2024	Financial Cooperatives' Regulatory Section
		70% of non-financial cooperatives inspected and supervised	June 2024	Inspection and Supervision Section
		Cooperative Bank inspected and supervised	June 2024	Financial Cooperatives' Regulatory Section
		Establishment of cooperative input fund in all strategic crops facilitated	June 2024	Marketing and Investment Section
		Cooperative membership increased by 8 million	June 2024	Promotion and coordination section
		Mechanisms for legal advice and assistance of cooperative societies developed to 70%.	June 2024	Legal and registration Unit
		50% of cooperatives' contract negotiations and reconciliation with other stakeholders facilitated	June 2024	Legal and registration Unit
		Up to 60% of affiliated cooperative societies' Investment capacity strengthened	June 2024	Marketing and Investment Section
		Up to 50 % of Cooperative Societies' capital mobilization enhanced	June 2024	Marketing and Investment Section
		50% of the cooperative societies' assets formalized	June 2024	Marketing and Investment Section
		75% of non – financial cooperatives under liquidation inspected	June 2024	Inspection and Supervision Section
		12 researches on cooperative development matters conducted	June 2024	Research and training Unit
		50% of Cooperative societies practising formal	June 2024	Marketing and Investment Section

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		marketing systems		
		40% of cooperative products' value addition mechanisms strengthened by June, 2026.	June 2024	Marketing and Investment Section
		Collaboration with national and international partners in marketing cooperative products increased by 50% at the end of June, 2026	June 2024	Marketing and Investment Section
		75% of electronic supervision system for financial cooperatives' societies operationalized	June 2024	Financial cooperatives' Regulatory section
		75% of electronic supervision system for non-financial cooperatives' societies and operationalized	June 2024	Inspection and Supervision coordination section
		75% of electronic supervision system for financial cooperatives' societies operationalized	June 2024	Legal and Registration Unit
		Awareness of cooperative societies on use of ICT raised by 30%	June 2024	Information and communication Technology Unit
		Up to 15% of marketing conducted with trade-based stakeholders.	June 2024	Marketing and Investment Section
		60% of youth, women and people with special needs engaged in cooperatives	June 2024	Promotion and coordination section
		Relevant policies, regulations and guidelines developed	June 2024	Administration and Human Resource Division
		Transparency and accountability increased by 60% in TDCD operations	June 2024	Administration and Human Resource Division
		Commissioners' functions improved	June 2024	Administration and Human Resource

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
				Division
		One server room established and equipped	June 2024	Information and communication Technology Unit
		50% of business processes automated by June, 2026.	June 2024	Information and communication Technology Unit
		Up to 15 project proposals prepared	June 2024	Planning and Monitoring Unit
		Cooperative development program developed	June 2024	Planning and Monitoring Unit
		Plans and budgets prepared	June 2024	Planning and Monitoring Unit
		Institutional self-assessment conducted	June 2024	Planning and Monitoring Unit
		Collaboration with national and international partners increased by 40%	June 2024	Planning and Monitoring Unit
		Statistical data on cooperatives updated by 75%	June 2024	Planning and Monitoring Unit
		Cooperatives' undertakings information disseminated to the public	June 2024	Government Communication Unit
		150 outreach programs on cooperatives publicised by June, 2026	June 2024	Government Communication Unit
		Management of revenue sources improved by 75%	June 2024	Finance and Accounts Unit
		Quality of accounting and financial operations increased by 75%	June 2024	Finance and Accounts Unit
		Compliance to procurement methods, standards and guidelines by 75%	June 2024	Procurement Management Unit
		Inventory controls improved by 75%	June 2024	Procurement Management Unit
		Internal control framework	June	Internal Audit unit

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		developed by June	2024	
		Cooperative legislations reviewed and translated to Kiswahili language	June 2024	Legal Services Unit
		Quality of legal services improved by 75%	June 2024	Legal Services Unit
		Up to three workshops on safety management conducted	June 2024	Administration and Human Resource Division
Year four 2024/2025	Semi-annual reviews		June 2025	
		Up to 90% of affiliated cooperative societies' Investment capacity strengthened	June 2025	Marketing and Investment Section
		Up to 90% of Cooperative Societies' capital mobilization enhanced	June 2025	Marketing and Investment Section
		Up to 100 % of anticorruption cases from the cooperative sector handled	June 2025	Administration and Human Resource Division
		80% of the cooperative societies' assets formalized.	June 2025	Marketing and Investment Section
		90% of non-financial cooperatives under liquidation inspected	June 2025	Inspection and Supervision Section
		Cooperative Resource Centre operating.	June 2025	Research and training Unit
		Up to 20 researches on cooperative development matters conducted by June, 2026.	June 2025	Research and training Unit
		Up to 80% of Cooperative societies practising formal marketing systems	June 2025	Marketing and Investment Section

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		Up to 80% of cooperative products' value addition mechanisms strengthened.	June 2025	Marketing and Investment Section
		Collaboration with national and international partners in marketing cooperative products increased by 80%	June 2025	Marketing and Investment Section
		Up to 100% of non-financial cooperatives inspected and supervised	June 2025	Inspection and Supervision Section
		100% financial cooperatives inspected and supervised	June 2025	Financial Cooperatives Regulatory Section
		Cooperative Bank inspected and supervised	June 2025	Financial Cooperatives Regulatory Section
		Cooperative societies by-laws, guidelines and procedures complied to the relevant legislation by 90%	June 2025	Legal and registration Unit
		Cooperative membership increased to 10 million	June 2025	Promotion and coordination section
		100% of cooperative societies' members, board members, management and staff trained	June 2025	Research and training Unit
		Up to 100 % of cooperatives' contract negotiations and reconciliation with other stakeholders facilitated	June 2025	Legal and registration Unit
		Up to 90% of electronic supervision system for financial cooperative societies operationalized	June 2025	Financial cooperatives' Regulatory section
		Up to 90% of electronic supervision system for non-financial cooperative societies operationalized	June 2025	Inspection and Supervision coordination section

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		Up to 90% of electronic registration system for financial cooperative societies operationalized	June 2025	Legal Services Unit
		Awareness among cooperative societies on use of ICT raised by 60%	June 2025	Information and communication Technology Unit
Year Five 2025/2026	Semi-annual reviews		June 2026	
		Cooperative education program for the public developed and disseminated	June 2026	Research and training Unit
		100% of cooperatives provided with advisory services on cooperative development matters	June 2026	Promotion and coordination section
		80% of youth, women and people with special needs engaged in cooperatives	June 2026	Promotion and coordination section
		Collaboration with national and international partners strengthened to 100%	June 2026	Research and training Unit
		Up to 20 marketing fora conducted with trade-based stakeholders	June 2026	Marketing and Investment Section
		Cooperative movement strengthened by 100%	June 2026	Promotion and coordination section
		100% of Cooperative undertakings mainstreamed in Sectoral Ministries	June 2026	Promotion and coordination section
		80% of other laws mainstreamed in cooperative legislation	June 2026	Legal and registration Unit
		Transparency and accountability increased by 60% in TCDC operations	June 2026	Administration and Human Resource Division
		Internet bandwidth increased to 150 Mbps.	June 2026	Information and communication Technology Unit

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		Server room operating	June 2026	Information and communication Technology Unit
		70% of business processes automated by June, 2026.	June 2026	Information and communication Technology Unit
		Up to 25 project proposals prepared	June 2026	Planning and Monitoring Unit
		Plans and budgets prepared	June 2026	Planning and Monitoring Unit
		Collaboration with national and international partners increased by 60% at the end of June, 2026	June 2026	Planning and Monitoring Unit
		Statistical data on cooperatives updated by 100%	June 2026	Planning and Monitoring Unit
		Cooperatives' undertakings information disseminated to the public	June 2026	Government Communication Unit
		Up to 250 outreach programs on cooperatives publicised by June, 2026	June 2026	Government Communication Unit
		Construction of TCDC headquarters' office building	June 2026	Administration and Human Resource Division
		80% of office buildings acquired at regional and district levels	June 2026	Administration and Human Resource Division
		Management of revenue sources improved by 100%	June 2026	Finance and Accounts Unit
		Management of revenue sources improved by 100%	June 2026	Finance and Accounts Unit
		Quality of accounting and financial operations increased by 100%	June 2026	Internal Audit Unit
		Compliance to procurement methods, standards and	June 2026	Procurement Management Unit

Years	Planned review	Milestone	Time frame	Responsible Section/Unit
		guidelines adhered to by 100%		
		Inventory controls improved by 75%	June 2026	Procurement Management Unit
		Quality of legal services improved by 100%	June 2026	Legal Services Unit
		Up to five workshops on safety management conducted		Administration and Human Resource Division

A photograph of several brown and white cows in a barn, eating from a large pile of yellow hay. The cows are behind metal feeding racks. The text 'APPENDIX 5' and 'MONITORING PLAN' is overlaid in blue, bold, sans-serif font. A blue horizontal line is positioned below the text.

APPENDIX 5

MONITORING PLAN

Monitoring Plan

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
Objective A: HIV/AIDS infections and NCDs reduced and supportive services improved	Percentage of compliance to government statutory requirements	Adherence of compliance to government statutory requirements	2021/22	60%	65%	70%	70%	75%	80%		HIV/AIDS desk	Review HR existing reports.	Bi-annual	Available HR reports	Annually	DAHRM
	Percentage of employees living with HIV/AIDS provide care and service	Change of HIV infection to staff.	2021/22	0%	0	0	0	0	0		HIV/AIDS desk	Review HR existing reports.	Bi-annual	Available HR reports	Annually	DAHRM

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
Objective B: Implementation of National Anti-Corruption Strategy enhanced and sustained	Percentage level of customer satisfaction. It determines customer satisfaction with the services offered.	It will be measured by taking the number of customers satisfied over the total number of customers interviewed x 100	2021/22	60%	67%	70 %	71%	75 %	76%		Customer service box	Review existing HR reports	Bi-annual	Available HR reports.	Annually	DAHRM
	Percentage of TCDC employees ethics and code of conduct	Extent of employees trained on ethics and code of conduct	2021/22	80%	84%	86 %	88%	89 %	90%		Anti-corruption desk	Review existing HR reports	Bi-annual	Available HR reports.	Monthly	DAHRM

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Revised complaints and feedback handling mechanism	Number of revised handled complaints of corruption occurrence incidences	2021/22	50%	50%	54 %	56%	60 %	65%		Anti-corruption desk	Review existing HR reports	Bi-annual	Available HR reports.	Quarterly	DAHRM
	Percentage of handled anticorruption cases from the cooperative sector	Number of TCDC staff sanctioned for corruption. It will be calculated by counting the existing number of TCDC staff sanctioned for corruption cases	2021/22	2%	0	0	0	0	0		Anti-corruption desk	Review existing HR reports	Bi-annual	Available HR reports.	Quarterly	DAHRM
Objective C: Promotion of cooperative	Number of cooperative member	Number of cooperative members.	2021/22	6.6 Million	7.4 Million	8.3 Million	9.2 Million	10.2 Million	15.3 Million		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis					Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Collection Instruments & Methods	Frequency of Data Collection	Means of Verification			
e identity and business competitiveness strengthened	s															
	Number and types of cooperative societies	Number and types of cooperatives	2021/22		100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	DRT	
	Number of training institutions offering cooperative education.	Number of training institutions offering cooperative education.	2021/22		100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	DRT	
	Number of institutions with cooperative activities.	Number of institutions with cooperative activities.	2021/22		100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	DRT	

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Functional regional and district training committees	Operationalized functional regional and district training committees.	2021/22	100 %	100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	DRT
	Percentage of trained cooperative societies members, board members, management and staff of cooperative societies.	Percentage of trained cooperative societies members, board members, management and staff of cooperative societies.	2021/22	50%	50%	60 %	60%	70 %	70%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	DRT

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Number and type of advisory services	Number and type of advisory services.	2021/22		100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC
	Number of cooperative education programs.	Number of cooperative education programs.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	DRT
	Percentage of Sectoral Ministries involved with cooperative matters	Percentage of sectoral ministries involved with cooperative matters.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC
	Percentage of collaboration between	Percentage of sectoral ministries involved with	2021/2022	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	TCDC and LGAs	cooperative matters.														
	Percentage of youth, women and people with special needs engaged in cooperatives	Percentage of youth, women and people with special needs engaged in cooperatives	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC
	Type of service provider providers	Number of operationalized service providers	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	DCT
	Type of services provided by service providers	Number of operationalized services provided by service providers.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	DCT

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Number of researches conducted	Number of researches conducted.	2021/22	8	3	3	3	3	3	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	DRT
	Functional Cooperative Resource Centre in place	Number of operationalized functional cooperative resource centres.	2021/22	0	1	0	0	0	0	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	DRT
	Number and type of climate change initiatives undertaken by cooperatives	Number and type of climate change initiatives undertaken by cooperatives .	2021/22	500	1000	1000	1000	1000	1000	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Number of cooperative societies practising appropriate marketing systems	Number of cooperative societies practising appropriate marketing systems.	2021/22	1500	1000	1000	1000	1000	1000		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	MI
	Number and types of value addition mechanisms operationalized	Number and types of value addition mechanisms operationalized.	2021/22	30%	50%	60%	70%	75%	80%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	MI
	Number of Market linkages	Number of market linkages.	2021/22	20%	30%	40%	50%	55%	60%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	MI
	Number of marketing fora conducted.	Number of marketing fora conducted.	2021/22	1	2	2	2	2	2		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	MI

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	ed															
	Number and type of marketing collaborating institutions	Number and type of marketing collaborating institutions.	2021/22	20%	30%	30 %	40%	40 %	60%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	MI
	Types of products	Number of types of products.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	quarterly	Administrative Records	Annually	MI
	MoUs	Number MoUs.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC
	Number and types of investments	Number and types of investments.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC
	Percentage of internal capital	Percentage of internal capital raised.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	raised															
	Number of cooperatives with increased sources of funds	Number of cooperatives with increased sources of funds.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC
	Percentage of cooperatives with assets formalized	Percentage of cooperatives with assets formalized.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC
	Number of strategic crops with input fund	Number of strategic crops with input fund.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	PC

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
Objective D: Cooperatives regulation and supervision strengthened	Percentage of non-financial cooperatives inspected and supervised	Percentage of non-financial cooperatives inspected and supervised.	2021/22	100 %	100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	FCR
	Number of non-financial cooperatives with unqualified audit reports	Number of non-financial cooperatives with unqualified audit reports.	2021/22	100 %	100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	IS
	Percentage of cooperative societies complying to cooperative legislation.	Percentage of cooperative societies complying to cooperative legislation.	2021/22	65%	100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	LR

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	legislation														
	Number and type of inspection and supervision guidelines	Number and type of inspection and supervision guidelines.	2021/22	100 %	100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	IS
	Number of cooperatives inspected	Number of cooperatives inspected.	2021/22	100 %	100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	LR
	Percentage of disputes and complaints handled	Percentage of disputes and complaints handled.	2021/22	100 %	100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	FCR

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Percentage of cooperatives complying with cooperative legislation	Percentage of cooperatives complying with cooperative legislation.	2021/22	100 %	100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	LR
	Number of other laws mainstreamed.	Number of other laws mainstreamed.	2021/22	100 %	100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	LR
	Number of cooperatives provided with assistance.	number of cooperatives provided with assistance.	2021/22	100 %	100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	LR
	Number and types of training offered	Number and types of trainings offered to law	2021/22	100 %	100%	100 %	100 %	100 %	100%	Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	LR

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	to law enforcers	enforcers,														
	Percentage of contracts with other stakeholders audited and vetted	Percentage of contracts with other stakeholders audited and vetted.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	LR
	Electronic supervision system for non-financial cooperative societies in use	Number of operationalized electronic supervision systems for non-financial cooperative societies.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	IS

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Electronic registration system for cooperative societies	Number of operationalized electronic registration systems for cooperative societies.	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	LR
	Number of cooperative societies using electronic systems	Number of cooperative societies using electronic systems	2021/22	100 %	100%	100 %	100 %	100 %	100%		Cooperative register book	Spot check Surveys	Quarterly	Administrative Records	Annually	HICT
	Number of office buildings acquired and used	It intends to measure the strengthened regional office buildings owned by the	2021/22	1	1	1	1	1	1		Administrative & Human Resource Records	Spot check Surveys	Quarterly	Administrative Records	Monthly	DAHRM

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
		commission.														
																DAHRM
	Functional organization structure	This intends to measure the operationalized Operationalized TCDC organization structure.	2021/22	1	1	1	1	1	1		Administrative & Human Resource Records	Spot check Surveys	Annually	Administrative Records	Monthly	
	Human development plan approved and utilized	It intends to measure the extent of percent the prepared human development plans implanted.	2021/22	80%	80%	85%	85%	87%	89%		Administrative & Human Resource Records	Spot check Surveys	Annually	Administrative Records	Monthly	DAHRM

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Number and types of policies, regulations and guidelines implemented	It intends to measure the extent of staff compliance with human resource policies, regulations and guidelines	2021/22	78%	80%	81%	83%	85%	87%	Administrative & Human Resource Records	Spot check Surveys	Annually	Administrative Records	Monthly	DPME
	Number of meetings coordinated and conducted	It intends to measure number of meetings conducted.	2021/22	15	4	4	4	4	4	Administrative & Human Resource Records	Spot check Surveys	Annually	Administrative Records	Monthly	DAHRM
	Implementation reports	It intends to measure the number of reports implemented.	2021/22	25	10	10	10	10	10	Planning, Monitoring & Evaluation Data Records	Spot check Surveys	Annually	Administrative Records	Monthly	DAHRM

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
		prepared.														
	Staff retention mechanism in place	It intends to measure the prepared operationalized operationalized plan of staff retention.	2021/22	0	1	1	1	1	1		Administrative & Human Resource Records	Spot check Surveys	Annually	Administrative Records	Monthly	DPME
	Reports on staff retention activities	This intends to measure the reports of Number of reports of on retention the activities implemented	2021/22	1	1	1	1	1	1		Administrative & Human Resource Records	Spot check Surveys	Annually	Administrative Records	Monthly	DAHRM
	Guidelines - approve and functional	This intends to measure the presence of operationalized	2021/22	1	1	1	1	1	1		Administrative Records	Spot check Surveys	Annually	Administrative Records	Monthly	DAHRM

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
		guidelines operationalized.														
	ICT policy, regulations and standard guidelines in place	This intends to measure the existence of operationalized operational ICT policy, regulations and standard guidelines.	2021/22	1	2	3	4	4	4		Information Communication & Technology records	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	DAHRM
	Internet bandwidth in use	This intends to measure the existence of operationalized operational internet bandwidth	2021/22	50 bandwidth	100	100	150	150	200		Information Communication & Technology records	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	HICT
	Percentage and types of automated	This intends to measure percentage Percentage	2021/22	50%	70%	80%	85%	90%	95%		Information Communication	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	HICT

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	ed business processes	of automated business processes.								& Technology records					
	Number of staff and other stakeholders trained	This intends to measure number of staff and other stakeholders trained about on electronic automated system	2021/22	50%	70%	80%	85%	90%	95%	Information Communication & Technology records	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	HICT
	Fully equipped server room in place	This intends to measure Presence of operationalized equipped server room.	2021/22	0	1	2	2	2	2	Information Communication & Technology records	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	HICT
	Monitoring and evaluation on system	This intends to measure operationalized Presence of	2021/22	6	6	6	6	6	6	Performance report	Review financial reports.	Quarterly	Financial reports.	Annually	HICT

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	in place	operationalized monitoring and evaluation system.														
	Number of project proposals submitted to donors/development partners	This intends to measure submitted and accepted Number of project proposals submitted to and accepted by donors/development partners for fund request	2021/22	6	5	5	5	5	5		Performance report	Review financial reports.	Bi-annually	Financial reports.	Annually	DPME
	Cooperative development program prepared and	This intends to prepare and measure the implementation of cooperative	2021/22	0	1	1	1	1	1		Performance report	Review financial reports.	Bi-annually	Financial reports.	Annually	DPME

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	implemented	Cooperative development program for strengthening Cooperative societies.														
	Plans and budgets approved	This intends to measure operationalized operationalized plans and budgets approved.	2021/22	6	6	6	6	6	6	6	Performance report	Review financial reports.	Bi-annually	Financial reports.	Annually	DPME
	Reviewed Cooperative development policy and implementation strategy in place, transite	It intends to verify the availability Existence of the reviewed two documents (Cooperative Development Policy and implementation strategy in place, transite	2021/22	2	2	2	2	2	2	2	Performance report	Review financial reports.	Bi-annually	Financial reports.	Annually	DPME

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	d and disseminated to relevant stakeholders	Institutional self-assessment report	2021/22	0	70%	76 %	80%	83 %	85%	Survey Report	Various	Annual	Reports.	Annually	DPME
			2021/22	8	10	15	20	30	38	Stakeholders' Reports	Various	Quarterly	Financial reports.	Annually	DPME
	Number of active collaborations	This intends to measure number of active collaborations													

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Type of statistical data on cooperatives disseminated	This intends to measure operationalized Operationalized statistical data system.	2021/22	4	4	4	4	4	4	Performance report	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	DPME
	Percentage and type of information dissemination to public.	This intends to measure Percentage of information disseminated to public.	2021/22	80%	84%	86%	88%	91%	93%	Government Communication Records	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	DPME
	Number and types of outreach programs disseminated	This intends to measure number and types of outreach programs disseminated.	2021/22	30	35	38	40	45	50	Government Communication Records	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	GCU

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Number and types of dissemination channels	This intends to measure number and types of dissemination channels.	2021/22	5	6	8	10	12	15	Government Communication Records	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	GCU
	Communication strategy in place	This intends to measure availability of communication strategy.	2021/22	0	1	1	1	1	1	Government Communication Records	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	GCU
	Increase of TCDC resources	This intends to measure number and types of sources of revenue	2021/22	4	5	7	7	8	9	NAOT Audit reports	Audit reports.	Annually	Audit Reports	Annually	GCU
	Unqualified audited external reports	It will be determined by external audit, level of compliance to financial	2021/22	5	1	1	1	1	1	NAOT Audit reports	Audit reports.	Annually	Audit Reports	Annually	CA

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
		standards, applicable laws and regulations. (i.e. 1. unqualified; 2. qualified; 3. adverse; 4. Disclaimer)														
	Type of effective operating accounting management systems introduced	This intends to measure the extent of effective operationalized accounting management systems introduced	2021/22	76%	77%	79%	80%	85%	90%		Accounting and Finance reports	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	CA & CIA
	Reviewed risk-based strategic audit plan in use	This intends to measure operationalized Operationalized reviewed risk-	2021/22	1	1	1	0	0	0		Internal audit report	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	CA

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
		based strategic audit plan.													
	Risk management framework approved and functional	This intends to measure operationalized Operationalized risk risk-management framework.	2021/22	1	1	0	0	0	0	Internal audit report	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	CIA
	Internal control framework approved and functional	This intends to measure operationalized Operationalized internal control framework.	2021/22	1	1	0	0	0	0	Internal audit report	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	CIA
	Percentage of compliance	This intends to measure percentage compliance of compliance.	2021/22	74%	78%	80%	85%	87%	90%	PPRA reports	PPR reports review	annually	PPRA reports	annually	CIA

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis					Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5	Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification			
	procurement procedure	compliance.														
	Percentage of improvement of inventory control	This intends to measure percentage of operationalised improvement inventory control.	2021/22	50%	50%	60 %	70%	80 %	100%		PPRA reports	PPR reports review	annually/Annually	PPRA reports	HPMU	
	Cooperative legislations approved, translated and disseminated to relevant stakeholders	This intends to measure percentage of operationalised cooperative legislations approved, translated and	2021/22	65%	65%	75 %	75%	90 %	90%		Legal unit report	Review financial reports.	annually/Annually	Administrative Records	HPMU	

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Leaders	disseminated to relevant stakeholders.														
	Legal service mechanisms introduced and functional	This intends to measure operationalized Operationalized legal service mechanisms.	2021/22	0	1	1	1	0	0		progress report	Review financial reports.	annually	Administrative Records	annually	LU
	Percentage of staff participated in sports and recreation activities	This intends to measure percentage of staff participated in sports and recreation activities.	2021/22	10%	50%	60%	70%	80%	90%		progress reports	Review financial reports.	Quarterly	Administrative Records	Annually	LU

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	Number and types of staff sports and recreational activities	This intends to measure number and types of sports and recreational activities.	2021/22	2	3	3	3	3	3		progress Progress report	Review financial reports.	Quarterly	Administrative Records	Annually	DAHRM
	Number of awards	This intends to measure number of awards.	2021/22	5	7	9	9	10	10		progress Progress report	Review financial reports.	Quarterly	Administrative Records	Annually	DAHRM
	Number of staff participated and types of awareness seminars	This intends to measure number of staff who participated. This intends to measure number and types of awareness seminars. This intends to measure percentage of staff who	2021/222021/222021/22	10750%	10250%	10250%	10260%	10260%	10270%		progress reports	Review financial reports. Review financial reports. Review financial reports.	Quarterly	Administrative Records Administrative Records Administrative Records	Annually Annually Annually	DAHRM DAHRM DAHRM

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)						Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5		Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		
	participated in awareness raising seminars	participated in awareness raising seminars.														
	Number of staff participated Number and types of awareness seminar s	This intends to measure number of staff who participated. This intends to measure number and types of awareness seminars.	2021/2220 21/22	107	102	102	102	102	102		progress reports progress reports	Review financial reports. Review financial reports.	Quarterly	Administrative Records Administrative Records	Annually	DAHRM
	Number of staff participated	This intends to measure number of staff who participated.	2021/22	10	10	10	10	10	10		progress reports	Review financial reports.	Quarterly	Administrative Records	Annually	DAHRM

Objective Code & Description	Indicator	Description (What it intends to measure)	Base line		Indicator Target Value (as per SP)					Data Collection and Methods of Analysis				Frequency of reporting	Responsibility of data collection
			Base line Date	Base line Indicator Value	Y1	Y2	Y3	Y4	Y5						
										Data Source	Data Collection Instruments & Methods	Frequency of Data Collection	Means of Verification		