

THE UNITED REPUBLIC OF TANZANIA



THE TANZANIA COOPERATIVE DEVELOPMENT COMMISSION

**STRATEGIC PLAN
FOR THE YEAR**

2016/2017 – 2020/2021

February, 2016

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List of Abbreviations and Acronyms

AHRM	Administration and Human Resources Management
AIDS	Acquired Immunodeficiency Syndrome
ASDP	Agricultural Sector Development Programme
ASDS	Agricultural Sector Development Strategy
BI	Banking and Investment
CA	Chief Accountant
CAP	Chapter
CDD	Cooperative Development Department
CHUTCU	Chunya Traders Cooperative Union
CIA	Chief Internal Auditor
CODAS	Cooperatives Data Analysis System
CORECU	Coastal Regional Cooperative Union
CRMP	Co-operative Reform and Modernization Program
DAHRM	Director of Administration Human Resources Management
DR/P	Deputy Registrar – Promotion
DR/R	Deputy Registrar - Regulatory
F&A	Finance and Accounts
FS	Financial Services
H/Q	Head Quarter
HICT	Head of Information Communication Technology
HLU	Head of Legal Unit
HIV	Human Immunodeficiency Virus
DPP	Director of Policy and Planning
HPMU	Head of Procurement Management Unit
IA	Internal Audit
ICT	Information Communication Technology
ICUD	International Credit Union Day
IFMS	Integrated Financial Management Systems
IS	Inspection and Supervision
ISCF	Inspection and Supervision Cooperative Fund
IT	Information Technology
LGAs	Local Government Authorities
LGRP	Local Government Reform Programme
LSU	Legal Services Unit
M&E	Monitoring and Evaluation
MBICU	Mbinga Cooperative Union
MCU	Mara Cooperative Union
MI	Marketing Information
MIS	Management Information System
MKUKUTA	Mkakati wa Kupunguza Umaskini na Kukuza Uchumi Tanzania
MS Access	Microsoft Access
NACS	National Anticorruption Strategies
NCU	Nyanza Cooperative Union
OPRAS	Open Performance Review and Appraisal System
PFA	Public Finance Act
PME	Planning, Monitoring and Evaluation

PMU	Procurement Management Unit
PPA	Public Procurement Act
R	Registrar
RAS	Regional Administration Secretary
SACCOS	Savings and Credit Cooperative Society
SCCULT	Savings and Credit Cooperative Union League of Tanzania
SHIRECU	Shinyanga Regional Cooperative Union
SLWHA	Staff Living With HIV/AIDS
SWOC	Strengths Weaknesses Opportunities and Challenges
TCDC	Tanzania Cooperatives Development Commission
TISS	Tanzania Interbank Settlement Systems
TOT	Trainers of Trainees
URT	United Republic of Tanzania

Preface

Throughout the history of Tanzania, Cooperatives have become an integral part of economic and social development model since they have the capacity to combine socio-economic responsibility and civil society values with a free enterprise approach in their organization. The need to improve the standards of living of our people has been mentioned many times. We are still determined to improve the standard of living of Tanzanians, especially those with low incomes both in rural and urban areas and we are convinced that this is within the capacity of the cooperatives.

Cooperatives have been proved worldwide to be efficient development means today, that not only makes economic and social contribution to manufacturers, consumers and small enterprises but also provide added value to the national economy.

With this document which defines the vision and mission of The Tanzania Cooperative Development Commission (TCDC), we aim to create a more efficient environment for the Cooperatives, to increase the confidence in the sector, to remove the inefficient and poor practices, to provide sustainability, competitiveness and innovation, to find solutions for the problems in the sector and to gain a new momentum to the cooperatives development.

With the TCDC Strategic Plan, we redefine the roles of public and private sector and present a sustainable policy and regulatory frameworks for Cooperatives. When eight objectives envisaged in the plan have been activated, there will be an increase in the welfare and production levels of large segments of the community, particularly farmers, consumers, less privileged groups, manufacturers, tradesmen and craftsmen, small and medium enterprises.

I hope that this plan will be beneficial to the Cooperatives sector and our country. To this end I would like to thank all the people who have contributed to develop this plan

.....
Chairperson of the Commission

February, 2016

Executive Summary

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

TCDC developed its five years Strategic Plan (2016/2017 – 2020/2021) to map its future direction. The Plan has been developed in a participatory manner with an active commitment and involvement from the staff members, management and the Commissioners under the facilitation of experienced resource persons from amongst the management team.

"The Vision of TCDC is "to be a leading organization in Africa that fosters development of modern and economically viable cooperative societies which meet global standards and demands of the cooperative movement".

From the analysis, critical issues were identified which focused on the enforcement of the cooperative legislature, cooperative development strategy ,cooperative promotional framework, research findings into cooperative needs, capacity to carry out operations, management information systems, cooperative training, working environment and facilities plus funding mechanisms.

Basing on the critical areas above, six objectives as listed below were identified which will be the planning guidelines for the next coming five years:

- A. Services Improved and HIV/AIDS infections reduced;
- B. National Anti-Corruption Strategy and Action Plan enhanced and sustained.
- C. TCDC service delivery capacity enhanced;
- D. TCDC resources management and operation systems enhanced;
- E. Cooperative Good Governance and Accountability improved
- F. Cooperative Economic Performance Improved

The rationale of each objective was developed together with the strategies and targets to realize the developed objectives. Key Performance Indicators which are the means of measuring the envisaged objectives were developed.

Two appendixes are attached to the plan which are TCDC structure and the strategic plan matrix showing objectives, strategies, targets, key performance indicators and the responsible Division.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

Tanzania Cooperative Development Commission (TCDC) is an independent department 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 the CDD, the cooperative sub-sector faced various challenges. Among the challenges included frequent shifting to various ministries which resulted into matters pertaining to cooperatives not being given their deserving consideration and adequate resource allocations. In addition, the implementation of the policy of Decentralization by Devolution through Local Government Reform Program (LGRP) has an adverse effect to the flow of chain of command of the Registrar of Cooperative Societies in executing both promotional and regulatory roles and functions. Consequently, the overall performance of the Cooperative Development Division in the mandated duties has persistently declined. Thus the need to have an independent institution to deal with cooperative development matters.

In view of the above, in February 2008 when forming the new cabinet, the President directed the transformation of Cooperative Development Division into an Independent Department under the ministry responsible for cooperative development. The motive behind this transformation was to strengthen 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 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 Tanzania Cooperative Development Commission is established by Cooperative Societies Act № 6 of 2013 and is mandated to regulate and promote development of cooperative sector. This strategic plan and cooperative legislation are part of implementation of the Cooperative Development Policy of 2002.

1.3 Roles and Functions

The roles of the Commission are to regulate and promote development of the cooperative sector

- (a) for the purposes of regulating cooperative societies, the functions of the Commission shall be to:
 - (i) register and deregister 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 regulatory functions of cooperative development;
 - (vii) supervise the performance of such other regulatory functions as may be required in accordance with the provisions of the Act;
- (b) for the purposes of promoting development of cooperative sector the functions of the Commission shall be to:
 - (i) supervise, coordinate and collaborate with sectoral 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 to 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 to 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, organisation and operation of societies
- (viii) coordinate the economic plans of cooperative societies for the incorporation in the national plan
- (ix) implement or cause to be implemented policies on the cooperative development;
- (x) facilitate and enhance linkages among stakeholders both locally and internationally
- (xi) create conducive environment for the cooperative movement networking in the areas of production, processing, marketing, financing and investment
- (xii) maintain and disseminate or cause to be disseminated the 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 societies, secondary societies or other categories of cooperative societies on the formation of federation of cooperative societies; and
- (xv) Ensure that the federation formed, provides, organizes and supervises effective centralized services for the members.

1.4 Purpose

This strategic Plan is intended to provide general information on the role performed by TCDC. It involves mapping out the strategic direction of the Commission to improve performance and service delivery; facilitate creation of more relevant institutional structures; effectively and efficiently carry out its core functions and respond to internal and external challenges. On the other hand the established targets are drawn against achieving broad objectives and during implementation it is envisaged that a continued collaborative effort sustained among staff TCDC and stakeholders in order to support each other in achieving national framework strategies. The overall purpose of this Strategic Plan is to explain what the commission does, to whom and how it excels. It can therefore be summarized as follows:-

- Is a management tool when implementing TCDC roles and functions;
- Enables the preparation of performance budgets within TCDC;
- Indicates how progress will be measured against baselines;
- Be a framework of reference for all stakeholders; and
- Indicates the timing of implementation.

1.5 Methodology and Approach

Following the establishment of the Tanzania Cooperative Development Commission under the Cooperative Societies Act No 6 of 2013, a task force was formed to carry out a review of previous strategic plan and develop a strategic

plan that aligns with the Cooperatives Societies Act Nº 6 of 2013 as well as the needs and expectation of various stakeholders in the cooperative sub-sector.

A participatory approach to the review of the Strategic Plan was employed. Representatives from all Divisions, Sections and Units of TCDC were involved during this exercise. The review was done in order to align it with the development such as Tanzania Development Vision 2025, ASDP 2, the Ruling Party Election Manifesto 2015 – 2020, the second Five Years Development Plan, Cooperative Development Policy 2002, the Cooperative Societies Act Nº 6 of 2013, CRMP, ASDP 2, and the Planning and Budgeting Guidelines issued by the Government.

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, purpose and layout of the Plan document.

The second chapter involves situational analysis through performance review, stakeholders and Strengths, Weakness, Opportunities and Challenges (SWOC) analysis. Performance review highlights the major achievements and constraints faced by Cooperative Development Division during the implementation of the 2010/11 - 2015/16 Strategic Plan. It also summarizes services offered by TCDC to clients and their expectations. Finally it narrates the strengths, weaknesses, opportunities and challenges facing the Organization that the Strategic Plan ought to take into account. Chapter three presents the vision, mission, core values, objectives, targets, strategies and key performance indicators to guide TCDC operations over the coming five years. Chapter four presents results framework which shows how the envisioned results in the TCDC Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders.

CHAPTER TWO

2.0 SITUATION ANALYSIS

This Chapter scans the environment which TCDC operates. It provides a brief description of the Cooperative sub-sector and governance framework. It portrays the Commission's mandate, roles and functions, and the existing vision and mission statements. Also it assesses the performance of the Cooperative Development Commission and the way forward as remedial actions to address encountered constraints. Furthermore, the chapter provides results of stakeholder analysis, SWOC analysis and critical issues that TCDC will need to address.

2.1 Cooperative sub-sector analysis

The cooperative sub-sector is comprised of various players namely the cooperative societies dealing with agricultural marketing, credit and saving, mining, consumers, housing, dairy farmers, small and medium scale industries and beekeeping. Others are Cooperative Unions and Cooperative Apexes and or Federations. Cooperative Societies are owned and controlled by their owners which are referred to as cooperative societies' members. If everything is running smoothly cooperatives should not be interfered by any one, however economic human interactions cannot be left to be run by an invisible hand hence enactment of the law to govern the operations of the cooperative societies in Tanzania mainland.

2.2 Analysis of the Legal and Governance Framework

The current legal framework of the cooperative sub-sector in Tanzania is principally founded on the Cooperative Societies Act No 6, 2013. The Act is the main legislation which provides for the establishment of the TCDC for the purpose of regulating and promoting cooperative societies in Tanzania. In a nutshell, the features of the Act include the following:-

- (i) Establishment of TCDC which is mandated to regulate and promote cooperative societies in Tanzania;
- (ii) Separation of the functions of the Commission namely regulatory functions and promotional functions;
 - The regulatory functions are undertaken by TCDC and involve among others, registration, de-registration, dispute settlement, inspection and supervision of cooperative societies.
 - The promotional functions are undertaken by TCDC in collaboration with Sectoral Ministries, Local Government Authorities and such other

stakeholders undertaking cooperative promotional responsibilities. The promotional functions include among others; cooperative promotional coordination services, cooperative marketing and investment services, cooperative ideology research and advocacy.

2.4 Current Vision and Mission

2.4.1 Vision

To be a leading organization in Africa that fosters development of modern and economically viable cooperative societies, which meet global standards and demands of the cooperative movement.

2.4.2 Mission

To provide efficient and effective regulatory and promotional services for attainment of vibrant, modern and economically viable cooperative societies in Tanzania.

2.5 Performance Review

Performance of Cooperative Development Division for the year ending 2015/16 is recorded here under:

2.5.1 Objective

A: *Services improved and HIV/AIDS infections reduced*

Achievement:

- HIV/AIDS prevention awareness was created to 50% of TCDC staff.

Constraints:

- Limited sensitization campaigns
- Lack of HIV/AIDS Desk
- Unwillingness of Staff to reveal their HIV/AIDS status

Way forward:

- Streamline HIV/AIDS awareness campaigns in various staff meetings
- Establish HIV/AIDS Desk
- Staff should be sensitized to reveal their HIV status

2.5.2 Objective B: *Enhance, sustain and Effective Implementation of National Anticorruption strategy*

Achievement:

- 65% of TCDC staff were sensitized on service code of ethics and National Anticorruption strategy.

Way forward:

- Establish anticorruption desk; and
- Mainstream NACS in TCDC

2.5.3 Objective C: *Institutional capacity to deliver services***Achievements:**

- Functions and Organization Structure of TCDC has been approved;
- TCDC services delivery was improved through provision of utilities, office supplies and staff allowances and enabled award of a clean audit report by National Audit Office;
- Data Analysis system (CODAS) was installed in 12 regions, 214 cooperative officers in 91 districts were trained and 21 computers distributed in 21 regions to facilitate data collection and analysis;
- 5 staff were trained in long courses and 6 on short courses to enable them to perform their duties effectively;
- 80% of procurement process has been well coordinated and facilitated to increase compliance to internal controls by 70%.
- 80 new staff have been recruited at the end of the Strategic Plan period

Constraints:

- Inadequate staff;
- Insufficient and untimely disbursement of fund
- Inadequate working tools
- Inadequate office accommodation (premises)
- Lack of knowledge of Government financial disbursement process to some of TCDC staff; and
- Absence of modern technology and working tools.
- Unreliable data from Cooperative societies;
- Incompatible CODAS database.

Way forward:

- Secure adequate funds;
- Recruitment of sufficient number of staff;
- Staff Training; and
- Proper budgeting.
- Improve Cooperative education and communication to stakeholders;
- Improve Cooperative data base, structure, education, Inspection and supervision;
- Adopt Web-based database system.
- Establish TCDC intranet and website

2.5.4 Objective D: *Cooperative regulatory functions strengthened***Achievement**

- Enactment of Cooperative Societies Act No. 6 of 2013 which led to establishment of the Tanzania Cooperative Development Commission;
- Cooperative societies regulations and SACCOS regulations were developed;
- 300 Cooperatives facilitated to access loans and;
- Election of Board Members for 4,342 cooperative societies were conducted to adhere to the law; (out of 7,888)
- Training on Accounting and financial management functions were made to Cooperative Officers from 8 Regions as TOT to Cooperative Societies;
- 150 Cooperative officers trained on SACCOS Supervision to enable them to be effective in their responsibilities;
- 4 staff were attached to 3 cooperative unions in order to strengthen its performance;
- 1,130 Primary Cooperative Societies and 8 Cooperative Unions were Inspected and audited. Legal measures were taken by issuing surcharge Notices to 487 cooperative societies' staff for embezzlement, misappropriation of funds and losses to compensate the losses. 72 Board members who contravened the provisions of the Act were suspended and lost leadership pending investigations by relevant authorities;
- 3 SACCOS Supervision, 1 Cooperative banking and 1 Crop procurement & Accounting guidelines were developed;
- 24 amendments of cooperative societies by laws as per requirement of the Cooperative Societies Act were registered by the Registrar and enabling the cooperative societies operate legally;
- 32 cooperative societies disputes and complaints presented to the Registrar were resolved to bring harmony to members;
- 3 secondary cooperative and 8 cooperative joint enterprise were registered by the Registrar after fulfilling the law requirements;
- Election of Board members by the members at the general meetings from 44 cooperative societies to replace one third of Board members voted out as per cooperative legislation requirements were facilitated and supervised; and
- 150 Board members of cooperative societies attended seminars to equip them on their responsibilities.

Constraints:

- Under qualified Cooperative societies staff
- Poor bookkeeping and accounting by cooperative societies
- Existence of disjointed cooperative department structure between central government, Regional Administration and LGAs;
- Insufficient and untimely disbursement of funds;
- Shortage of Staff;
- Limited financial resources to some cooperative societies;
- Inadequate working facilities; and
- Political interference on regulatory and management of Cooperative Societies.

Way forward:

- Enforce compliance to the cooperative legislation
- Recruitment of new staff;
- acquire adequate facilities;
- Build capacity of staff; and
- Secure adequate funds;
- Improve Cooperative Inspection and supervision.

2.5.5 Objective E: *Cooperative promotional functions strengthened***Achievement:**

- Facilitated formation of district cooperatives mobilization and sensitization teams in 9 regions (Dodoma, Iringa, Njombe, Shinyanga, Simiyu, Geita, Mwanza, Manyara and Tanga);
- New members joined cooperative societies (Manyara and Tanga) and 800,000 (67% increase);
- Sensitization workshops were undertaken in 23 LGAs of Dodoma, Ruvuma, Shinyanga, Mwanza, Geita, and Simiyu with the aim of establishment of 14 cooperatives societies in irrigation schemes, 8 Livestock and Dairy sector, 1 Housing sector, 3 beekeeping, and 11 agricultural marketing. Three Cooperative Societies were registered (1 mining, 1 Beekeeping and 1 agricultural Marketing Cooperative Society);
- Coordinated 4 stakeholders in preparation of policy documents and 10,000 copies of Policy and 6,000 leaflets were disseminated;
- 500 SACCOS members and general Public were sensitized on SACCOS services during annual International Credit Union Day (ICUD);
- 200 SACCOS members sensitized on savings mobilization culture as a result savings and deposits increased from Tanzanian shillings 409.9 billion (2012) to 534 billion (2015);
- Inter cooperative trade in local and international market was promoted;
- through, Nanenane, Ushirika day, World food day and International year of Cooperatives - Manchester 2012;
- Adoption of warehouse receipts system was facilitated in Cashew nuts, Coffee and cereals producing areas; and
- Cooperative societies dealing in Coffee, Cashew nuts and Cotton were facilitated to secure market information.

Constraints:

- Lack of political will in LGAs in formation of district cooperatives mobilization and sensitization(promotional) teams;
- Cooperative development not a priority in LGAs development plans;
- Existence of disjointed cooperatives department structure;

- Lack of cooperative market information system
- Inadequate facilities
- Ad hoc activities;
- Lack of stakeholders' commitment; and
- Shortage of qualified leadership aspirants.
- Lack of stakeholders commitment in funding ICUD;
- Poor SACCOS participation on ICUD; and
- Insufficient and untimely disbursement of fund;
- Inadequate Cooperative Officers in LGAs and Sectoral Ministries

Way forward:

- Create awareness on cooperative law and Policy to public and policy makers;
- Sensitize stakeholders on promotional roles and obligations;
- Establish market linkage and information system
- Enhance capacity building on Cooperative education to members and community;
- Identify sectors in which to promote Cooperative societies;
- Encourage SACCOS to hold ICUD at Regional level annually;
- Seek other sources of funding;
- Acquire adequate facilities;
- Adhere to action plans
- Recruitment of new staff.

2.5.6 Objective F: Cross - cutting issues in cooperative development mainstreamed

Achievement:

- 1,042 women were sensitized to join or form SACCOS in 9 LGAs;
- 669 youth were sensitized to join or form SACCOS in 9 LGAs; and
- 27 TCDC staff were sensitized on gender, women and youth participation in cooperatives.

Constraints:

- Insufficient and untimely disbursement of funds; and
- Existence of cultural barriers which limit women and youth to participate production activities.

Way forward:

- Creation of awareness and education on Cooperative undertakings; and
- Seek other sources of funding,

2.6 Organizational Structure, Management and Staff/Human Resource Policies, Strategies and Skills

The Commission is composed of Chairperson and ten Commissioners. The Registrar of Cooperative Societies will serve in the capacity of Secretary of the Commission.

TCDC is charged with two main functions of regulating and promotion development of the cooperative sector. To undertake those functions it has two divisions namely Cooperative Regulatory and Cooperative Promotion and Coordination divisions. Cooperative Regulatory division is comprised of three sections which are cooperative legal and registration, cooperative inspection and supervision coordination and financial cooperatives regulatory. Cooperative Promotion and Coordination division is comprised of two sections which are cooperative promotion and coordination and cooperative marketing and investment. For efficient discharge of those functions above Commission shall appoint Assistant Registrars Regional Cooperative Offices. To support the technical business of the organization there is one division namely Administration and Human Resources Management and eight units namely Finance and Accounts, Planning, Monitoring & Evaluation, Government Communication, Legal services, Procurement Management, Information, Communication Technology, Internal Audit and Research and Training. TCDC Organization Structure is shown in in (Appendix 1).

TCDC will continue to recruit staff of various cadres to ensure efficient and effective implementation of its roles.

Table 1 shows TCDC current staff capacity.

Table 1: The Current TCDC Intellectual Capability

No	Professional	Technical Staff			Supporting Staff			Total
		Female	Male	Sub total	Female	Male	Sub total	
1	PhD	-	1	1	-	-	0	1
2	Masters	10	24	34	2	6	8	42
3	Post Graduate Diploma	4	8	12	1	1	2	14
4	CPA/CPSP	-	1	1		3	3	4
5	Bachelor's Degree/ Advanced Diploma	24	104	128	10	28	38	166
6	Ordinary Diploma	-	-	-	9	1	10	10
7	Certificate	-	-	-	2	12	14	14
8	Other professional				3	2	5	5
	Total	38	138	176	27	53	80	256

2.7 SWOC Analysis

This analysis determines the internal and external factors that influence TCDC implementation process. Specifically it evaluates the Strengths, Weakness, Opportunities and Challenges (SWOC) involved in implementation process. The analysis has significant impact in identifying strategies for effective implementation of TCDC functions.

S/N	AREAS	STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
1	Human resource management	<ul style="list-style-type: none"> • Presence of qualified professional • Staff from various professional backgrounds • Availability of succession plan; • Presence of teamwork; • Presence of TCDC Commissioners drawn from different sectors gives a wider experience in implementing cooperative policy and legislation. • Application of Open Performance Review and Appraisal System (OPRAS); • Existence of clear career path • Existence of energetic, skilled and experienced personnel; 	<ul style="list-style-type: none"> • Poor working environment and facilities • Lack of a training program • Inadequate office accommodation • Inadequate asset management • Absence of Tender Board • Poor coordination between TCDC and Sectoral Ministries, LGA's and other stakeholders • Poor coordination between Commission offices 	<ul style="list-style-type: none"> • Availability of training opportunities within and outside the country, • Availability of multidiscipline training institutions • Availability of rented office spaces 	<ul style="list-style-type: none"> • Lack of clear policy in the public service on attraction and retention of competent staff. • Limited training opportunities within and outside the country for staff due to resource limitation • Positions that require Presidential appointment running vacant for a long time

S/N	AREAS	STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
2	Business process	<ul style="list-style-type: none"> • Existence of organizational Structure • Existence of Inspection and Supervision Cooperative Fund (ISCF) 	<ul style="list-style-type: none"> • Poor use of Information and Communication Technology • Absence of M&E framework • Inadequate records management • Lack of consistent cooperative statistics • Absence of cooperative liquidation, Cooperative banking, insurance and Investment guidelines; • Low level of awareness on Cooperative policy, law, regulations and guidelines; • Outdated Cooperative Inspection and Supervision guidelines • Insufficient Cooperative law enforcement 	<ul style="list-style-type: none"> • Existence of customer care training program • Availability of professionals in the market • Existence of legal environment for other sources of funds • Increasing number of Cooperative societies using ICT • Political will and support 	<ul style="list-style-type: none"> • Rapid technological changes, • Misperception by some communities that Cooperatives are for poor and low income earners. • Existence of disputes and misappropriation in cooperative societies. • Political interference in cooperative undertakings • Unavailability of proper legal framework which enables the cooperative societies to contribute to capital markets and securities
3	Customer relationship management	<ul style="list-style-type: none"> • Existence of TCDC website • Establishment of TCDC Regional and District offices 	<ul style="list-style-type: none"> • Absence of client service charter • Poor website coverage on cooperative matters 	<ul style="list-style-type: none"> • Existence of emerging ICT to improve TCDC services • Accessibility of Cooperative information through ICT; 	<ul style="list-style-type: none"> • Difficulties in obtaining data from cooperative societies • Poor participation and commitment of cooperative societies' members in cooperative undertakings • Unqualified management and staff in some cooperative

S/N	AREAS	STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
					societies.
4	Stakeholders	<ul style="list-style-type: none"> • Presence of TCDC Commissioners drawn from different sectors gives a wider experience in implementing cooperative policy and legislation. 	<ul style="list-style-type: none"> • Delays in submission of various reports • Poor coordinated execution of roles and responsibilities of sectoral ministries, Local Government Authorities and other stakeholders undertaking promotional responsibilities. 	<ul style="list-style-type: none"> • Existence of supportive stakeholders, • Willingness of Development partners/ donor to support the cooperative sector 	<ul style="list-style-type: none"> • Poor knowledge on cooperatives to potential stakeholders

2.8 Stakeholders Analysis

This analysis provides details on the type of services offered by TCDC to stakeholders and their expectations on TCDC services.

S/N	Stakeholders	FUNCTIONAL RELATIONSHIP	EXPECTED OUTCOME
1.	Cooperative Societies and their Members	<ul style="list-style-type: none"> • Policy, guidelines and circulars on cooperative development and management; • Education and training on matters pertaining to cooperatives; • Education and training on crosscutting issues (Gender, HIV/AIDS, Anticorruption and Environment); • Access to markets 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 society; • Legal services; • Research on cooperative development issues • Access to banking, insurance and investment information; • Promotion, formation and development of Cooperative Societies; • Registration, deregistration and liquidation services; 	<ul style="list-style-type: none"> • Required services delivered at right time, place and quality; • Fair and timely decision on disputes and complaints. • Timely registration/deregistration and liquidation; • Transparency, efficiency and accountability; • Timely availability of reliable and accurate market information; • Timely approval of budget, maximum liability Certificates; • Timely issuing of registration of charges; • Timely advice to cooperative leaders.

S/N	Stakeholders	FUNCTIONAL RELATIONSHIP	EXPECTED OUTCOME
		<ul style="list-style-type: none"> • Inspection and supervision of Cooperative societies affairs; • Election supervision; • Scrutinizing and approval of cooperative societies' budgets; • Issuing maximum liability certificates; • Registration of charges (mortgages and debenture certificates and other statutory services); • Settlement of disputes and complaints in cooperative societies; • Advise to cooperative leaders and management; • Linking cooperatives with financial service providers; • Access to agricultural inputs information. 	
2.	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 plans; • Cooperative development policy and regulations; • Guidance on implementation of cooperative policy and regulations. • Regulatory and promotional information relating to cooperatives; 	<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; • Timely and adequate funding.

S/N	Stakeholders	FUNCTIONAL RELATIONSHIP	EXPECTED OUTCOME
		<ul style="list-style-type: none"> • Funding; • Capacity building to councilors and staff on Cooperative development policy, Law and regulations. 	
3.	Researchers, Academic and Professional institutions	<ul style="list-style-type: none"> • Information relating to cooperatives; • Facilitation of research activities. 	<ul style="list-style-type: none"> • Reliable, accurate and timely Information;
4.	Producers, suppliers of goods and services including financial	<ul style="list-style-type: none"> • Information on various tenders; • Tender documents; • Registration of charges; • Information relating to cooperatives; • Endorsement of cooperative societies' contracts. 	<ul style="list-style-type: none"> • Clear and transparent tendering; proceedings; • Timely payments; • Timely registration of charges; • Access to register of charges; • Reliable, Accurate and timely information.
5.	Employees of TCDC.	<ul style="list-style-type: none"> • Salaries; • Health Insurance; • Better working environment; • Capacity building; • Retirement benefits; • Fringe benefits. 	<ul style="list-style-type: none"> • Timely salaries administration; • Accessibility and reliability of the health services; • Timely provision of necessary working tools.
6.	Media and Politicians	<ul style="list-style-type: none"> • Information on Cooperative societies; • Capacity building on Cooperative development policy, Law and regulations; • Responsiveness to political aspiration; • Consultation during cooperative legislation preparation. 	<ul style="list-style-type: none"> • Reliable, Accurate and Timely Information.
7.	Development partners	<ul style="list-style-type: none"> • Reports on projects implementation; • Information relating to cooperatives; • Facilitate market 	<ul style="list-style-type: none"> • Reliable, Accurate and Timely Information.

S/N	Stakeholders	FUNCTIONAL RELATIONSHIP	EXPECTED OUTCOME
		networks.	
8.	General Public, Civil Society and Non-Governmental Organizations	<ul style="list-style-type: none"> • Cooperative promotion, education, training and awareness; • Status of Cooperatives in Data and Technical advice; • Enhance cooperative societies contribution in poverty reduction; • Expansion of cooperative societies to various sectors; • Good governance and accountability at TCDC and cooperative movement; • Information relating to cooperatives. 	<ul style="list-style-type: none"> • Appropriate Cooperative education; • Effective, efficient and timely delivery of quality services; • Reliable, Accurate and Timely Information.
9.	Cooperative Audit and Supervision Cooperation (COASCO) and Crop Boards	<ul style="list-style-type: none"> • Auditing and supervision of Cooperative societies affairs; • Information sharing on cooperative societies Audit; • Involvement in implementation of cooperative societies Policy, guidelines and legislation; • Information relating to cooperative societies; • Regulating all matters pertaining to production and marketing; • Protects the interest of farmers against buyers; • Formulate regulations for crop cultivation, marketing processing, importation, exportation and 	<ul style="list-style-type: none"> • Transparency, efficiency and accountability; • Cooperative societies sustainability and members assets protected; • Reliable, Accurate and Timely Information; • Interest of farmers are protected.

S/N	Stakeholders	FUNCTIONAL RELATIONSHIP	EXPECTED OUTCOME
		storage.	

2.9 Critical Issues

- (i) Absence of cooperative development strategy and promotional framework;
- (ii) Lack of coordinated cooperative education and training program;
- (iii) Non harmonized research findings to the challenges facing the cooperative societies;
- (iv) Inadequate researched solutions for challenges facing the cooperatives;
- (v) Inadequate management information system;
- (vi) Un-institutionalized monitoring and evaluation system;
- (vii) Low level of awareness of TCDC functions and roles;
- (viii) Inadequate working environment and working tools; and
- (ix) Insufficient funds;

CHAPTER THREE

3.0 THE PLAN

3.1 Vision

To be a leading organization in Africa that fosters development of modern and economically viable cooperative societies, which meet global standards and demands of the cooperative movement.

3.2 Mission

To provide efficient and effective regulatory and promotional services for attainment of vibrant, modern and economically viable cooperative societies in Tanzania.

3.3 Core Values

- (i) *Professionalism:* We provide our services based on technical know-how and relevant skills.
- (ii) *Team Work spirit:* We work together towards common goals by sharing skills, knowledge and experience.
- (iii) *Accountability:* We acknowledge assigned responsibilities and we are answerable for consequences.
- (iv) *Transparency:* We adhere clear and open procedures and guidelines in all our undertakings.
- (v) *Integrity:* We adhere moral principles/ethical code while offering our services.
- (vi) *Result Oriented:* While focusing on our clients' needs, we execute activities basing on expected outcomes

3.4 Objectives, Strategies, Targets and Key Performance Indicators

3.4.1 Objective A: Services Improved and HIV/AIDS infections reduced

Justification

HIV and AIDS effects are evident nowadays in every country including Tanzania. HIV/AIDS affect economic growth by reducing human resource. The Commission has to undertake different approaches in attempting to reduce the spread of HIV infections and minimize its impact on individuals, families and society in general. Thus there is a need to improve services for those infected and use national approaches to reduce HIV/AIDS infections.

Strategy

- Customizing and implementing National HIV/AIDS strategy

Targets

- HIV/AIDS prevalence rate reduced from 2.9% to 2.7% by June 2021
- HIV/AIDS morbidity and mortality rate reduced from 1% to 0% by June 2021

Key Performance Indicators

- Percentage change in HIV/AIDS prevalence rate
- Percentage change of morbidity and mortality rate

3.4.2 Objective B: National Anti-Corruption Strategy and Action Plan enhanced and sustained.

Justification

Existence of corruption in any institution tends to undermine good governance and economic growth, distorts national development, and retards the general welfare of the citizens. TCDC will not tolerate all acts of corruption both petty and grand, in the use of public resources. TCDC will create public awareness and engage all stakeholders in preventing and combating corruption. TCDC plans to promote actions that focus on preventing and combating corruption as stipulated in the National Anti-corruption Strategy.

Strategy

- Customizing and implementing National Anticorruption strategy

Targets

- Corruption occurrence maintained to zero by June 2021

Key Performance Indicators

- Level of customer satisfaction
- Number of TCDC Staff sanctioned of corruption

3.4.3 Objective C: TCDC service delivery capacity enhanced

Justification

TCDC strive to meet customer satisfaction through continually improving its working facilities. Further, it will employ qualified and competent staff as well as facilitating on job training to existing staff to ensure that they deliver required services to the public effectively. This objective will enable TCDC to perform its functions adequately by updating procedures and systems, developing staff skills and equipping them with appropriate working gears.

Strategies

- Improving working environment and provide staff with optimal working tools;
- Improve customer care and service delivery

Targets

- Staff OPRAS average score raised from 3 to 2 marks by June 2021;
- Working conditions improved and accountability ensured from 60% to 80% by June 2021;
- Finance and Accounts unit staff OPRAS average score raised from 3 to 2 marks by June 2021;
- Planning Monitoring and Evaluation Staff level of performance raised from average score of 3 marks to 2 marks by June 2021;
- Government Communication Unit Staff OPRAS average score raised from 3 to 2 marks by June 2021;
- 160 of TCDC programme and publications prepared and disseminated by June 2021;
- LSU Staff OPRAS average score raised from 3 to 2 marks by June 2021
- TCDC Legal service management mechanism established and operationalized by June 2021;
- Procurement Management Unit staff OPRAS average score raised from 3 to 2 marks by June 2021;
- ICT Staff OPRAS average score raised from 3 to 2 marks by June 2021
- Three (3) management information systems established and operationalized by June 2021;
- Internal Audit Staff OPRAS average score raised from 3 to 2 marks by June 2021;
- Research and Training Staff OPRAS average score raised from 3 to 2 marks by June 2021;
- Cooperative Promotion and Coordination Staff OPRAS average score raised from 3 to 2 marks by June 2021;
- Marketing and Investment Staff OPRAS average score raised from 3 to 2 marks by June 2021;
- Financial Cooperatives Regulatory Staff OPRAS average score raised from 3 to 2 marks by June 2021;
- Regional Cooperative Offices Staff OPRAS average score raised from 3 to 2 marks by June 2021;
- Legal and Registration Staff OPRAS average score raised from 3 to 2 marks by June 2021;
- Cooperative Inspection and Supervision Coordination Staff OPRAS average score raised from 3 to 2 marks by June 2021;

Key Performance Indicators

- Staff overall average performance score marks
- Number management information systems established and operationalized

3.4.4 Objective D: TCDC resources mobilization and management systems enhanced

Justification

The term resource does not only confine itself to physical and tangible assets, but also, it includes intangibles and human personnel as well. TCDC has the responsibility of ensuring that, there are proper controls and operation systems of safeguarding its resources at any time. Hence, this objective will enhance TCDC to strengthen its operation systems so as to attain its goals and maximize transparency and accountability in resources' mobilization and management.

Strategies

- Strengthening the capacity of TCDC to manage its resources and operation systems;
- Strengthen monitoring and evaluation systems to ensure performance indicators are tracked against objectives and targets.

Targets

- TCDC unqualified external auditor report maintained by June 2021;
- ISCF revenue collections increased from 84,000,000 to 4,165,100,000 by June 2021;
- TCDC plans and budget prepared and implemented annually
- Web based Cooperative data management system established and operationalized by June 2021;
- 20 project write-ups prepared by June 2021;
- Cooperative Development Policy and Program reviewed and developed by 2021;
- 100% of goods, services and works procured annually;
- TCDC internal controls improved from 60% to 95% by June 2021

Key Performance Indicators

- External audit opinion
- Percentage change in TCDC funds for budget execution
- Percentage level of goods and services procured

3.4.5 Objective E: Cooperative Good Governance and Accountability improved

Justification

Cooperative societies, if established and managed on the right cooperative principles and values have great potential to enable citizens to build a strong economy and improve their living conditions. In recent years Cooperatives to a large extent, have failed to meet this role because of various reasons, including inadequate enforcement of Cooperative legislation. To achieve this objective, TCDC has to ensure that Cooperatives are regulated and adhere to the requirements of the cooperative legislation hence achieve their obligations.

Strategies

- Provide expertise and services on all regulatory matters including registration, supervision and inspection of cooperative societies;
- Ensuring effective inspection and supervision of Cooperative societies; and
- Developing mechanism for compliance of cooperative societies to the cooperative societies' legislation.

Targets

- Hundred percent Financial cooperatives supervised annually;
- Hundred percent Non-financial Cooperatives supervised annually;
- Hundred percent of dispute and complaints in Cooperative eradicated by June 2021;
- Average compliance of cooperative societies to cooperative legislation increased from 60 to 100 percent by June 21021
- 74 Affiliated Cooperative Societies supervised by June, 2021.

Key Performance Indicators

- Percentage change in the level of compliance to cooperative legislation.

3.4.6 Objective F: Cooperative Economic Performance Improved

Justification

Cooperatives have been indispensable contributors to the economic and social development of the country. Cooperatives can realize their mission and objectives if they have members, leaders and employees who are well - informed and committed to improve their societies. This objective aims at ensuring that citizens join or form cooperatives that are owned and controlled by themselves in order to fulfill members' economic and social needs.

Strategies

- Integration of cooperative development activities in comprehensive Sectoral Ministries, LGAs and other stakeholders development plans

- Creation of awareness on Cooperative matters to the general public, members, LGAs and Sectoral Ministries.

Targets

- 10 cooperative development researches conducted by June 2021;
- Cooperative training framework established and operationalized by June 2021;
- Cooperative development plans mainstreamed to seven sectoral ministries by June 2021;
- Cooperative membership increased from 2.6 million to 4.0 million at the end of June 2021;
- 1,862 dormant cooperative societies strengthened by the end of 2021;
- Cooperative Societies Practicing appropriate Marketing Systems increased from 1,000 to 5,000 by June 2021;
- Cooperative societies dependence on internal capital raised from 20% to 50% by June 2021;
- Facilitate linkage of cooperatives with finance and inputs service providers by June 2021

Key Result Indicators

Level of cooperatives economic performance

CHAPTER FOUR

4.0 RESULTS FRAMEWORK

4.1 Purpose and Structure

This Chapter on Results Framework intends to show how the results envisioned in the Tanzania Cooperative Development Commission (TCDC) Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. The Results Framework shows the overall Development Objective which is basically the overall impact of TCDC's activities; the beneficiaries of TCDC services; how TCDC objectives are linked to other national frameworks such as Tanzania Development Vision 2025; Second Five Years Development Plan (2nd FYDP2016/2017 - 2020/2021) and Sustainable Development; Results Chain; the Results Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

Generally, the Chapter will provide a basis on how the various interventions to be undertaken in the course of the Strategic Planning Cycle will lead to the achievement of the Development Objective, the various interventions to be monitored, kind of reviews that are to be undertaken over the period, type of evidence based evaluation studies to be undertaken to show the interventions which have either led or are leading to achievement of the intended outcomes and finally the indicators and progress of the various interventions to be reported and to which stakeholders.

4.2 Development Objective

The overriding objective of TCDC is "Improved socio-economic welfare of the members of cooperative societies and the general public at large". This Development Objective represents the highest level of results envisioned by TCDC. However, other key players also significantly contribute towards the achievement of this Objective. The achievement of the Objective, among others will be influenced by financial and physical resources availability, and or mobilization, management and staff commitment also the demand for

accountability on the part of citizens, as well as TCDC capacity at both strategic and operational levels.

4.3 **Beneficiaries of TCDC Services**

TCDC is comprised of two levels of beneficiaries of services. The first level consists of direct beneficiaries of the services offered by TCDC. These include Cooperative Societies, Cooperative Stakeholders and TCDC Staff. The second level of beneficiaries consists of the Tanzanian citizenry in totality. TCDC strives to implement cooperative policy, strategies and legislation that will ensure cooperative development for sustainable socio-economic welfare of cooperative societies' members and public at large.

4.4 **Linkage with National Planning Frameworks**

This Strategic Plan has nine (9) Objectives that contribute to Tanzania Development Vision 2025 Goals, Goals of MKUKUTA Cluster II, which addresses improvement of quality of life and social wellbeing. In addition, it is linked to the National Five Years Development Plan goals and the Ruling Party Election Manifesto 2015 - 2020.

4.5 **Results Chain**

TCDC Results Chain consists of outcomes, outputs, activities and inputs that broadly contribute to specific MKUKUTA Clusters as indicated above. A combination of the objectives and targets in the Strategic Plan, Activities and Inputs in the Medium Term Expenditure Framework (MTEF) and Action Plan form the TCDC Results Chain. The basic assumption is that, there is causal linkage in the various elements of TCDC Results Chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives. Achievement of TCDC development objective in the medium term will contribute to the achievement of MKUKUTA II Clusters and goals and the National Five Years Development Plan goals. This chain of results will justify TCDC use of government resources into the various interventions and thus contribute to the development of the country through improved performance.

4.6 Results Framework Matrix

This matrix contains TCDC overall Development Objective, Objective Codes, Medium Term Objectives, Intermediate Outcomes and Outcome Indicators. It envisions how the Development Objective will be achieved and how the results will be measured. The indicators in the matrix tracks progress towards the achievement of the intermediate outcomes and objectives. Notably the achievement of TCDC Development Objective is contributed by several other players/stakeholders, and may not be completely attributed to interventions under this Strategic Plan. The Results Framework Matrix is shown below:

Table 3: Results Framework Matrix

DEVELOPMENT OBJECTIVE	OBJECTIVE CODES	OBJECTIVES	INTERMEDIATE OUTCOME	INDICATORS
Improved Socio-economic welfare of cooperative societies' members and TCDC Staff	A	Services Improved and HIV/AIDS infections reduced	Reduced infections and or mortality resulting from HIV/AIDS	<ul style="list-style-type: none"> • Percentage change in HIV/AIDS prevalence rate • Percentage change of morbidity and mortality rate
	B	National Anti-Corruption Strategy and Action Plan enhanced and sustained	<ul style="list-style-type: none"> • Increased customer satisfactions 	<ul style="list-style-type: none"> • Level of customer satisfaction • Number of TCDC Staff sanctioned for corruption
	C	TCDC service delivery capacity enhanced	<ul style="list-style-type: none"> • Improved staff performance 	<ul style="list-style-type: none"> • Staff performance level • Number of mass media programmes and publications prepared and disseminated • Number of management information systems established and operationalized • Percentage of staff satisfied with working environment

DEVELOPMENT OBJECTIVE	OBJECTIVE CODES	OBJECTIVES	INTERMEDIATE OUTCOME	INDICATORS
	D	TCDC resources mobilization and management systems enhanced	<ul style="list-style-type: none"> • Improved service delivery • Increased mobilized resources for cooperatives development 	<ul style="list-style-type: none"> • External audit opinion • Percentage change in TCDC funds for budget execution • PPRA score marks • Number of management systems and procedures reviewed • Percentage change in TCDC funds for budget execution
	E	Cooperative Governance and Accountability improved	<ul style="list-style-type: none"> • Increased level of compliance to cooperatives legislation and other applicable laws • Improved performance of cooperative societies 	<ul style="list-style-type: none"> • Percentage change in the level of compliance of cooperatives to cooperative legislation • Percentage change in cooperative disputes
	F	Cooperative Economic Performance Improved	<ul style="list-style-type: none"> • Increased membership in cooperative societies • Increased number of cooperative societies 	<ul style="list-style-type: none"> • Level of cooperatives economic performance • Number of studies/researches conducted and published • Cooperative training framework in place; • Number of cooperative membership • Number of cooperatives activated

4.7 **Monitoring, Reviews and Evaluation Plan**

This sub-section details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years strategic planning cycle from 2014/15 to 2018/19.

4.7.1 **Monitoring Plan**

The Monitoring Plan consists of indicators, indicator description, baseline, indicator target values, data collection and methods of analysis, indicator reporting frequencies and the officers who will be responsible for data collection, analysis and reporting. Though intermediate outcome indicators are reported on annual basis, tracking of the indicators will be made on quarterly basis. The Monitoring Plan is shown in table 4.

Table 4: Monitoring Plan

S/ N	Indicator & Indicator Description :	Means of measureme nt	Baseline		Indicator Target Value					Data Collection and Methods of Analysis		Means of Verification		Frequenc y of Reportin g	Responsi bility of Data Collectio n
			Date	Value	yr 1	yr 2	yr 3	yr 4	yr 5	Data Source	Data Collection Instruments and Methods	Frequenc y of Data Collection			
A	Percentage change in HIV/AIDS prevalence rate. It intends to measure the change of HIV infection to staff.	It will be measured by taking number of voluntary declared infected staff divided by total number of voluntary declared tested staff x 100 minus previous rate	2015/16	2.9%	2.86%	2.81%	2.78%	2.74%	2.7%	HIV/AIDS desk	Review HR existing reports.	Bi-annual	Available HR reports	Annually	DAHRM
B	Percentage level of customer satisfaction. It determines customers' satisfaction to the services offered.	It will be measured by taking number of customers satisfied over total number of customers interviewed x 100	2015/16	60%	67%	74%	81%	89%	95%	TCDC Customer care Desk	Customer satisfaction surveys/questionnaires.	Annually	Raw data from questionnaire and interview records	After every two years	DAHRM
C	This indicator measures the number of	This indicator will be calculated by	2015/16	0	0	0	0	0	0	Anti-corruption desk	Review existing HR reports	Bi-annual	Available HR reports	Monthly	DAHRM

	TCDC staff sanctioned for corruption. It will be calculating the level of corruption malpractices.	counting the existing number of TCDC staff sanctioned for corruption cases													
D	Staff performance level. It intends to measure capacity of individual staff to pursue assigned duties.	It will be obtained by dividing the respective sum score marks of all staff filled in individual OPRAS evaluation forms to the total number of staff evaluated. NB: 1= <i>Outstanding performance</i> 2= <i>Performance above average</i> 3= <i>Average performance</i> 4= <i>Poor performance</i>	2015/16	3.0	2.8	2.7	2.6	2	2	Staff personal files	Reviewing staff OPRAS Evaluation forms	Bi-annual	OPRAS Forms.	Bi-annual	DAHRM

		5= <i>Very poor performance</i>													
E	Percentage of cooperative societies supervised. It intends to measure the extent of supervision of cooperatives	It is measured by dividing the number of inspected cooperatives by total number of cooperatives expressed in percentages	2015/16	20	50	100	100	100	100	Cooperative board members Register	cooperative board members Register review	quarterly	cooperative board members Register	quarterly	DR-R
F	Percentage of disputes available in cooperatives. It intends to check the effectiveness of the efforts taken to eradicate disputes and complaints.	It is measured by dividing the resolved disputes and complaints by the total number of recorded disputes and complaints expressed in percentages	2015/16	100	50	20	5	0	0	Cooperative board members Register	cooperative board members Register review	quarterly	cooperative board members Register	quarterly	DR-R

G	Level of cooperatives economic performance. This intends to measure number of cooperative generating net profit	It will be determine by counting the number of cooperative s generating net profit	2015/16	2823	3500	4200	5000	5900	6700	External audit reports	Reviewing external reports	quarterly			DRP
	Number of cooperative members	It is computed by comparing the number of cooperative members of the current year and previous year	2015/16	2600000	3400000	3800000	4000000	4500232	5420035	Cooperative register book		quarterly			DRP
	Number of revived cooperative societies. It intends to strengthen cooperative societies	It is obtained by counting the total number of dormant cooperative sensitized.	2015/16	0	800	1200	1862	2500	3000						

H	Number of management information systems established and operationalized.	This indicator is computed by counting number of established and operationalized management information system	2015/16	1	2	3	4	4	4	Administrative Records	Spot check Surveys	Quarterly	Administrative Records	Bi-annually	HICT
I	External audit opinion. It will be determined by external audit, level of compliance to financial standards, applicable laws and regulations.	It will be measured by the type of National Audit Office opinion received i.e. 1.unqualified; 2.qualified; 3 adverse; 4. Disclaimer	2015/16	1	1	1	1	1	1	NAOT Audit reports	Audit reports.	Annually	Audit Reports	Annually	CA CIA
J	Plans and Budget documents	It intends to determine availability	2015/16	6	6	6	6	6	6	Performance report	Review financial reports.	Bi-annual	Financial reports	Annually	DPME

	prepared	and quality of prepared document													
K	Number of projects write-ups prepared and submitted to funders.	It is determined by counting the number of projects prepared.	6	8	10	12	12	14		Performance report	Review financial reports.	Bi-annual	Financial reports	Annually	DPME
L	Number of goods and services procured in percentage. It intends to determine the number of goods and services procured as per procurement plan	It is computed by taking procured number of goods and services divide by total number of goods and services planned to be procured x 100	2015/16	50%	50%	60%	70%	80%	80%	PPRA reports	PPR reports review	annually	PPRA reports	annually	HPMU

L	Percentage change of average compliance of cooperative societies to cooperative legislation. This intends to measure the extent of compliance of cooperative society to cooperative legislation.	It is measured by taking score summation as per cooperative rules dividing by total number of cooperative society.	2015/16	60%	70%	80%	90%	100%	100%	Cooperative board members Register book	cooperative board members Register review	quarterly	cooperative board members Register book	quarterly	DR-R
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4.7.2 Planned Reviews

This will consist of review meetings, planned milestones reviews and rapid appraisals including their frequencies.

4.7.2.1 Review Meetings

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

Table 5: Review Meetings

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Commissioners' meetings	Quarterly	Chairperson of the Commission	Commissioners, Registrar
2.	HoDs(Management) meeting	Weekly	Registrar	Registrar, Divisional Heads and Heads of Units
3.	Extended HoDs Meeting	Monthly	Registrar	Registrar, Divisional Heads, Heads of Units and Heads of Sections
4.	Extended Commission Management Meeting	Bi-annually	Registrar	Registrar, Divisional Heads, Regional Offices Heads, Heads of Units and Heads of Sections
5.	Divisional and Units meetings	Twice a month	Divisional Heads/Heads of Units	Divisional Heads/Heads of Units and respective divisions/units Headquarters staff
6.	Section meetings	Twice a month	Head of Sections	Head of Sections, Sectional staff
7.	Workers' Council	Bi-annually	Registrar	Registrar, HoDs and Staff representatives
8.	Auditors Entry and Exit Meetings	Annually	Registrar	NAOT(Resident Auditors), Registrar, Management
8.	Budget Committee Meeting	Monthly	Registrar	Registrar, Divisional Heads, Regional Offices Heads, Heads of Units and Heads of Sections

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
9.	Tender Board Meeting	Quarterly	Chairperson of the Tender Board	Member of the Tender Board
10.	Audit Committee meeting	Quarterly	Chairperson of the Audit Committee	Audit Committee members
11.	Regional Cooperative Office Meetings	Monthly	Assistant Registrar	Regulatory Division Staff at Regional Cooperative Offices
12.	District Cooperative Office meetings	Monthly	District Cooperative Officer/Inspector	Regulatory Division Staff at District Cooperative Office

4.7.2.2 Planned Milestone Reviews

The plan is to carry out ten formal reviews during the Strategic Planning Cycle. This will involve carrying out seven mid-year reviews and five annual reviews. The reviews will be tracking progress on implementation of the milestones and targets on semi-annual and annual basis. Forty seven milestones will be tracked during the period of five years.

During the first year (2016/17), one annual review will be conducted in June, 2017. The review will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, or at risk. The reviews will be based on seventeen (17) pre-planned milestones. In addition, the review will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective heads of divisions, units and sections will take a lead in the review process.

During the second year (2017/18), third year (2018/19), fourth year (2019/20) six more reviews will be undertaken i.e. two reviews per year. Like in the first year of the plan, the reviews in these years will

also focus on performance against planned activities. Whereas during the second, third and fourth years, twenty six (26) milestones will be assessed; five (5) milestones will be due for assessment during the fifth year (2020/21). Additionally, the reviews during the fifth year will focus on determining whether the planned outputs over the five years were achieved against the indicators and find out whether they are on track, off track, unknown or at risk. The review will also assess to what extent the achieved targets have contributed towards achievement of five years outcomes as well as issues, challenges and lessons learnt over the five years period. Registrar of Cooperative Societies will lead in the review process on the completion of the Strategic Plan Cycle.

The specific planned reviews, milestones, timeframes and the responsible persons are shown in table 6.

Table 6: Planned Milestone Reviews

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
2016/17		Cooperative (<i>General</i>) and SACCOS Regulations approved, gazetted and disseminated	August 2016	Deputy Registrar Regulatory
		Advisory services from TCDC accessed by Cooperatives and other stakeholders	September 2016	DRT
		Cooperative matters awareness campaigns conducted in 90 LGAs and 150 Cooperative societies	October 2016	Deputy Registrar- Promotion
		TFC and 4 Secondary societies restructured	October 2016	Deputy Registrar- Promotion
		20 cooperative societies linked to domestic and international markets	October 2016	Deputy Registrar- Promotion
		Monitoring and evaluation framework for SACCOS and union/networks developed	December, 2016	Deputy Registrar- Regulatory

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		TCDC Headquarters, Regional and District office established	January 2017	DARHM
		Cooperative Societies Register updated	February 2017	Deputy Registrar Regulatory
		Human resources development plan developed	February 2017	DARHM
		Seven AMCOS established in 39 irrigation schemes	March 2017	Deputy Registrar-Promotion
		National ICT policy customized to TCDC	May 2017	HICT
		Communication Strategy prepared	May 2017	Head of Government Communication
		30 new Cooperative societies established in Fisheries, Livestock, Bee keeping sectors	May 2017	Deputy Registrar-Promotion
		Cooperative promotion teams operationalized in 110 Districts	June 2017	Deputy Registrar-Promotion
		50 SACCOS Inspectors and 100 SACCOS leaders trained on Effective SACCOS Supervision	June 2017	Deputy Registrar-Regulatory
		Demand driven cooperative development research and training conducted	June 2017	DRT
2017/18	Two reviews	Membership in cooperative societies increased by 30%	July, 2017	Deputy Registrar-Promotion
		Liquidation, cooperative accounting, finance, cooperative materials and stores guidelines developed	July 2017	Deputy Registrar Regulatory
		Cooperative societies finance education programs developed	August, 2017	DRT

Years	Planned Reviews	Milestones	Timeframe	Responsible Person	
		50 SACCOS Inspectors and 100 SACCOS leaders trained on Effective SACCOS Supervision	September, 2017	Deputy Registrar Regulatory	
		Cooperative Banking, inter-lending, Insurance, Investment, cooperative marketing, Promotion, Education, Business Plan, Cooperative Development and SACCOS operations guidelines developed	September 2017	DRT/Deputy Registrar Promotion	
		Cooperative matters awareness created to 33 LGAs and 300 Cooperative societies	September 2017	Deputy Registrar Promotion	
		20 new Cooperative societies established in Mining, Industrial and Transport sector	September 2017	Deputy Registrar Promotion	
			Cooperative promoters teams operationalized in 50 Districts	September 2017	Deputy Registrar Promotion
			5 cooperative societies linked to domestic and international markets	September, 2017	Deputy-Registrar Promotion
	2018/19	Four reviews	Cooperative Internal Audit control, and External audit guideline developed	June 2019	Deputy-Registrar Regulatory
			Cooperative matters awareness created to 33 LGAs and 700 Cooperative societies	June 2019	Deputy-Registrar Promotion
One review		10 new Cooperative societies established in Tourism and Housing	June 2019	Deputy-Registrar Promotion	
		Cooperative promoters teams operationalized in 50 Districts	June 2019	Deputy-Registrar Promotion	
		Seven AMCOS established in 39 irrigation scheme	June 2019	Deputy-Registrar Promotion	
		National Cooperative Bank established	June 2019	Deputy-Registrar Promotion	

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		One Insurance cooperative society established	June 2019	Deputy-Registrar Promotion
		5 cooperative societies linked to domestic and international markets	June 2019	Deputy-Registrar Promotion
2019/20		Cooperative matters awareness created to 33 LGAs and 850 Cooperative societies	June 2020	Deputy-Registrar Promotion
		Seven AMCOS in 39 irrigation scheme	June 2020	Deputy-Registrar Promotion
		10% Cooperative societies access fund/loans from Cooperative banks	June 2020	Deputy-Registrar Promotion
		5 cooperative societies linked to domestic and international markets	June 2020	Deputy-Registrar Promotion
2020/21	Two reviews	Cooperative matters awareness created to 34 LGAs and 1000 Cooperative societies	June 2021	Deputy Registrar Promotion
		Cooperatives Disputes Tribunal established	June 2021	Deputy Registrar Regulatory
		Cooperative promoters teams operationalized in 50 Districts	June 2021	Deputy Registrar Promotion
		Seven AMCOS established in 39 irrigation scheme	June 2021	Deputy Registrar Promotion
		90% of Cooperative societies assets and undertakings insured	June 2021	Deputy Registrar Promotion
		5 cooperative societies linked to domestic and international markets	June 2021	Deputy Registrar Promotion

4.7.2.3 Rapid Appraisals

Rapid appraisals involve determining the type, description, questions, area of focus, methodology and frequency of the rapid appraisal including the responsible person for conducting or managing the rapid appraisals.

Table 7: Rapid Appraisals

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
1.	Cooperative societies baseline survey	This study intends to provide profile of cooperative societies	<ul style="list-style-type: none"> • What is the legal status of the Cooperative societies •What is Financial position of the cooperative societies • What is the leadership status • What is the status of Insurance services to Cooperative societies 	• Survey	• Annually	• Deputy Registrar-Regulatory
2.	Assessment of Cooperative Societies compliance to Legislations	This study intends to establish cooperative societies’ levels of adherence to cooperative Laws	<ul style="list-style-type: none"> •What is the currents status of implementation of Cooperative Law •What is the level of implementation of best practice of other applicable law •What is members’ level of understanding of the cooperative Law •What is the Board members and Management level of understanding of Cooperative Law 	• Survey	• Twice in five years	• Deputy Registrar-Regulatory

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
3.	SACCOS profile survey	The study aims at providing SACCOS profile in terms of legal status, operations and members composition	<ul style="list-style-type: none"> •What is statistical and financial status of SACCOS •What is SACCOS legal/activeness status? •What is staffing and management status •What is gender and youth status in SACCOS? 	<ul style="list-style-type: none"> • Survey 	<ul style="list-style-type: none"> • Twice in five years 	<ul style="list-style-type: none"> •Deputy Registrar- Promotion
4.	TCDC human resources capacity assessment	The study intends to determine the current status of staff available in executing TCDC functions, in terms of adequacy, qualifications and their performance capacity	<ul style="list-style-type: none"> • What is the current status of TCDC employees? • What is the current status of the cooperative officers in LGAs and sector MDAs 	<ul style="list-style-type: none"> • Survey 	<ul style="list-style-type: none"> • Once in five years 	<ul style="list-style-type: none"> • DAHRM
5.	Assessment of SACCOS networks performance	This study intends to determine available SACCOS network and assess their performance	<ul style="list-style-type: none"> • What is the legal status of the networks? • What is the current financial and statistical status • What is relationship between SACCOS and networks? • What is the networks reporting mechanism/channel 	<ul style="list-style-type: none"> • Survey 	<ul style="list-style-type: none"> • Twice in five years 	<ul style="list-style-type: none"> • Deputy Registrar-Regulatory

S/N	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Frequency	Responsible Person
			<ul style="list-style-type: none"> • Who is accountable/responsible for networks performance? 			
6.	Assessment of marketing systems for Cooperative societies	This study intends to assess the effectiveness and suitability of marketing systems of cooperative societies	<ul style="list-style-type: none"> • What are the current marketing systems in cooperative? • What are the challenges facing cooperative marketing • What are the Cooperative trends? • What are alternative marketing systems in cooperatives 	<ul style="list-style-type: none"> • Survey 	<ul style="list-style-type: none"> • Twice in a five years 	<ul style="list-style-type: none"> • Deputy Registrar-Promotion
7.	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 strength/weaknesses of the current revenue sources? • What are the potential sources of revenue • What is the capacity of cooperative societies in contributing to Inspection and Supervision Fund 	<ul style="list-style-type: none"> • Survey 	<ul style="list-style-type: none"> • Once in five years 	<ul style="list-style-type: none"> • Deputy Registrar-Regulation

4.7.3 Evaluation Plan

The Evaluation Plan consists 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 Cooperative Development Commission intends to conduct three (3) evaluations over the period of twenty four months (2016 – 2017) with a total of fourteen (14) evaluation questions. The evaluations intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan outputs. The Evaluation Plan is shown in table 8.

Table 8: Evaluation Plan

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
1	Assessment of CRMP implementation	This study intends to assess achievements of CRMP objectives	<ul style="list-style-type: none"> • To what extent have CRMP objectives been achieved? • What challenges were encountered? • What are the required interventions 	Survey	July 2016	DRT
2	Assessment of cooperatives statistics collection, analysis, storage and dissemination framework	This study intends to assess the performance of Cooperative Database management Systems?	<ul style="list-style-type: none"> • What is the functionality of the System? • Is the system Scalable? • What are output report compared to input Data? • How is the System administered and supported? 	Survey	June 2017	DPME
3	Impact of Cooperative societies (CS) on the National economy	This study intends to assess contribution of cooperative societies in GDP	<ul style="list-style-type: none"> • What is contribution of SACCOS to microfinance subsector? 	Survey	June 2017	DRT

SN	Evaluations	Description	Evaluation Questions	Methodology	Timeframe	Responsible Person
			<ul style="list-style-type: none"> • What is the contribution of Cooperative societies on Export earnings? • What is the contribution of Cooperative societies in employment creation? • What is the contribution of Cooperative societies in food security? • What is contribution of Cooperative societies in Household income generation? • What is contribution of Cooperative societies in productive sectors? • What is the contribution of Cooperative societies in GDP? 			

4.8 Reporting Plan

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

4.8.1 Internal Reporting Plan

This plan will involve preparation of four types of reports namely technical, divisional/ sections/units, quarterly and annual reports. The reports will be prepared on weekly, monthly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is shown below:-

Table 9: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Human resources reports	Registrar	Quarterly/Annually	DARHM
2	Performance reports	Registrar	Annually	DPME
3	Unit Performance reports	DPME	Quarterly	Heads of units
4	Divisional Performance reports	DPME	Monthly/Quarterly	Heads of Divisions
5	Section Performance reports	Deputy Registrars	Monthly/Quarterly	Head of Sections
6	Regional Performance report	Deputy Registrar –Regulatory	Monthly/Quarterly	Regional Assistant Registrars
7	District Performance report	Regional Assistant Registrars	Monthly/Quarterly/Annually	District Cooperative Officer/ Inspector
8	Activity report	RECO/Divisional Heads/Head of Units/Head of Sections/Regional Assistant Registrars/District Cooperative Inspector	Weekly	Staff
9	Internal Audit Reports	Registrar	Quarterly	CIA
10	Procurement reports	Registrar	Quarterly	HPMU

4.8.2 External Reporting Plan

This plan will involve preparation of four types of reports namely performance, financial, annual and outcome reports. The reports will be submitted to various external stakeholders, including Presidents Office – Planning Commission, President’s Office - Public Service Management, Prime Minister’s Office, Ministry of Finance and the Ministry of Agriculture, Livestock and Fisheries. The reports will be prepared on quarterly, annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements stipulated in the Budget Act No. 6 of 2015 and as directed from time to time. Further the reporting plan will adhere to the Government Performance reporting requirements as issued regularly by the Guidelines for the Preparation of Annual Plan and Budget in the Implementation of Five Years Development Plan.

Table 10: External Reporting

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	SACCOS report	BOT/MOF/other stakeholders	Quarterly	Registrar
2.	Cooperative banking reports	BOT/MoF	Semi-Annually	Registrar
3.	Progress Reports	MALF/PMO /MoF/PO-PC	Quarterly /Annually	Registrar
4.	Annual Performance report	MALF/PMO /MOF/PO-PSM	Annually	Registrar
5.	Cooperative Development Report	MALF/PMO	Annually	Register
6.	Internal Audit Reports	MOF	Quarterly	Registrar
7.	Procurement Reports	PPRA	Quarterly	Registrar
8.	Human resource reports	PO-PSM	Annually	Registrar
9.	Financial Statements	NAOT/ MOF	Annually	Registrar
10	Financial Flash report	MOF	Monthly	Registrar
11	Outstanding liabilities by aging analysis	MOF	Quarterly	Registrar
12	Utility report	MOF	Quarterly	Registrar
13	Interim Financial Statements	MOF	Semi annually	Registrar

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

Level 1 – Inputs

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

Level 2 – Activities

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

Level 3 – Outputs

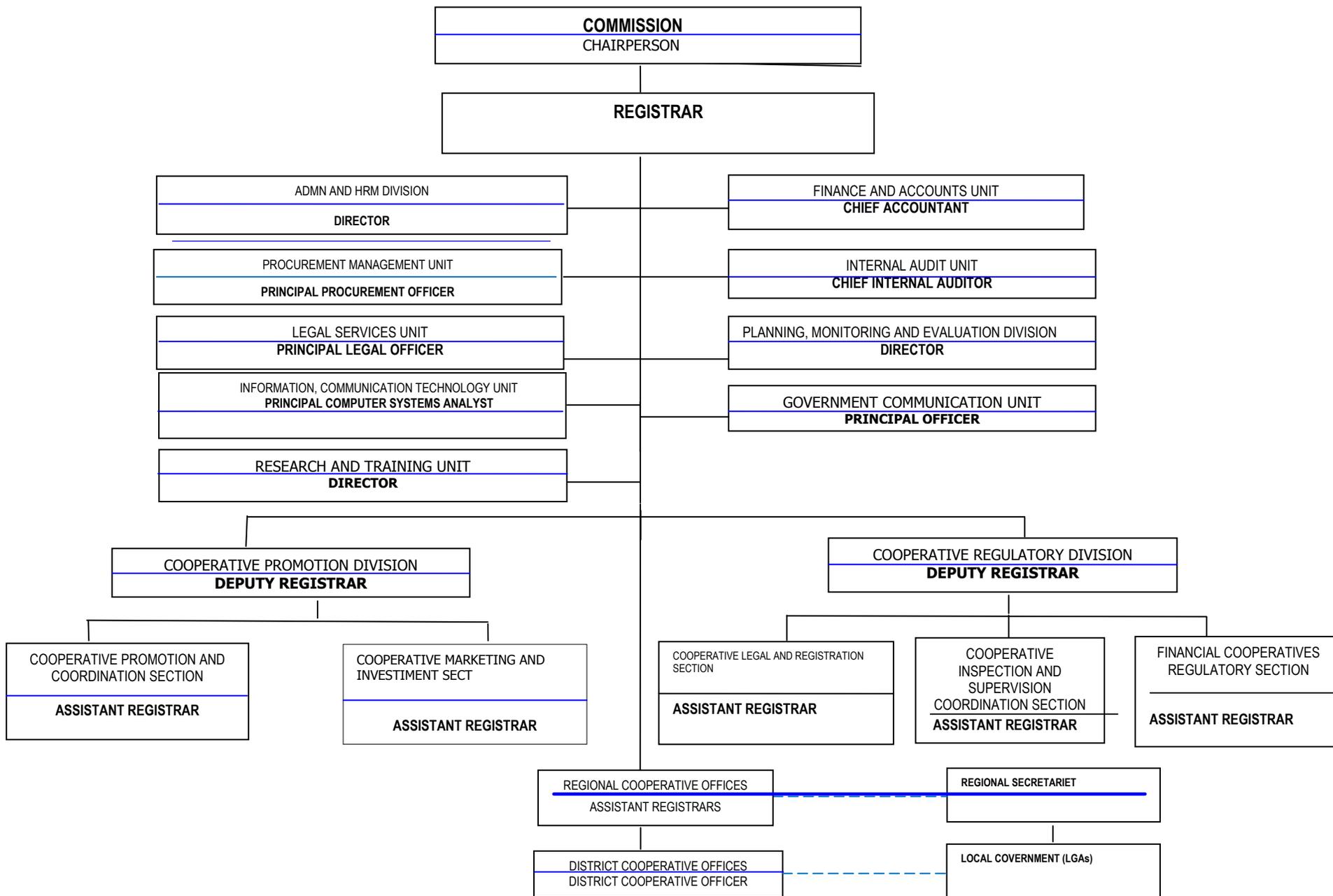
The third level of the Results Framework tracks the realization of the outputs that TCDC produces and which are attributed solely to TCDC. The outputs at this level will be measured by Output Indicators, milestones, data collection and analysis will be done quarterly. Outputs or Milestones which have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

Level 4-Outcomes

The fourth level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed to TCDC alone as there will be several players contributing to these outcomes. These intermediate Strategic Plan outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual performance report or the five years outcome reports. The annual performance reports and the five years outcome reports will be based on either sector or specific evidence based reviewed using cooperative societies' information and statistics database. The reports focus on benefits delivered to TCDC clients and other stakeholders.

THE APPROVED FUNCTIONS AND ORGANISATION STRUCTURE

(Approved by the President on 12th February, 2015)



APPENDIX II: Strategic Plan Matrix

CODE	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
A.	HIV and AIDS infections reduced and supportive services improved	Customizing and implementing National HIV/AIDS strategy	HIV/AIDS prevalence rate reduced from 2.9 to 2.7 percent by June 2021	DAHRM	Percentage change in HIV/AIDS prevalence rate
			HIV/AIDS morbidity and mortality rate reduced from 1% to 0% by June 2021		Percentage change of morbidity and mortality rate
B.	National Anti-corruption strategy enhanced and corruption incidences reduced.	Customizing and implementing National Anticorruption strategy	Corruption occurrence maintained to zero by June 2021	DAHRM	Percentage of TCDC Staff suspected of corruption Level of customer satisfaction
C.	TCDC service delivery capacity enhanced	Improving working environment and provide staff with optimal working tools.	Staff level of performance raised from average score of 3 marks to 2 marks by June 2021	DAHRM	Staff average overall performance score marks
			Working conditions improved and accountability ensured from 60% to 80% by June 2021		Percentage of staff satisfied with working environment Average accountability score mark

CODE	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
			Three (3) management information systems established and operationalized by June 2021		Number management information systems established and operationalized
		Improve customer care service delivery	TCDC Legal service management mechanism established and operationalized by June 2021	HLU	Extent and satisfaction of legal services provided in percentage
			160 of TCDC programme and publications prepared and disseminated by June 2021;	HGCU	
D.	TCDC resources mobilization and management systems enhanced	Strengthening the capacity of TCDC to manage its resources and operation systems;	TCDC management systems improved by June 2021	DAHRM	Number of management systems and procedures reviewed
			TCDC unqualified external auditor report maintained by June 2021;	CA	Number of internal and external audit queries
			ISCF revenue collections increased from 84,000,000 to 2,165,100,000 by June 2021;	DPME	Percentage change in TCDC funds for budget execution

CODE	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
			TCDC plans and budget prepared and implemented annually		Percentage change in TCDC funds for budget execution
			20 project write-ups prepared by June 2021;	DPME	Number of projects write-ups prepared.
			100% of goods, services and works procured annually;	HPMU	Percentage level of goods and services procured
		Strengthen monitoring and evaluation systems to ensure performance indicators are tracked against objectives and targets in TCDC	Web based Cooperative data management system established and operationalized by June 2021;	DPME	Percentage change on availability and reliability of cooperative data

CODE	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
			Monitoring and evaluation systems strengthened by June 2021		Number of targets achieved
			TCDC internal controls improved from 60% to 95% by June 2021	CIA	External audit opinion
E.	Cooperative Governance and Accountability improved	Good and Provide expertise and services on all regulatory matters including registration, supervision and inspection of cooperative societies <ul style="list-style-type: none"> Ensuring effective inspection and supervision of Cooperative societies Developing mechanism for compliance of cooperative societies to the cooperative societies' legislation 	<ul style="list-style-type: none"> Hundred percent Financial cooperatives supervised annually; Hundred percent Non-financial Cooperatives supervised annually Average compliance of cooperative societies to cooperative legislation increased from 60 to 100 percent by June 21021 74 Affiliated Cooperative Societies supervised by June, 2021. operations by June 2021 	Deputy Registrar – Regulatory	<ul style="list-style-type: none"> Percentage change in the level of compliance to cooperative legislation

CODE	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
F	Cooperative Economic Performance Improved	<ul style="list-style-type: none"> • Establish framework for integration of cooperative development activities in comprehensive sectoral ministries and LGAs development plans • Creation of awareness on Cooperative matters to members, LGAs, Sectoral Ministries and the general public. 	<ul style="list-style-type: none"> • 10 cooperative development researches conducted by June 2021; • Cooperative training framework established and operationalized by June 2021; • Cooperative development plans mainstreamed to seven sectoral ministries by June 2021 • Cooperative membership increased from 2.6 million to 4.0 million at the end of June 2021; • 1,862 dormant cooperative societies strengthened by the end of 2021; • Cooperative Societies Practicing appropriate Marketing Systems increased from 1,000 to 	Deputy Registrar - Promotion	Level of cooperatives economic performance

CODE	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
			5,000 by June 2021; <ul style="list-style-type: none"> • Cooperative societies dependence on internal capital raised from 20% to 50% by June 2021 		