#### UNITED REPUBLIC UNITED REPUBLIC OF TANZANIA

## PRESIDENT'S OFFICE REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT





# KIGOMA UJIJI MUNICIPAL COUNCIL OPEN GOVERNMENT PARTNERSHIP ACTION PLAN 2017 - 2018





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#### **CONTENTS**

LIST OF ACRONYMS	3
1.0 INTRODUCTION	Error! Bookmark not defined.
2.0 OPEN GOVERNMENT EFFORTS TO DATE	6
3.0 NATIONAL ACTION PLAN DEVELOPMENT PROCE	ESS8
4.0 COMMITMENTS	12
4.1 LAND TRANSPARENCY	12
4.2 HEALTH SERVICE TRANSPARENCY	14
4.3 EDUCATION TRANSPARENCY	18
4.4 WATER SERVICE TRANSPARENCY	21
4.5 OPEN BUDGETS	23
5 O CONCLUSION	26

#### LIST OF ACRONYMS

IRM Independent Reporting Mechanism

LAAC Local Authority Accounts Committee

MD Municipal Director

MEO (P) Municipal Education Officer (Primary)

MEO (S) Municipal Education Officer (Secondary)

MEPO Municipal Economy and Planning Officer

MHS Municipal Health Secretary

MIA Municipal Internal Auditor

MICTO Municipal Information Communication Officer

MMO Municipal Medical Officer

MPO Municipal Procurement Officer

MT Municipal Treasurer

MUPO Municipal Urban Planning Officer

MWE Municipal Water Engineer

OGP Open Government Partnership

# KIGOMA UJIJI MUNICIPAL COUNCIL OPEN GOVERNMENT PARTNERSHIP ACTION PLAN

2017 - 2018

#### 1. INTRODUCTION

The United Republic of Tanzania joined the Open Government Partnership (OGP) in September 2011. One of the major issues facing the local communities in Tanzania especially at local levels is openness on how government conducts its core business. The importance of OGP's efforts lies in its initiative that aims to enhance transparency, empower citizens, fight corruption, accountability and harness new technologies to strengthen governance. Open Government operate jointly under partnership between Government and Civil Society Organizations to develop and implement developed Action Plan speed up to advance transparency and accountability in Government. With the above facts, Tanzania as well as Kigoma Ujiji Municipal Council decided to join OGP.

The Government of United Republic of Tanzania in collaboration with Civil Society developed and implemented two previous National Action Plans. National Action Plan I covering year 2012/13 to 2013/14 and National Action Plan II 2014/15 to 2015/16. The National Action Plan III is at final stage.

National Action Plan I had a total of 25 commitments covering issues mainly in Health, Water and Education. Due to the fact that, OGP was a new concept and with ambitious commitments, implementation did not go well as it was not able to reach at the regional, district, ward and village/streets levels, where the intended beneficiaries are found. The second National Action Plan was more streamlined with structured commitments in five priority areas as follows:

- Access to Information
- Open Budgets
- Open Data
- Land Transparency

Extractive Industries Transparency

The third National Action Plan based on seven priority areas five of which was partially implemented in the second National Action Plan and added two newly one namely

- Medical and Health service Transparency
- Performance Management Systems

The implementation of both National Action Plan, first and Second and even the third one, faced and will face some challenges mainly being low level of knowledge on Open Government Partnership initiatives among the majority of citizens, Limited participation by Civil Society Organizations and scarcity of financial resources.

Generally in Tanzania, at Regional, District, Division, Ward and Village/Streets levels, no one had an idea of what Open Government Partnership is all about despite of implementation of two National Action Plans. Kigoma Ujiji as Subnational, wanted to take where the central government left to further step at lower level.



Kigoma Railway Station

#### 2. OPEN GOVERNMENT EFFORTS TO DATE

One of the great jobs done by the Kigoma Ujiji is to make people know and understand what Open Government Partnership is. Following developed and implemented country's action plans and challenges faced and in order to make more citizens to understand the efforts made by open government, Kigoma Ujiji sees the gap and decided to joined the Open Government as a Subnational in order to bridge the gap and managed to disseminate, popularize, domesticate and spread information about the OGP initiatives comprehensively to grass root levels where central government failed to reach.

More people now in Kigoma Ujiji understand OGP and its roles than any other part of the country. More than 20 Civil Society Organizations in Kigoma Ujiji oriented on OGP roles and responsibilities and they are now ready to collaborate with the Municipality to expand open government initiatives to other people and areas.



Prof. Kitila, Hon. Hussein Juma and Aidan Eyakuze in discussions on the first Action Plan

Kigoma Ujiji Municipality oriented its local residents, Municipal Councilors and Staff, Religious leaders, Local Members of Media and CSOs on Previous National Action Plans, commitments made and challenges faced with the aim of preparing them to participate during public consultation and meeting in order to develop proper, implementable first Action Plan and relevant commitments for the Municipality. This mostly took place in between July and August, 2016.



Hon. Zitto Kabwe (MP) speaking at OGP consultation meeting

After all, Kigoma Ujiji finished developing its first Action Plan for the year 2017 - 2018 which focuses in five priority areas out of six recommended by participants as follows;

- 1) Land Transparency
- 2) Education Transparency
- 3) Water Services Transparency
- 4) Health Services Transparency
- 5) Open Budgets

The aim of developing this action plan in priority areas is to ensure citizens participation, transparency and utilizing the available technology to empower members of the public to hold the government more accountable to its citizens. The selected priority areas have great social, economic and political significance for the citizens in building good governance in the country.

#### 3. ACTION PLAN DEVELOPMENT PROCESS

In developing first action plan for Kigoma Ujiji Municipality, coordination unit goes through the following steps:

- i. Prepared simple documents that explain in details the history and the establishment of OGP, its roles and responsibilities that distributed in advance to local residents, Municipal Councilors and Staff, Religious leaders, Local Members of Media and Civil Society Organizations planed to be furnished with the knowledge of Open Government initiatives as proactively raise OGP awareness to different groups of stakeholders. These groups intended to spread more information at Wards and Streets level about Open Government. This was done considering the fact that, the concept of Open government was new and people need to be informed from the scratch.
- ii. Kigoma Ujiji Municipality jointly with TWAWEZA (Experienced CSO) conducted a two days orientation training about OGP, National Action Plan (First and Second), The process to develop Action Plan and Commitments. The participants had a chance to go through the first two National Action Plans and see their weakness also challenges faced.
- iii. The Municipality largely depends on Central Government budgets (95%), so even in setting up the priority area; central government's priority has to be observed first. Senior staff responsible for OGP looked at 10 central Government focused priorities from all developed action plans and recommended six areas to be discussed by the stakeholders. The

recommendation based on budget set by central government. Selecting priority area out of government budget, its implementation could be difficult as it will not get financial resources. The areas recommended are as follows:

- Land Transparency
- Education Transparency
- Water Services Transparency
- Health Services Transparency
- Open Budgets
- Open Data
- iv. The selected priority areas handled over during the 2 days consultative meeting for the participants to go through and come out with the relevant Commitments to be implemented by the Kigoma Ujiji Municipal Council. In this two days consultative meeting, a total of 120 people participated. The participants were Municipal Councilors, Staff (Head office), Staff from Regional Commissioner's office and District Commissioner's office, Members of Media, Religious leaders, 20 Civil Society Organizations based in Kigoma and Municipal staff from lower level Ward. Contributions from participants were noted down according the priority area as follows:



#### Land Transparency

Land sector received 8 contributions to be taken as commitments

#### **Education Transparency**

Education sector received 18 contributions to be taken as commitments

#### Water Services Transparency

Water sector received 8 contributions to be taken as commitments

#### **Health Services Transparency**

Health sector received 17 contributions to be taken as commitments

#### **Open Budgets**

Open budget received 8 contributions to be taken as commitments

#### Open Data

Open data received 4 contributions to be taken as commitments



Prof. Kitila Mkumbo presenting at a consultation meeting for the first Action Plan

The stakeholders selected all six priority area as they see all are carrying equal importance. A total of 61 recommendations for commitments were registered.

But since central government still in the process of formulating Open Data Policy, Implementation Strategy, Guidelines and License, OGP coordination Unit decided to drop 4 recommendations for open data buying time for central government to complete the process and proceeded with 57 recommendations. All data of the rest of priorities area to be reported separately in each of respective sector report.

v. Kigoma Ujiji OGP Senior staff together with TWAWEZA scrutinized the 57 remained recommendations and come out with five relevant recommendations considered to be commitments and submitted before the meeting of Full Council on 31 August 2016 and passed as the official First Action Plan of Kigoma Ujiji Municipal Council for the period of 2017 - 2018.

Full Council meeting, is the highest decision making tool for the Municipality which include representative of the people from every ward within the Municipal area.



Participants of the working meeting to development the Council's Action Plan

#### **4.0 COMMITMENTS**

Kigoma Ujiji selected five key priority areas from previous National Action Plans which seems not fully implemented to the level of public satisfaction at grass root. For each of the five (5) priority areas, the key principles and commitments are as detailed below;

	COMMITMENT				
Name and Commitme	Number of ent	1. Publish the Council's Land Use Plan online with details information of all demarcated land, land titles issued, unoccupied land and open spaces by July 2017			
Name and contact information of responsible department/team		Brown Nziku Municipal Urban Planning Officer (MUPO) Department of Land, Urban Planning and Environment <a href="mailto:nzikub@gmail.com">nzikub@gmail.com</a> +255 763 629090			
		Apollo Daudi Municipal Information, Communication and Technology Officer ICT - Section apollodaudi77@gmail.com +255 752 882 388			
Other involved actors	Government	Ministry of Lands, Housing and Human Settlements  Ministry of Regional Administration and Local  Government			
	Civil Society, Private Sector	<ul> <li>KIUNGONET</li> <li>KIOO</li> <li>NYAKITONTO Youth for Development</li> <li>Hove Without Border</li> <li>Neighbours Without Borders</li> <li>Kigoma Ujiji TOSHANEWORK</li> <li>Promotion and Women Development</li> <li>MWOCACHI</li> <li>KIWOHEDE</li> <li>The Hope of Young Generation</li> <li>Kigoma Development Initiative (KDI)</li> <li>Members of Media</li> </ul>			

	Religious Le	eaders			
Status quo or	Absence of accessible online Land Use Plan,				
problem/issue to be addressed	information	information on all demarcated land, land titles issued,			
	unoccupied	land and open sp	aces to be know	wn by the	
	public				
Main Objective	Transparency of	on land issues to	ensure fair, equ	uitable and	
	efficient gover	nance of land ma	atters and to re	educe land	
	conflicts, have	in place data fo	or revenue coll	ection and	
	future Municipa	al development.			
Brief Description of	To prepare and	d have accessible	online Municip	al land use	
Commitment (140 character limit)	plan ( with de	etailed informatio	on of all dema	rcated and	
( ro enaracier innie)	titled land, ur	noccupied land a	nd open space	s available	
	for public use	e, reduce land o	conflicts as a	results of	
	information not being known, Municipal to have			ve correct	
	data for revenue collection/management and to have				
	proper future plan for Municipal development.				
Please describe the way Having accessible online Land Use Plan in p			se Plan in plac	e, member	
in which this commitment is relevant to further	of the public will have access to information on all				
advancing OGP values of	matters as far as land is concerned. Openness to				
access to information,	information will activate accountability of individual to				
public accountability,	public. Member of the public will have a courage to				
civic participation, and technology and	question their	leaders/officials	on use or alloca	ation made	
innovation for openness	to a certain p	plot if found its	use has been	changed.	
and accountability	Citizens will b	e in a position to	make public	officials to	
(details above)	take their res	ponsibilities acco	ording to the	laws (civic	
	participation). Posting and being able to acces			to access	
	information online at the time of an individual, it paves				
	ways for compl	lete openness and	I accountability	•	
Verifiable and measurable fulfill the commitment	milestones to	New or	Start Date	End Date	
rumi me commitment		ongoing commitment			
1. Presence of the Lar	nd Use Plan				

	accessible online	New	January,	July,
		commitment	2017	2017
2.	Presence of data of approved land			
	titles issued and need to be collected on the website			
3.	Presence of data on demarcated and unoccupied land on the website			

	COMMITMENT				
Name and Commitme	Number of ent	2. Disclose information on the receipt of funds, medicines and medical supplies, distribution of medicines, medical supplies and patients treated on the website of the Municipality July 2017.			
Name and informatio responsible	n of	Dr. Peter Nsanya Municipal Medical Officer (MMO)			
departmer		Department of Health, Social Welfare and Nutrition  magingasenior@yahoo.com  +255 768 283 897			
		Mr. Estomih N. Urio Municipal Health Secretary (MHS) +255 754 673 074			
		Apollo Daudi  Municipal Information, Communication and Technology  Officer  ICT - Section  apollodaudi77@gmail.com  +255 752 882 388			
Other involved actors	Government	Ministry of Health, Community Development, Gender, the Elderly and Children  Medical Store Department (MSD)			

	C: 11 C	Ministry of Regional Administration and Local Government			
	Civil Society,	Single Parents Association			
	Private Sector	Youth Against AIDS and Poverty			
		Kigoma Development Initiative (KDI)			
		Ndela			
		Kigoma to Kigoma Children			
		Hove Without Border			
		Neighbours Without Borders			
		Kigoma Ujiji TOMSHA NEWORK			
		Youth for Education Against Poverty and AIDS			
		KIWOHEDE			
		Members of Media			
Chatura aura		Religious Leaders  To Displace police information on the receipt of fundaments.			
Status quo problem/is		To Disclose online information on the receipt of funds,			
addressed	suc to be	medicines, medical supplies, distribution of medicines,			
		medical supplies and number of patients treated for			
		public use.			
Main Objective		To manage medical commodities in a Municipal Council			
		by tracking the whole supply chain from Medical Store			
		Department (MSD) to the final consumer and bring about			
		transparency and accountability on health sector.			
Brief Descr	-	Municipal has problems of managing medical supplies,			
Commitme (140 chara		fund received, and distribution of medical supplies,			
(140 chara	ccci tillicj	expired or due to expire drugs, highly demanded drugs,			
		dispense to patients and provision of information to			
		public.			
		Residents of the Municipality always tend to complain to			
		Municipal officials especially those on health sector that			
		there is improper spending of government money and			
		medical supplies being stolen. Sometimes, central			
		government do disburse insufficient fund or not at all for			

medical supplies but public will still insist on theft being done by health workers.

With the use of this developed computer Software, the Municipal Council can manage and disclose online information on fund received, medical supplies, distribution of medicines, patients treated, the number of deaths, births, what kind of medical supplies to be ordered and when. Accountability and access to information to the public will be enabled.

Please describe the way in which this commitment is relevant to further advancing OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)

Municipal intend to use a computer Software called OKOA developed by local resident of Municipality to manage medical supplies in Council and provides public access to information.

This software has four direct users and one indirect user

#### (i) Municipal Council (Direct User)

• Access 100+ reports from all Hospitals, Dispensaries and Health Centers on disbursement of medical supplies to each health facility from MSD and its dispensing to patients, intelligence reports on drugs theft, inventory, finances, diseases, deaths, births, expired or due to expire drugs and highly demanded drugs

#### (ii) National Medical Store (MSD) & Zonal Stores

• Manage its in-house drugs inventory, disbursement to each hospital, Health Center, dispensary and access inventory reports from any health facility in the country including expired drugs, out of stock drugs & highly demanded drugs

### (iii) Hospital/Dispensary/Health Center/MSD Pharmacy

• Manage drugs inventory, dispensing of those drugs to patients, record diseases, deaths, births in their facility and access 100+ reports including revenue collection, inventory, diseases, deaths, births

#### (iv) Ministry Of Health

• Access 100+ reports from both MSD and all hospitals, health centers, dispensaries countrywide including inventory & disbursement of drugs at MSD to those health facilities in the country, drugs theft intelligence at those facilities, revenue collection and finances at all facilities, diseases, deaths and birth reports from all those health facilities in the whole country

#### (v) Public (Indirect Users)

• Residents can access reports generated and transferred to Municipal website for transparency. Those reports include drugs availability in hospitals, diseases, deaths and birth reports. Reports do not show patients details but only statistics of those diseases so that one can know what is going on and take precautions.

Verifiable and measurable milestones to fulfill the commitment	New or ongoing commitment	Start Date	End Date
Presence of data on receipts and expenditures, purchase of medicines and medical supplies and distribution of medicines and medical supplies	New	January,	July,
	commitment	2017	2017

2. Presence of data on patients treated, treatment costs, deaths, births and outbreaks

	COMMITMENT					
Name and Commitme	Number of ent	3. Posting Education sector data and receipts of free education fund online by July 2017				
Name and contact information of responsible department/team		Mrs. Georgina Kalikela Municipal Primary Education Officer (MEOp) Department of Primary Education georginadadi@yahoo.com +255 787 800 303				
		Mr. Emmanuel Katemi Municipal Secondary Education Officer (MEOs) Department of Secondary Education emmanuel.katemi@yahoo.com +255 755 203 471				
		Apollo Daudi Municipal Information, Communication and Technology Officer ICT - Section apollodaudi77@gmail.com +255 752 882 388				
Other involved actors	Government	Ministry of Education and Vocational Training  Ministry of Regional Administration and Local  Government				
Civil Society, Private Sector		<ul> <li>Single Parents Association</li> <li>KIUNGONET</li> <li>KIVIDEA</li> <li>NYAKITONTO Youth for Development</li> <li>Hove Without Border</li> <li>Neighbours Without Borders</li> <li>Kigoma Ujiji TOMSHA NEWORK</li> <li>KIWOHEDE</li> </ul>				

Status quo or problem/issue to be addressed Main Objective	<ul> <li>Youth Mothers Supporting</li> <li>The Hope of Young Generation</li> <li>Members of Media</li> <li>Religious Leaders</li> <li>Kigoma Development Initiative (KDI)</li> <li>Education sector data and receipts of free education funds to be disclosed for public use.</li> <li>To publish online all information/data on education sector for public use by July 2017</li> </ul>
Brief Description of Commitment (140 character limit)	Education is a sector of exceptional importance. It serves a large part of the population of the Municipality including parents, teachers, students and other stakeholders. Given its size, the transparent provision of services will help build confidence among these actors and encourage some to contribute to the growth and the provision of better education. The council plans to publish information relating to the provision of education services for use by the public.
Please describe the way in which this commitment is relevant to further advancing OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)	Kigoma Ujiji Municipal Council commit itself to disclose data on education as it increase transparency and provide feedback to underperforming institutions, diagnose problems and plan to reforms them. By opening up data on education help to ensure resources for education are prioritized and are being spent on intended beneficiaries. Community having access to information will themselves engage in monitoring schools and build trust and hence better outcomes.  To achieve this commitment, the Municipality intends to publish the following information:  • Education funding received each month by each primary and secondary school

- Expenditure per month on education by each primary and secondary school
- Funds received and spent on education sector development projects
- The number of students, teachers, and non-teaching staff at each school
- The number of classrooms, offices, latrines, desks, chairs, tables, teachers' houses and fences, showing needs, existing and shortage for each school
- Examination results and schools' rankings on national, regional and council lists

	rifiable and measurable milestones to fill the commitment	New or ongoing commitment	Start Date	End Date
1.	Presence of data on receipts and expenditures of funds for free education and other projects for each school	New commitment	January, 2017	July, 2017
2.	Presence of data on the number of students, teachers and other staff for every school			
3.	Presence of data on the number of classrooms, offices, desks, tables, chairs, latrines and teachers' houses for every school			
4.	Presence of data on the results and the rank of each school in national, regional and local lists			

	COMMITMENT				
Name and Commitme		<b>4.</b> Information on water services, sewerage, water sources and sewage ponds available for public access and use by July 2017			
Name and contact information of responsible department/team		Eng. Sultan Ndoliwa Municipal Water Engineer Officer (MWE) Department of Water  ndoliso@@gmail.com  +255 758 122293			
		Apollo Daudi Municipal Information, Communication and Technology Officer ICT - Section apollodaudi77@gmail.com +255 752 882 388			
Other involved actors Government		Ministry of Water and Irrigation  Ministry of Regional Administration and Local  Government			
Civil Society, Private Sector		<ul> <li>NYAKITONTO Youth for Development</li> <li>Kigoma to Kigoma Children</li> <li>Promotion and Women Development</li> <li>The Green World Vision</li> <li>The Hope of Young Generation</li> <li>Members of Media</li> <li>Religious Leaders</li> <li>Kigoma Development Initiative (KDI)</li> </ul>			
Status quo or problem/issue to be addressed		Absence of online data on water services, sewerage,     water sources and sewage ponds available for public     access and use			
Main Objec	ctive	To provide information on water services, sewerage, water sources and sewage ponds for public access and use			
Brief Description of Commitment (140 character limit)		Citizen demands high quality public service provision, by adopting open data and participatory planning for water			

point, distribution and monitoring of water supply can be managed.

Proactively publishing data help to identify amount of water use, access point location, management, consumption, and quality and investment decision. This can engage wider community in service improvement and planning appropriate reforms

Kigoma Ujiji intend to publish information online so as to allow citizen voices in policy planning to direct infrastructure investments where they are needed most

Please describe the way in which this commitment is relevant to further advancing OGP values of access to information, public accountability, civic participation, and technology and innovation for openness and accountability (details above)

To open data to improve access to water by making up to date information on the status and location of available water points to citizens in order to make water services more accessible, efficient and accountable.

To achieve this commitment, the Municipality intends to do the following:

- Provide status reports access to clean water and waste water every month for each street
- Publish information network of water supply and sewage networks to the entire Municipality
- Disclosure of revenue and expenditure on clean water and sewage projects
- Publish information on water sources and wastewater pools

Verifiable and measurable milestones to fulfill the commitment	New or ongoing commitment	Start Date	End Date
1. Presence of data on access to clean			

water and sewerage, new clean water	New	January,	July,
and sewage projects, water and sewer	commitment	2017	2017
networks, and income and expenditure			
of water projects			

COMMITMENT						
Name and Number of Commitment		<b>5.</b> To make budget data (Five key budget reports) and quarterly Audit Committee reports accessible online each year.				
Name and contact information of responsible department/team		Alfred Mwita Municipal Economy and Planning Officer (MEPO) Statistics and Planning Section +255 755 314632  Apollo Daudi Municipal Information, Communication and Technology Officer ICT - Section apollodaudi77@gmail.com +255 752 882 388				
Other involved actors	Government	Ministry of Finance and Planning  Ministry of Regional Administration and Local  Government				
Status ave	Civil Society, Private Sector	<ul> <li>KIUNGONET</li> <li>KIVIDEA</li> <li>NYAKITONTO Youth for Development</li> <li>Kigoma Ujiji TOMSHA NEWORK</li> <li>MWOCACHI</li> <li>KIWOHEDE</li> <li>Members of Media</li> <li>Religious Leaders</li> <li>Kigoma Development Initiative (KDI)</li> </ul>				
Status quo or problem/issue to be addressed		Absence of online Municipal budget reports and quarterly Audit reports of the audit committee for public use				

#### Main Objective To provide online Municipal budget reports and quarterly reports of the audit committee for public use. Kigoma Ujiji Municipal Council is committed to publish Brief Description of Commitment online key budgets documents in order to provide citizens (140 character limit) with detailed information on the Municipal plans, collection and expenditure. Basically, online information provides useful platforms for stakeholders to analyze the budget and put their contributions that enable the Municipality to come out with effective and more implementable budget that answer peoples questions. Please describe the way Transparency in the budget process is central to the in which this commitment transparent operation of public institutions. is relevant to further importance of budget transparency begins when the advancing OGP values of budget process starts, and continues throughout approval to information, access public accountability, processes, during implementation and in the preparation civic participation, and audit of accounts. When such information is openly technology and and easily available, stakeholders can comment and innovation for openness and accountability submit their contributions to make the budget relevant (details above) and deliverable, and thus improve the lives of beneficiaries. To achieve this commitment, the Municipality intends to do the following: Information on the annual budget to be disclosed for public use Budget priorities and local and outside sources of income to be disclosed The draft budget prepared by experts made open for public use The draft budget approved by Council made open for public use The budget as passed by Parliament made open for public use A "citizens budget" summary of revised budget as

passed by Parliament prepared

- Mid-year budget reports made open for public use
- Income and Expenditure statements made open for public use
- Reports of debts made open for public use
- Audit reports made open for public use
- The results of the Municipal Council's report to the Parliamentary Committee on Local Government Accounts (LAAC) made open for public use

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Verifiable and measurable milestones to fulfill the commitment	New or ongoing commitment	Start Date	End Date
1. Presence of the five budget documents, details of budget priorities and sources of local and external income	New commitment	January, 2017	July, 2017
Presence of monthly data on revenues, expenditure and debt			
3. Presence of the recommendations of the Parliamentary Local Authorities Accounts Committee (LAAC)			



Kigoma Town

#### 5.0 CONCLUSION

This Action Plan has been developed in partnership with stakeholders from the Municipal Council of Kigoma Ujiji, including the government, civil society, non-governmental organizations and the media. Implementation of the Action Plan will begin on January 1<sup>st</sup>, 2017. Quarterly reports on the implementation of the plan will be placed on the website of the Municipality of Kigoma Ujiji for public use.

It is the strong belief of the Municipal Council of Kigoma Ujiji that the commitments made in this plan will pave the way towards a transparent Municipality that is accountable for the delivery of services.