

THE UNITED REPUBLIC OF TANZANIA

**PRESIDENT'S OFFICE,
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**



**KONGWA DISTRICT COUNCIL
STRATEGIC PLAN
2017/18-2021/22**



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EXECUTIVE SUMMARY

This Strategic Plan is based on the review of the previous Strategic Plan which ended in June 2016. It is designed to guide development process of the District for the coming five years. The Plan is divided into five chapters: Chapter one presents background information and the District profile. In this chapter details on mandates of the District Council, location, main economic activities, agro-ecological zones, population, climatic condition, administration structure, physical feature and issues of land and land uses have been presented.

Chapter two provides situation analysis of the District Council whereby the report of the existing situation is presented. Among others, this report includes issues related to internal and external environment that have effects on the Council's development process. These include the results of the analysis of Strengths, Weaknesses, Opportunities and Challenges; and that of stakeholders. In addition, the chapter presents the description on how various development policies and strategies affects or relate to the development process in the District. These policy and strategies include but not limited to: the Tanzania Development Vision 2025, and the Sustainable Development Goals.

Chapter three summarizes the performance review of the previous strategic plan (2011/2012-2015/2016). The chapter presents in a nutshell the results of performance review conducted to evaluate social and economic service delivered by 13 Departments and 6 Units in the previous Strategic Plan.

Chapter four describes the Plan in which the vision, mission; strategic objectives, service areas, targets, strategies and performance indicators have been presented. The Chapter indicates that, the vision of Kongwa District council is "to be among the best Councils that provides high quality client-based services for sustainable community development by 2025". Whilst, its mission is "to facilitate the provision of high quality client- based services through partnering with Central government, Civil Society Organizations, Private Sector and Development Partners for sustainable community development"

Chapter five; which is the last, presents the implementation, monitoring, evaluation, and review frameworks. The chapter indicates that, the District Executive Director (DED) who is the Chief Executive Officer of the Council shall be responsible and accountable for the implementation of the Plan. The chapter further indicates the objective of both monitoring and evaluation, whereas one of the monitoring objectives is "to guarantee that, all planned activities are implemented and that, if there is any divergence, corrective actions are taken on time.

LIST OF ABBREVIATIONS AND ACRONYM

HIV/ AIDS	Human Immune Virus/ Acquired Immune Deficient Syndrome
HPSS	Health Promotion and Systems Strengthening
ICT	Information and Communication Technology Unit
OPRAS	Open Performance Review Appraisal System
SP	Strategic Plan
SWOC	Strength, Weakness, Opportunities, and Challenges
VC	Village Council
WDC	Ward Development Committee
JICA	Japan International Cooperation Agency
ASDP	Agricultural Sector Development Programme
DADPs	District Agriculture Development Plans
NGOs	Non-Governmental Organizations
FBO	Faith Based Organization
COWSOs	Community Owned Water Supply Organizations
DWST	District Water and Sanitation Team
CDH	Council Designated Hospital
TB	Tuberculosis
HRH	Human Resource for Health
DMOs	District Medical Officers
CCHP	Comprehensive Council Health Plan
FGM	Female Genital Mutilation
SACCOS	Savings and Credit Cooperative Societies
VICOBA	Village Community Banks
MVC	Most Vulnerable Children
PEDP	Primary Education Development Programme
COBET	Complementary Basic Education
ICBAE	Integrated Community Basic Adult Education
ODL	Open and Distance Learning
PBR	Pupils Book Ratio

TABLE OF CONTENT

EXECUTIVE SUMMARY	ii
LIST OF ABBREVIATIONS AND ACRONYM	iii
TABLE OF CONTENT	iv
LIST OF TABLE	vii
Statement of the District Council Chairman	Error! Bookmark not defined.
Statement of the District Executive Director.....	Error! Bookmark not defined.
CHAPTER ONE.....	12
BACKGROUND INFORMATION AND BRIEF DISTRICT PROFILE	12
1.1 BACKGROUND INFORMATION	12
1.1.1 Mandate and Functions of Kongwa District Council.....	12
1.2 BRIEF DISTRICT PROFILE	13
1.2.1 Geographical Location	13
1.2.2 Land Area and Land Uses	13
1.2.3 Administration	14
1.2.4 Population Size and Ethnicity.....	14
1.2.5 Physical Features.....	14
1.2.6 Rainfall, Temperature and Wind.....	14
1.2.7 Agro-ecological Zones.....	15
1.2.8 Main Economic Activities	15
1.3 RATIONALE, PROCESS AND STRUCTURE OF THE DOCUMENT.....	15
1.3.1 Rationale for the 2017/18-2021/22 Strategic Plan.....	15
1.3.2 Process of Reviewing the 2017/2018-2021/2022 Kongwa Strategic Plan.....	16
1.3.3 Structure of the document.....	16
CHAPTER TWO.....	18
SITUATION ANALYSIS	18
2.1 ANALYSIS OF INTERNAL ENVIRONMENT.....	18
2.1.1 Personnel and Administration	18
2.1.2 Agriculture, Irrigation, and Cooperatives	21
2.1.3 Land and Natural Resources.....	29
2.1.4 Water.....	32
2.1.5 Livestock and Fisheries.....	34
2.1.6 Beekeeping	44
2.1.7 Department of Solid Waste and Environmental Management.....	45
2.1.8 Health.....	49
2.1.9 Community Development, Social Welfare and Youth.....	53
2.1.10 Primary Education.....	58
2.1.11 Secondary Education.....	64
2.1.12 Works.....	70
2.1.13 Planning, Statistics, Monitoring and Evaluation	71
2.1.14 Finance and Trade.....	74
2.1.15 Internal Audit.....	78
2.1.16 Procurement Management Unit.....	79
2.1.17 Legal unit.....	81
2.1.18 Information and Communication Technology (ICT) Unit.....	82
2.1.19 Election	85
2.2 ANALYSIS OF EXTERNAL ENVIRONMENT	86

2.2.1 Tanzania Development Vision 2025.....	86
2.2.2 Good Diplomatic relations and National Peace and stability.....	87
2.2.3 National Five Years Development Plan (2016/2017 -2020/2021)	87
2.2.4 National Sectoral Policies	87
2.2.5 Regional Development Initiatives	88
2.2.6 Sustainable Development Goals	88
2.3 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES.....	88
2.3.1 Strengths.....	88
2.3.2 Weaknesses.....	89
2.3.3 Opportunities.....	89
2.3.4 Challenges	90
2.4 STAKEHOLDERS ANALYSIS.....	90
CHAPTER THREE.....	94
PERFORMANCE REVIEW ON IMPLEMENTATION OF THE PREVIOUS PLAN	94
3.1 INTRODUCTION	94
3.2 ACHIEVEMENTS.....	94
3.3 CONSTRAINTS FACED IN IMPLEMENTING THE PREVIOUS PLAN.....	96
CHAPTER FOUR.....	98
THE PLAN.....	98
4.1 VISION OF THE COUNCIL	98
4.2 MISSION STATEMENT	98
4.3 CORE VALUES.....	98
4.4 Strategic Objectives	99
4.5 Service areas, Strategic Objectives, Targets, Strategies and Indicators	99
4.5.1 Service Area 1: Personnel and Administration	99
4.5.2 Service Area 2: Agriculture Irrigation and Cooperatives	102
4.5.3 Service Area 3: Land and Natural Resources	109
4.5.4 Service Area 4: Water.....	110
4.5.5 Service Area 5: Livestock and Fisheries	112
4.5.6 Service Area 6: Beekeeping Unit.....	114
4.5.7 Service Area 7: Solid Waste and Environmental Management	116
4.5.8 Service Area 8: Health.....	118
4.5.9 Service Area 9: Community Development, Social Welfare and Youth	124
4.5.10 Service Area 10: Primary Education	127
4.5.11 Service Area 11: Secondary Education.....	130
4.5.12 Service Area 10: Works.....	136
4.5.13 Service Area 13: Planning, Statistics and Monitoring.....	137
4.5.14 Service Area 14: Finance and Trade	138
4.5.15 Service Area 15: Internal Audit	140
4.5.16 Service Area 16: Procurement Management Unit.....	141
4.5.17 Service Area 17: Legal.....	142
4.5.18 Service Area 18: Information and Communication Technology.....	143
4.5.19 Service Area 19: Election Unit	146
CHAPTER FIVE	148
IMPLEMENTATION, MONITORING, EVALUATION, REVIEW AND ASSUMPTIONS..	148
5.1 Implementation.....	148
5.2 Monitoring	148
5.3 Evaluation	150

5.4 Plan Review.....	151
5.5 Assumptions	151

LIST OF TABLE

Table 1: Number of staff in the Personnel and Administration Department	21
Table 2: Working Tools in the Department of Personnel and Administration	21
Table 3: Agricultural production for various crops (2014/15 – 2015/2016)	24
Table 4: Production per hectare for crops production 2015/16	24
Table 5: Price trends for agricultural products	25
Table 6: Traditional and modern irrigation schemes in Kongwa District	26
Table 7: Production per area for crops produced through irrigation 2015/16	27
Table 8: List of Savings and Credit Societies in Kongwa District	28
Table 9: Other types of cooperative Societies in the District	29
Table 10: Number of properties in major streets of Kongwa Township	32
Table 11: Tree Planting in Kongwa District 2012 to 2017	33
Table 12: Number of staff in the Department of Livestock and Fisheries	41
Table 13: Working tools in the Department	41
Table 14: Types and number of Livestock in the District	42
Table 15: Livestock infrastructures in the District	43
Table 16: Working tools in the Beekeeping Unit	45
Table 17: Bee products and production trend	46
Table 18: Trend of tree planting under supervision of the Department	47
Table 19: Disease and other medical conditions in 2016 and 2017	50
Table 20: Health situation in Kongwa District 2016/17	50
Table 21: Working tools in the Department of Community Dev. Gender and Youth	54
Table 22: Number of Primary School Teachers by qualification and sex in the District.....	59
Table 23: Teachers recruitment trend 2012-2016	59
Table 24: Primary School infrastructure in the District the year 2017	60
Table 25: Registration of standard one 2017	60
Table 26: Standard four academic performance 2014-2016	61
Table 27: Standard seven academic performance 2014-2016.....	61
Table 28: Standard seven drop out between 2014 and 2016	62
Table 29: Centers for special education and number of children served	62
Table 30: Pupils enrolment in various technical skills in Post Primary Education.....	63
Table 31: Required and available Secondary School Teachers by subject 2017.....	65
Table 32: Secondary School infrastructure in the District 2017	65
Table 33: Secondary School furniture.....	66
Table 34: Secondary School by name and type of ownership 2017	67
Table 35: Secondary School enrolment 2015-2017	68
Table 36: Form four national examination performance.....	69
Table 37: Working tools in Planning, Statistics, Monitoring, and Evaluation Department.....	72
Table 38: Council's own source revenue collection trend 2013/14-2016/17	75
Table 39: Status of working tools in Audit Unit	79
Table 40: Working tools in the Procurement Management Unit 2017	80
Table 41: Working tools in the Legal Unit	82
Table 42: Working tools in ICT Unit 2017	83
Table 43: Stakeholder's analysis matrix	91
Table 44: Plan matrix for Personnel and Administration	100
Table 45: Plan matrix for Agriculture, Irrigation and Cooperatives	102
Table 46: Plan matrix for Land and Natural Resources.....	109
Table 47: Plan matrix for Water	110
Table 48: Plan matrix for Livestock and Fisheries.....	111
Table 49: Plan matrix for Beekeeping.....	114
Table 50: Plan matrix for Solid Waste and Environmental Management	115
Table 51: Plan matrix for Health	118

Table 52: Plan matrix for Community Dev. Social Welfare and Youth	123
Table 53: Plan matrix for Primary Education.....	126
Table 54: Plan matrix for Secondary Education	131
Table 55: Plan matrix for Works.....	136
Table 56: Plan matrix for Planning, Statistic, Monitoring and Evaluation	137
Table 57: Plan matrix for Finance and Trade	139
Table 58: Plan matrix for Internal Audit matters	139
Table 59: Plan matrix for Procurement Management	140
Table 60: Plan matrix for Legal matters	141
Table 61: Plan matrix for Information and Communication Technology.....	144
Table 62: Plan matrix for Election matters	145
Table 63: District monitoring matrix	150

Statement of the District Council Chairman



On, July first 2017, Kongwa District Council celebrated 21 years of its existence after its establishment from the split of Mpwapwa District Council. It is my pleasure to say something on this Strategic Plan for 2017/2018 –2021/2022, prepared in accordance to the requirements of Act Number 9 of 1982 which requires Local Government Authorities (LGA's) to prepare five years Strategic Plans to be used as guidelines during preparation of Medium Term Plan and Budget Expenditure Framework (MTEF). Strategic Plan identified priorities of service delivery and normal routine of annual reviews conducted by communities.

This Five Years' Strategic Plan (2017/2018 – 2021/2022) is aiming at fulfilling the District Council's Vision of being among the best Councils that provides high quality client-based services for sustainable community development by 2025. This Plan emphasizes the improvement of services delivery to the communities of Kongwa District through effective and efficient use of resources. The Council will utilize her own sources and support from Central Government and development partners to implement development projects in all sectors. Implementation of these projects is expected to produce services that improve and increase socio-economic development of the communities. This Strategic Plan elaborates a number of key issues ranging from situation analysis of the District, vision statement and mission. It also defines organization objectives, targets and strategies that enable attainment of the desired vision of the Council.

Finally, the Council would like to thank all those who have made the preparation of this Strategic Plan to be possible. Special appreciations go to the following; Hon Job Y. Ndugai–Speaker of the National Assembly and Member of Parliament for Kongwa District, Hon Deogratias J. Ndejemi-District Commissioner for Kongwa District, Councilors, Ward and Village Executive Officers, Division Secretaries, Leaders of various Political Party, Religious Leaders, Private sector as well as Civil Societies Organizations. The Council extends acknowledgement to all Council technical staff led by Planning Monitoring and Statistics Department for their commitment and contribution to make this task successful.

Last but not least, I thank George F. Kinyashi and Tiberio R.K. Mdendemi Doctors from the Institute of Rural Development and Planning (IRDP) Dodoma for facilitating the preparation of this Strategic Plan. I extend my acknowledgement to the Central Government of Tanzania for collaborating with the Council to finance the entire process of reviewing this Strategic Plan. It is my sincere hope that the 2017/2018-2021/2022 Strategic Plan will inspire stakeholders and bring considerable achievement in our District both socially, economically and politically.

A handwritten signature in blue ink, appearing to read 'White Zuberi Mwanzalila', written over a circular stamp or seal.

Hon. White Zuberi Mwanzalila (*Councilor*)
District Council Chairman


Statement of the District Executive Director



Kongwa District Council as most other Councils in the Country, has continued to base its operations on Five Years Strategic Plan. Its previous Strategic Plan has ended in the year 2016. Following the elapse of this Plan there was an immediate need to develop this new Strategic Plan to cover the period between 2017/2018 and 2021/2022. This new Strategic Plan is designed to enable the Council realize its Vision of being among the best Councils that provides high quality client-based services for sustainable community development by 2025". It is my expectation that realization of this Vision will ultimately contribute to the realization of the Tanzania Development Vision 2025 of transforming the economy into a middle income and semi-industrialized state by 2025. This is expected to be realized through the achievement of the following strategic objectives as envisaged in this Plan.

- ✓ To improve services and reduce HIV/AIDS infections.
- ✓ To enhance, sustain and effectively implement the National Anti-corruption Strategy
- ✓ To improve access, quality and equitable social services delivery.
- ✓ To improve quantity and quality of social services and Infrastructure.
- ✓ To enhance good governance and administrative services.
- ✓ To improve social welfare, gender and community empowerment.
- ✓ To improve emergence preparedness and disaster management.
- ✓ To improve management of natural resources and environment.
- ✓ To improve information and communication technology.

To achieve these Strategic Objectives, concerted efforts are needed from both Council's Staff, Community members and other Development Stakeholders. Let me take this opportunity to request all concerned parties to do their best to support the realization our Vision.

A handwritten signature in dark ink, appearing to read 'Ngusa Laurent Izengo'.

Engineer Ngusa Laurent Izengo
District Executive Director

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CHAPTER ONE

BACKGROUND INFORMATION AND BRIEF DISTRICT PROFILE

1.1 BACKGROUND INFORMATION

1.1.1 Mandate and Functions of Kongwa District Council

Kongwa District Council was announced as a District Council through government gazette No 349 on 8 November 1996. Historically Kongwa town started as a centre for German Colonial activities in 1942 following the establishment of groundnuts estates. Germans' choice of the place was strategically made following fertile soils condition suitable for groundnuts cultivation and road accessibility. The Council is among seven District Councils in Dodoma Region, alongside with Bahi, Chamwino, Chemba, Dodoma Municipal, Kondoa, and Mpwapwa.

Under Article 148 of Local Government District Authorities Act of 1982, all Local Government Authorities; including Kongwa, are mandated to play three main functions, these are: maintenance of law, order, and good governance; promotion of economic and social welfare of the people in their areas of jurisdiction and, ensuring effective and equitable delivery of qualitative and quantitative services to the people within their areas of jurisdiction.

Apart from the three main functions, the Local Government Authorities Act, of 1982, stipulates that, all local governments are charged with other functions and duties as follows:

- i. Formulation, coordination and supervision of the implementation of all plans for economic, industrial and social development in their areas of jurisdiction.
- ii. Monitoring and controlling the performance of duties and functions of the council and its staff.
- iii. Ensuring the collection and proper utilization of the revenues of the council.
- iv. Making by-laws applicable throughout their areas of jurisdiction, and considering and improving by-laws made by village councils within their areas of jurisdiction.

- v. Ensuring, regulating and coordinating development plans, projects and programmes of villages and township authorities within their areas of jurisdiction.
- vi. Regulating and monitoring the collection and utilization of revenue of village councils and township authorities.
- vii. Subject to the laws in force, doing all such acts and things as may be done by a people's government.
- viii. Making by-laws applicable throughout its areas of jurisdiction, and considering and improving by-laws made by village councils within their areas of jurisdiction.
- ix. Ensuring, regulating and coordinating development plans, projects and programmes of villages and township authorities within their areas of jurisdiction.
- x. Regulating and monitoring the collection and utilization of revenue of village councils and township authorities.
- xi. Subject to the laws in force, doing all such acts and things as may be done by a people's government.

1.2 BRIEF DISTRICT PROFILE

1.2.1 Geographical Location

Kongwa District lies between latitudes 5° 30' 6" South and longitudes 36° 15' 36" East of Greenwich Meridian. Its altitude stretches between 900 and 1,000 meters above sea level. The District headquarters is Kongwa Town, which is located 86 kilometers from Dodoma Town. The District borders with Chamwino District in the western side; Kilosa District (Morogoro Region) in the East; Kiteto District (Manyara Region) in the North; and Mpwapwa District in the southern side.

1.2.2 Land Area and Land Uses

The District occupies an area of 4,041 square kilometers. The main land uses in the District are: agriculture, livestock keeping, small scale mining, residential, commercial, small-scale industries, small enterprises, and forest reserve. The arable land is about 58.11Km², grazing areas occupies an area of 1,050Km², while 2,932.89km² of land are used for other activities including commercial and residential.

1.2.3 Administration

Administratively, the District has 3 divisions, namely; Mlali, Kongwa and Zoissa. These Divisions are divided into 22 Wards. In Mlali Division there are 10 Wards, namely: Mlali, Chiwe, Chamkoroma, Iduo, Kibaigwa, Pandambili, Lenjulu, Njoge, Ngomai and Nghumbi. The Kongwa Division has 5 Wards, being Kongwa, Sejeli, Ugogoni, Mtanana and Sagara Wards, while Zoissa Division has 7 Wards, namely; Mkoka, Zoissa, Chitego, Hogoro, Songambebe, Makawa and Matogoro. The District is further divided in 87 Villages and 383 Vitongoji.

1.2.4 Population Size and Ethnicity

The population of Kongwa District was estimated at 349,494 by 2017. Out of these 168,246 are males and 181 are females. The average household size is 5 persons; with population growth rate of 2.4% per annum and population density of 86 people per square kilometer. The dominant ethnic group is Wagogo. Others ethnic groups who migrated into the District include; Wabena, Waruguru, Wakaguru, Wahehe, and Wanguu.

1.2.5 Physical Features

The District is characterized by a high plateau and hills with steep slopes and an escarpment to the east-west. To the south, this escarpment is very steep. The District is underlined by rocks of the Usagara ranges. Its vegetation cover comprises of shrubs and spots of acacia and baobab trees; and grassland which is mainly found in the north and north eastern areas bordering Kiteto District. Light spot forests cover areas close to Kilosa and Mpwapwa District. During dry season most parts of the land is left bare with no grasses due to persistent slash and burn farming methods, overgrazing, tree felling for firewood and charcoal production and, forest clearing for substance farming.

1.2.6 Rainfall, Temperature and Wind

The District portrays tropical climatic conditions with high temperatures from September to March when the sun is in the southern hemisphere. During this period the temperature goes up to 31°C. Temperatures get slightly lower in the months of May to July where they range between 18°C and 20°C. The highest temperature recorded is 31°C while the lowest temperature is 18°C. The mean annual rainfall is 700mm. The rain season is normally

between December and April. The District lies on leeward side of Ukaguru Mountains, where most of the time, winds from the ocean are dry and run parallel to the land, making moisture uncertain to precipitate.

1.2.7 Agro-ecological Zones

Based on total amount of annual precipitation received, the District can be categorized into two zones visualized as zone one with 600 – 800 mm of rainfall per annum which includes Zoissa and Mlali Divisions. The zone has potential production of maize, sunflower, cassava, sorghum, groundnuts and horticultural crops. Zone two receives 400 - 600 mm of rainfall annually. This zone includes Kongwa Division and 2 villages (Banyibanyi and Mkutani) of Hogoro Ward in Zoissa Division. The zone is potential for production of sorghum, bulrush millet, groundnuts and sunflower. The rainfall pattern in the two zones is bi-modal with short rains commencing November/December to January and long rains falling from March to May.

1.2.8 Main Economic Activities

Economic activities in Kongwa District are mainly farming and livestock keeping as well as informal sector activities. The informal sector, which employs few people and predominant in township areas, encompasses trade activities and artisan undertakings.

1.3 RATIONALE, PROCESS AND STRUCTURE OF THE DOCUMENT

1.3.1 Rationale for the 2017/18-2021/22 Strategic Plan

Strategic planning is a process intended to assist an organization to identify and maintain an optimal alignment with the most important elements in its business or operating environment. Such operating environment consists of political, social, economic, technological, and climatic framework conditions. An organization failing to develop or review its strategic plan, more often than not reduces its capacity to cope with its operating environment. In recognition of this fact, the preparation of this 2017/18-2021/2022 Strategic Plan is justified since the tenure of the previous five year strategic plan (2011/2012 to 2015/16) has lost its legitimacy.

This Plan has been prepared after a review of the previous plan, by taking stock of the achievements and constraints. It is expected to rejuvenate the District's capacity to deal with emerging issues in its business environment for the next five years. The Plan is in line with the second Five Years National Development Plan of 2016/2017–2020/2021. This revised plan

embraces optimal use of the limited resources while exploiting the emerging development opportunities to realize the vision of the District.

1.3.2 Process of Preparing the 2017/2018-2021/2022 Kongwa Strategic Plan

The preparation of this Strategic Plan was largely done in a participatory manner. It started with capacity building sessions to thirteen Heads of Departments and six Heads of Units, who formed a District Planning Team. The sessions were intended to help the District Planning Team to gain common understanding in various strategic planning concepts and tools; in order to make it easy for them to practically develop a useful strategic plan. During the sessions, the Planning Team was introduced to various concepts and tools that enabled them to generate information needed for the preparation of the Strategic Plan.

The capacity building sessions were carried out as planning workshops, which were used to generate data through rapid assessment methodology. These workshops took five days, whereas at the end of each day participants were asked to provide a certain output based on concept and tool they had learnt. At the end of the fifth day, the Planning Team managed to generate all the information needed for writing the Plan.

After the planning workshops, the workshop facilitators were given opportunity to write a draft plan to be shared among Heads of Units and Departments for review and validation. The Heads of Units and Departments provided their comments in one-week time, whereas the facilitators incorporated and produce second draft. The second draft was presented in a one day workshop with District - wide stakeholders, ranging from Councilors, Ward Executives, Other Government Entities in the District, Faith Based Organizations, Non-Governmental Organizations to Private sector. Thereafter, the draft was improved, circulated and presented to respective Council's Committee and to the Full Council for comments and approval.

1.3.3 Structure of the document

This document is organized into five chapters. Chapter one is on the background information which gives brief profile of the District and outlines the process through which this Strategic Plan was prepared. Situation analysis has been presented in chapter two. It covers the detailed analysis of internal and external environments in which the District Council undertakes its business. Chapter three provides a review of the implementation of the previous strategic plan, while chapter four presents the Plan - in which the Council's vision, mission, core values,

strategic objectives, targets, strategies and performance indicators for each target are presented. The last chapter describes the plan implementation, monitoring, evaluation, review framework and assumptions.

CHAPTER TWO

SITUATION ANALYSIS

2.1 ANALYSIS OF INTERNAL ENVIRONMENT

This part provides status of each of the 13 Departments and six Units of the Kongwa District Council (hereafter called service areas). Information from this section have been used as input for revising the Vision and Mission statements of the Council. In addition, the information were useful during the development of core values, setting targets and formulating strategies. Details of the baseline information including core functions of each service area are given in the following sub-sections.

2.1.1 Personnel and Administration

Personnel and Administration is one of the 13 Departments in Kongwa District Council. The Department is established to perform the role of managing human resources at council level. The core functions of this Department are: to recruitment, confirm, and promote competent staff; to plan, supervise and monitor staff training program which is coordinated by the unit of good governance; to coordinate staff performance and appraisal through Open Performance Review and Appraisal System (OPRAS); coordinate preparations of quarterly and annual capacity building plan and implementation reports – the role which is coordinated by the unit of good governance; evaluate training program; to prepare annual personnel emoluments; to prepare quarterly training program this role is performed by the unit of good governance; to prepare annual staff establishment; and to monitor staff ethics and good conduct.

These functions are done through four Units constituting the Department, these are: registry; transportation; good governance and administrative system; and human capital management information system. The situations of these Units are detailed below:

Registry Unit

The registry unit is charged with the core functions of maintenance of record keeping; receiving of correspondences, and arrangement of correspondences in proper files. The Unit has one Office Supervisor and three Record Management Officers

Transportation Unit

Transportation Unit is required to perform the functions of coordinating and monitoring of vehicles; keeping record of motor vehicle movements in terms of kilometers; management of motor vehicle fuel consumption per kilometers; and advice on better uses of motor vehicle. The Unit has one staff.

Good Governance and Administrative Systems Unit

The core functions of this unit are: to manage monthly, quarterly and annual council meetings; monitor and supervise meetings at lower levels and, monitor and supervise staff ethics. The staffs that comprise this Unit include two Committee Clerks and one Personal Secretary two Town Executives officers, 22 Ward Executives, 87 Village Executives.

Human Capital Management Information System

The human capital management information system unit was established to controls all issues related to human resources and salaries. It is responsible for new recruitment, promotion, staff transfers' control and staff termination. All these, are performed by two Human Resource Officers and two ICT Officers. In total the Department of Personnel and Administration has 118 Staff across all Units. The staffing level in consideration of the Units in the Department is given in Table 1.

Table 1: Number of staff in the Personnel and Administration Department

Units	Number of staff required	Staff Present	Staff deficit
Registry	11	7	4
Transportation	3	1	2
Good governance	128	106	22
Human Capital Management Information System	7	4	3
Total	149	118	31

Sources: Kongwa District Council, Personnel and Administration Department June, 2017

In performing its roles and functions, the Department's staff uses various working tools for smooth and efficient operations. The status of the working tools across all Units is given in Table 2.

Table 2: Working Tools in the Department of Personnel and Administration

Name of Working Tools	Required	Available	Deficit
Desktop Computer	1	1	1
Photocopy Machine	2	1	1
Scanner Machine	3	1	2
Printer Machine	3	1	1
Shelves	3	1	2
Safe Shelves	3	1	2
Chairs HQ	6	1	5
Chairs for WEOs & VEOs Offices	327	109	218
Tables for WEOs & VEOs offices	109	32	77

Sources: Kongwa District Council, Personnel and Administration Department June, 2017

Implementation status of the functions of the Personnel and Administration Department

Recruitment and placement of new employees: in the year 2016/2017 the Council planned to recruit 596 staff of different cadres. However, the Council managed to recruit only 19 (17 secondary school teachers and two Doctors). On training and developing human resources, in the 2016/2017 financial year, a total of 107 staff attended short and long term trainings, six employees with outstanding performance were awarded special prizes, and various employee allowances were also paid to eligible staff. An incentives policy has been prepared.

In the area of performance appraisal and management, the Department has successfully organized a review of staff performance appraisal for 2016/2017 and the staffs have established their goals for annual performance appraisal during 2017/2018.

Issues of Concern in the Department of Personnel and Administration

- ✓ Inadequate funds from own sources and central government.
- ✓ Low motivation to staff
- ✓ Insufficient working tools and equipments.
- ✓ Unstable internet connectivity to run HCMIS-LAWSON
- ✓ Shortage of staff houses and offices for WEOs and VEOs.
- ✓ Poor status of DED's house.
- ✓ Inadequate facilities in the Council's Hall
- ✓ Shortage of Staff of different cadres

2.1.2 Agriculture, Irrigation, and Cooperatives

Agriculture, Irrigation, and Cooperatives is one of the 13 Departments in the District Council. The core business of the Department is to provide extension services, promote and support crops production; promote and support irrigation and mechanization; and promote cooperatives. As the name of the Department suggests, the Department is divided into three units, namely: Agriculture, Irrigation, and Cooperatives. The functions of these Units are as follows:

Agriculture unit is responsible for providing training to farmers in Good Agricultural Practices (GAP) and improved technology, collecting and analyzing agricultural data, advising farmers on GAP, encouraging adoption of good agricultural practices for farmers through Farmer Field School (FFS) and demonstration plots, plant protection through the use of pesticides and good crop husbandry, promoting crop productivity through the correct use of inputs, construct market infrastructures for crop produce to ensure the crop produce quality and standard control, promoting post harvest handling techniques and improved storage technologies, ensuring food security and nutrition at household level and District in general.

The irrigation and mechanization unit deals with the use of improved agriculture implements, construction of irrigation infrastructures, farm structures and maintenances, surveying and land use planning, it also deals with promoting production of horticultural crops.

Cooperatives unit is responsible for registering newly formed cooperatives, awareness creation and sensitization, providing trainings on cooperative principles, ethics and values, inspection

and auditing of Cooperative societies' activities adherence to cooperatives Act No. 6 of 2013, regulations and the policy governing their operation.

The Department has a total of 10 staffs at the Headquarter. These are out of 17 staffs needed at the Headquarters. At Village level, 87 staffs are needed but only 41 are available. The Staff at the Headquarters are accommodated in an office with one room having three to four persons, implying that it requires more rooms to accommodate at least two persons per room. In regards to working tools, the Department has one car out of two needed; and it has three motor bike out of 43 needed to run the Department. Despite the needed 10 laptops, 51 Extension kit, 51 overcoats; 51 gum boots; 10 GPS; and 51 tape measures; the Department does not possess any of these mentioned items to date.

The situation of agriculture, irrigation, and cooperatives in the District

Agriculture

Agriculture is the major economic activity in Kongwa District, with subsistence farming being the dominant. A significant number of people in the District use poor farming methods such as hand hoe to till the land, while very few use improved tools like tractors for land cultivation only, with their limited use for planting and weeding.

Generally, agricultural sector is still characterizes by low productivity caused by low and erratic rainfall, high rate of evapo-transpiration and low moisture holding capacity of the soils. This condition is compounded by poor farming methods, poor use of inputs and technology which lead to soil degradation and hence poor productivity and income generation. The total arable land for agriculture in the District is 363,691ha but only 258,690ha are being cultivated. There are 800 tractors and 3,755 ploughs in the District.

Agricultural Production

The District produces various crops ranging from food to cash crops. The main food crops are maize, sorghum, millet, and cassava; and cash crops include groundnuts, sunflower, beans and horticulture crops along streams in some villages. The crop production trend is gradually increasing due to the expansion of the area under cultivation and the increased use of improved technologies like tractors and inputs. Production targets against actual production of these crops for the two previous years 2014/2015 and 2015/2016 are given in Table 3.

Table 3: Agricultural production for various crops (2014/15 – 2015/2016)

Crop	Season 2014/15				Season 2015/16			
	Target		Actual		Target		Actual	
	Ha	Tani	Ha	Tani	Ha	Tani	Ha	Tani
Maize	62,110	93,165	55,899.0	26,622	62,110	93,165.0	65,215.5	65,215.5
Sorghum	57,831	57,831	52,047.9	7,500	57,831	57,831.0	25,585.9	15,351.5
B.rush millet	2,652	1,326	2386.8	12,000	2,652	1,326.0	4,515.2	1,806.1
Cassava	3141	9,423	3,096.9	3,100	3,197	10550.1	2,929.8	9,668.3
Sweet potato	1250	5,000	1,125.0	2,600	641	2,564.0	352.6	1,410.2
Total	126,984	166,745	114,555.6	51,822	126,431	165,436.1	98,599	93,451.6
Beans	750	562.5	675.0	506.25	750	562.5	187.5	93.8
Cow peas	422	316.5	379.8	284.9	422	316.5	232.1	116.05
Total	1172	879	1054.8	791.15	1172	879	419.6	209.85
Groundnuts	13,169	9,876.8	11,852	8,889.12	13,169	9,876.8	11,198.7	5,596.83
Sunflower	26,713	32,055.6	14,959	8,548.00	28,560	34,272.0	29,988.0	17,992.8
Simsim	12,500	80.5	11,250	72.45	202	101.0	250.0	50.0
Total	52,382	42,012.9	38,061	17,509.57	41,931	44,249.8	41,436.7	23,639.63

Source: Kongwa District Council-Agriculture, Irrigation and Cooperative Department, 2016

Agricultural Production Per Area

Production per area reflects productivity of farming activities in an area. Table 4 below show that production per hectare in the District is far below standards as compared to production potential of various crops based on District Agriculture Officer.

Table 4: Production per hectare for crops production 2015/16

Crop	Area under Cultivation (Ha)	Production (Tons)	Production per hectare (Tons/Ha)	Standards according to District Agriculture Officer
				Tons/Ha
Sunflower	29,988.0	17,992.8	0.6	1.5
Groundnuts	11,198.7	5,596.83	0.4	1
Simsim	250.0	50.0	0.2	1.3
Maize	65,215.5	65,215.5	1	3
Sorghum	25,585.9	15,351.5	0.6	2.5
Millet	4,515.2	1,806.1	0.4	1.3
Cassava	2,929.8	9,668.3	3	8
Sweet potato	352.6	1,410.2	4	8

Source: Kongwa District Council-Agriculture, Irrigation and Cooperative Department, 2016

Prices of Agricultural Prices

Prices of most agricultural products in the District are unstable; they tend to be lower towards the months of June to December and rise in January. Details of the prices are given in Table 5.

Table 5: Price trends for agricultural products

Type of the crop	Unit	AVERAGE PRICE											
		Jul 16	Ag16	Sep16	Oc16	Nov16	Des16	J17	F17	M17	Ap17	Ma17	Jun17
Maize	20kg	7,000	7,500	10,000	11,000	12,500	16,000	20,000	25,000	25,000	25,000	25,000	18,000
Millet	20kg	7,000	8,000	9,000	10,000	12,700	15,000	17,000	18,000	20,000	16,000	14,000	12,000
Sorgum	20kg	8,200	8,200	9,000	10,000	13,400	15,000	18,000	18,000	20,000	22,000	21,000	17,000
Beans	1kg	1,970	1,970	1,900	1,900	1,900	2,000	2,200	2,200	2,100	2,000	1,970	1,900
G'nut	20kg	5,000	5,000	6,000	6,000	6,500	7,000	8,000	8,000	8,000	7,500	6,000	5,000
S'flower	20kg	5,000	5,000	6,000	6,000	7,500	8,000	10,000	10,000	11,500	12,000	10,000	10,000
Simsim	1kg	2,000	2,000	1,800	1,600	1,700	1,600	1,500	1,500	1,750	1,800	1,300	1,200
Cassava	1kg	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
S'potato	1kg	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000

Source: Kongwa District Council-Agriculture, Irrigation and Cooperative Department, 2016

Agricultural Inputs in the District

Kongwa District is receiving maize inputs from Central Government. For 2015/2016 farming season, the District requested to be supplied with 5 tons of improved maize seeds. However, only 0.4 ton was supplied. Again 25 tons of Pre emergence fertilizers were supposed to be supplied, but only 10 tons were supplied. Similarly, 25 tons of Post emergence fertilizers were supposed to be supplied but none was supplied. Other challenges include cheating during distribution as well as Farmers' unwillingness or inability to contribute part of the down payment.

Irrigation unit

There are 5,811 hectares of land which can be used for irrigation, but only 295 hectares are cyclically cultivated using traditional and improved irrigation canals. The traditional and modern irrigation schemes in the District are given in Table 6.

Table 6: Traditional and modern irrigation schemes in Kongwa District

Ward	Type/Village	Potential area(Ha)	Area under irrigation	Crops grown
	Traditional schemes			
Chamkoroma	Chamkoroma	Unknown	Unknown	Green maize, Beans, Leafy vegetables, Onion, Tomatoes, Sweet paper Hot paper, Solanum sp Watermelon, Bananas, Sugarcane
	Manghweta	Unknown	Unknown	
	Tubugwe Kibaoni	Unknown	Unknown	
Mkoka	Mkoka	Unknown	Unknown	
Hogoro	Hogoro	Unknown	Unknown	
	Banyibanyi	Unknown	Unknown	
	Mkutani	Unknown	Unknown	
Songambebe	Songambebe	Unknown	Unknown	
Sejeli	Mbande	Unknown	Unknown	
	Manungu	Unknown	Unknown	
Mlali	Mlali	Unknown	Unknown	
	Ihanda	Unknown	Unknown	
Lenjuru	Kiteto	Unknown	Unknown	
Kibaigwa	Kibaigwa	Unknown	Unknown	
Nghumbi	Nghumbi	Unknown	Unknown	
	Modern schemes			
Chamkoroma	Mseta Bondeni	120	64	
	Tubugwe Juu	150	120	
	Chamkoroma	126	30	
	Tubugwe Kibaoni	105	54	
Ugogoni	Ibwaga	560.2	0	
Kongwa	Mlanga	650.9	0	do
Hogoro	Banyibanyi	161	40	
Ngomai	Ngomai	766.7	0	
	Total	2369.8	124	

Source: Kongwa District Council-Agriculture, Irrigation and Cooperative Department, 2016

Main crops produced under irrigation are: Maize, Beans, Tomatoes, Onion, Leafy vegetable, Sweet and Hot papers, Solanum sp, Watermelon, Bananas, and Sugarcane. Production per area of the crops produced under irrigation schemes is shown in Table 7 below:

Table 7: Production per area for crops produced through irrigation 2015/16

Crop	Area under crop (Ha)	Production (Tone)	Production per hectare (Tons/Ha)	Standard according to FAO/ Ministry
				Tons/Ha
Cabbage	143	3,580	25	30
Green Maize	250	5,200	208	210
Beans	35	40	1	1.8
Onion	183	4,600	25	30
Tomato	295	6,000	20	25
Spinach	15	152	10	15
Amaranthus	23	531	23	25
Chinies	11	125	11	15
Carot	10	98	10	20
Sweet paper	8	70	9	15
Egg Plant	8	124	155	160
Egg Sp/Ngogwe	12	121	10	15
Cooking Banana	27	276	10	20
Ripe Banana	15	160	10	20
Pawpaw	32	92	3	10
Mango	8	64	8	25
Guava	6	35	6	15
Sugarcane	126	4,997	39	50

Source: Kongwa District Council-Agriculture, Irrigation and Cooperative Department, 2016

The main problems facing irrigation infrastructure and practices are maintenance and crop water coefficient.

Cooperative Unit

The District has a total of 19 Savings and Credit Societies (SACOSs) with 5,568 members. List of these and their registration numbers are given in Table 8.

Table 8: List of Savings and Credit Societies in Kongwa District

S/N	SACCOS	Registration Number	Numbers of Members			Share (in Tshs)
			Male	Female	Total	
1	KIFISACCOS	DOR/556	480	1577	2127	50,993,738
2	MLALI SACCOS	DOR/604	333	168	522	8,769,000.00
3	CHAMBASHO SACCOS	DOR/574	130	73	225	4,060,000.00
4	CAVI SACCOS	DOR/550	60	56	124	1,580,000.00
5	MWANGAZA SACCOS	DOR/640	66	29	98	2,560,000.00
6	SAFINA MMB SACCOS	DOR/616	202	104	313	2,635,000.00
7	MUKUKUPA SACCOS	DOR/634	185	93	294	4,870,000.00
8	SEMVIMA SACCOS	DOR/638	47	23	71	1,270,000.00
9	MAMI SACCOS	DOR/585	168	38	211	4,030,000.00
10	KWOSACCOS	DOR/525	0	202	202	2,620,000.00
11	CHAMTUMA SACCOS	DOR/617	252	116	411	7,190,000.00
12	KODISACCOS	DOR/566	54	24	78	4,500,000.00
13	KOTESACCOS	DOR/546	192	114	306	30,600,000.00
14	SAGARA SACCOS	DOR/641	30	10	40	400,000.00
15	UGOGONI SACCOS	DOR/642	130	48	178	1,780,000.00
16	NJOMAHENGO SACCOS	DOR/668	96	57	153	2,100,000.00
17	UMMAKISO SACCOS	DOR/673	109	90	200	20,500,000.00
18	MTANANA SACCOS	DOR/644	114	42	159	1,590,000.00
19	K.K.K.T SACCOS	DOR/743	32	24	56	2,550,000.00
	Total		2680	2888	5568	154,597,738

Source: Kongwa District Council-Agriculture, Irrigation and Cooperative Department, 2016

Also the District has other types of cooperatives ranging from beekeepers associations and AMCOSs amounting 18 registered societies, with 6922 members. Full list of these with their registration numbers are given in Table 9.

Table 9: Other types of cooperative Societies in the District

S/N	Cooperative Society	Registration Number	Numbers of Members			Share (in Tshs)
			Male	Female	Total	
1	KIBAIGWA AMCOS	DOR/698	221	79	300	3,000,000.00
2	USHIMAKI	DOR/635	37	10	47	1,380,000.00
3	UMMAKISO MBOGA	DOR/567	130	116	246	3,120,000.00
4	BENKI MAZAO NGOMAI	DOR/639	36	20	56	6,320,000.00
5	WAFUGAJI NDURUGUMI	DOR/637	24	1	25	250,000.00
6	KIUNYUNDU-NYUKI	DOR/643	21	4	25	1,250,000.00
7	CARGO PORTERS	DOR/521	178	0	178	9,560,000.00
8	KINANGALI NGUVU KAZI	DOR/565	0		0	-
9	MKOKA AMCOS	DOR/669	90	0	90	1,320,000.00
10	MAENDELEO AMCOS	DOR/723	38	25	63	630,000.00
11	UWAKISO	DOR/25	17	3	20	1,000,000.00
12	UKIHIMAKI AMCOS	DOR/716	39	27	66	660,000.00
13	MKOKACARGO	DOR/724	72	0	72	720,000.00
14	USHIRIKA WA USINDIKAJI KATA YA SEJELI/HOGORO	DOR/728	32	27	59	3,430,000.00
15	BENKI MAZAO KATA YA SEJELI/HOGORO	DOR/729	27	23	50	539,000.00
16	WAFUGAJI KINANGALI	DOR/730	18	2	20	400,000.00
17	USHIRIKA WA BODA BODA	DOR/731	30	0	30	1,050,000.00
18	Chitego PMC	DOR/748	9	10	19	
	Total		1019	347	1366	34,629,000.00
	Grand Total		3593	3329	7,121	188,436,738.00

In Kongwa District, there is a program called Marketing Infrastructure, Value Addition and Rural Financing. This program is helpful to cooperative societies because of being partner in promoting farmers marketing by providing marketing information in order to facilitate marketing linkages for farmers' produces. In addition the program is engaged in financing Rural SACCOSs in terms of capacity building.

Major Issues of Concern in the Department

Agriculture is the back born of the District's economy, but it is faced by several problems which need to be addressed in the coming five years to enable the District move forward. These include inadequate funds and facilities, agriculture infrastructures especial irrigation schemes, and inadequate extension services.

2.1.3 Land and Natural Resources

The core business of the Department of Land and Natural Resources is to Prepare Land use plans, Survey land parcels, collect land rents, solve land conflicts and conduct property valuation. This Department is divided into two Units, namely: Lands and Natural resources. The Lands Unit is further divided into four sub-sections, Village and Town Planning; Land survey; Valuation; and Land Management.

The Land Unit under the Village and Town Planning sub-section is responsible for Town and Village land use planning; preparation of upgrading schemes; preparation of regularization schemes; lands development control; and issuance of building permits. Under land survey sub-section, the lands section is responsible for cadastral land surveying; plots boundary recovery; and Village boundary conflicts resolution. When it comes to Valuation sub-section, the sub-section is responsible for transferring ownership; conducting valuation of lands for compensation, setting out price for sale and valuation of properties for selling and disposal. In relation to land management sub-section, the land section is responsible for provision of education in land laws and policy; preparation of certificates of right of occupancy; and collection of land rents.

The second Unit is Natural Resources which is responsible for provision of education in forest conservation and management; and in sustainable forest harvesting; establishing and maintaining tree nurseries; protecting and managing Kongwa forest reserves; and revenue collection on forest products.

The Department has 8 staffs of various professions including all the three Town planners needed by the Department, one out of five Land surveyors needed by the Department, one out of four Land Officers, and two out of three Valuers required. So far the Department is faced by shortage of two Cartographers and five Forest Officers.

As far as working tools are concerned the Department has one out of four GPS needed by the Department, one out of two Total Stations needed by the Department, two out of five desktop computers, one out of five printers, one out of five cabinets, one out of four steel file shelves, and three out of five office rooms. The Department is faced by lack of RTK, Plotter, and Car. Also the Department lacks five laptops.

The situation of Land and natural resources in the District

Land Unit: As noted earlier, Land Unit is sub-divided into Village and town planning, land survey, valuation; and land management sub-units. Therefore, the situation of this unit will be presented based on the operations and constraints facing these sub-units.

Village and Town planning: Kongwa District Council has a total of 87 villages but only seven (six percent) of the Villages have Village land use plans. It is estimated that more than 70% of the settlements have been developed informally. To combat continuation of informal development and to provide services to the areas which were developed informally, the Department has prepared three upgrading scheme plans for Kongwa, Kibaigwa and Mkoka.

A total of 12 building permits were issued during the 2016/2017 financial year. The major challenge is Insufficient working tools and budget. To ensure smooth service delivery, the Department has been collaborating with private institutions in planning and land survey. Through Public Private Partnership arrangement, the Department produced 500 plots at Kibaigwa by the year 2016/2017.

Land Survey Unit: Surveyed plots in Kongwa Township summed up to 4,915 by the year 2016/2017. Out of six Village boundary conflicts, three were resolved. A total of 96 certificates of rights of occupancy were prepared and offered to owners in the year 2016/2017. The major challenges facing this unit are insufficient staff and working tools.

Valuation Unit

A total of 33 properties were valued for Compensation during 2016/2017 in 14 Vitongoji of Kongwa ward. Likewise the Unit has identified a total of 2,970 buildings in the major streets of Kongwa Township as shown in Table 10.

Table 10: Number of properties in major streets of Kongwa Township

Ward	Kitongoji	Number of Buildings
Kongwa	Chimlata	221
	Dodoma Road	170
	Mjini Magharibi 'A'	196
	Mjini Magharibi 'B'	415
	Mjini Mashariki 'A'	225
	Mjini Mashariki 'B'	146
	Mnase	131
	Mnyakongo Kisimani	227
	Mongwa Maji	204
	Mlanga	235
	Mnyakongo Shuleni	259
	Morisheni	308
	Ngonga	117
	Viganga	116
	Total	2970

Source: Kongwa District Council -Land and Natural Resources Department, 2016

Land Management Unit: In the year 2016/2017, trainings on land laws and land conflicts resolution were conducted to Ward Tribunals (Ngomai, Lenjulu, Njoge, and Iduo), Village Land Councils of Lenjulu, Njoge, Chilanjilizi, Iduo and Suguta, Village Councils of Lenjulu, Njoge, Chilanjilizi, Iduo and Suguta. The target of land rent collection for the year 2016/2017 was 35,000,000/= and the Department collected 68,000,000/= which is 190% of the target.

Natural Resources Unit: The Natural Resources Unit is one of the Units in the Department of Land and Natural Resources which is subdivided into wildlife, tourism and forestry. So far the Unit has one staff only. The situation of the activities performed in this Unit is as given below:

Forest: The main function of this sub-unit is to conserve forests and environment as a whole. Currently, the conserved area in the District is 11,795 ha; whereas Mlali forest reserve occupies 6,216 ha, Njoge forest reserve occupies 1,152 ha, Ijogo forest reserve occupies 327 ha, and Kiboriani forest reserve occupies 4,100 ha. In 2016/17 the section conducted 4 campaigns in forest conservation, management and sustainable forest harvesting. The sub-unit also sensitized the community on the use of solar cooker, improved cooking stoves, and use of biogas. The sub-unit has been conducting campaigns on tree planting as indicated in the Table 11.

Table 11: Tree Planting in Kongwa District 2012 to 2017

Year	Trees planted	Survival (%)	Estimates of Ha.
2012/13	1,310,252	52%	425.8
2013/14	1,395,708	48%	418.7
2014/15	1,014,100	54%	342.3
2015/16	564,300	57%	201.03
2016/17	784,600	51%	250.1
Total	5,068,960	52.4	1,637.93

Source: Kongwa District Council - Land and Natural Resources Department, 2017

In implementing its functions, the sub-section has been experiencing various challenges including limited number of staff, as it has one staff only; deforestation due to farming activities performed in natural forest, hills and on mountain areas. Other challenges include charcoal burning, timber cutting, and over-grazing on forest reserve.

Wildlife and Tourism: Wildlife and tourism activities in Kongwa are very few. The tourist attractions available in the District are trenches used by Mozambique freedom fighters which are located at Kongwa Secondary School. Challenges facing wildlife and tourism development in the District include bush clearing which makes wildlife migrate to other areas outside Kongwa.

Major Issues of Concern

Major issues that will be given priority include; raising 1,500,000 tree seedlings annually this strategy will make Kongwa green. To achieve this target the Department will work hand in hand with government institutions like schools and tree planting groups. Sensitization of community in the use of improved stoves, stopping the use of fire for farm preparations, and sensitization of community in the use of solar energy and biogas are areas of concern that will be given special emphases.

2.1.4 Water

The core business of the Water Department is to provide safe and clean water to the District communities through conducting survey for determination of quantity and quality of water; construction of piped or pumped water schemes, shallow wells and deep wells; supervising construction of water supply infrastructures; providing advisory services to community and other services providers and, facilitating communities to participate in the identification,

implementation, and sustainable management of their water supply facilities.

Currently, the Water Department has a total of 8 Staff of various professions - one engineer out of the needed three, seven technicians out of the needed 11. It needs one office attendant.

The Department has the following working tools: one car, three motor cycles (requirement is five), one set of GPS (requirement is four), one printer (requirement is two); and three laptops (requirement is six). The following are missing altogether; a scanner and office furnitures particularly a cupboard and office chairs.

The situation of Water in the District

This Department contributes to the attainment of the sixth Sustainable Development Goals which aims at ensuring access to water and sanitation to all by year 2030, and the Tanzania Development Vision of 2025 which aims at attaining coverage of 100% water supply services for urban and 90% for rural citizens. The broad objectives of water sector is to improve health and alleviate poverty for the entire District population living in both urban and rural areas through access to adequate clean, safe, affordable and sustainable improved water supply and sanitation services.

Currently water supply in Kongwa District depends on underground water and spring water sources which are shallow wells, locally dug wells, ring and tube well fitted with hand pumps and from taped gravity water supply schemes. Currently there are eight operational gravity water schemes, eight shallow wells and 55 deep wells. These facilities provide water supply coverage of 57.4% for 168,000 people among of 292,481 of the total population in rural areas while in urban areas the coverage is 63.2% for 36,060 people out of 57,013 of Kongwa District residents (2017).

The sector is currently implementing Water Supply Development Programme (WSDP II), the projects under construction includes water projects at Machenje, Chiwe, Kongwa Town and Matongoro villages. The Department is also rehabilitating the old water supply infrastructures at Sejeli and Kiteto Villages. To increase water supply coverage in the district, the Department collaborates with LIVIA, UFUNDIKO, UMATA, MKAJI and HPSS.

To ensure sustainability of water facilities, the Department is sensitizing communities to establish Community Owned Water Supply Organizations (COWSOs) District-wide so as to enable them operate and maintaining their own water projects in their villages. So far there are

10 COWSOs (seven have been officially registered while three are in final stages to be registered). By 30 June, 2018 the Department is expecting to have sensitization programs, provision of training, strengthening and registration of 20 COWSOs in the District.

Major Issues of Concern in the Department

- ✓ Inadequate working tools such as laptops, GPS, office chairs, printers, and scanners
- ✓ Shortage of staffs (key personnel) such as technicians and office attendants.
- ✓ Unsatisfactory performance of local contractors which lead to late completion of water supply projects.
- ✓ Declining water yield to the sources of water due to climatic change and environmental degradation which leads to some water streams and shallow wells to dry.
- ✓ Change of water quality of drilled shallow wells.
- ✓ Insufficient water supply coverage in rural and urban areas
- ✓ Low coverage of COWSOs

2.1.5 Livestock and Fisheries

The Department of Livestock and Fisheries has two units, namely; Livestock and Fisheries. Livestock Unit operates within seven sub-units. These include: Veterinary services; extension services; meat, hides and skins; dairy; small stocks; pastoral systems; identification, registration and information. Ward and Village livestock extension officers are working under these sub-units. The function of these sub- units including the Fisheries unit are given here under:

Veterinary services

- ✓ Coordinating animal disease control and eradication measures
- ✓ Supervising all veterinary public health and animal health
- ✓ Supervising and controlling entry and exist of animals and animal products
- ✓ Supervising the supply and distribution of veterinary inputs
- ✓ Preparing short and long term animal disease control and eradication programmes
- ✓ Collecting, analyzing, storing, distributing and using livestock disease data and other information

- ✓ Coordinating animal disease surveillance and diagnosis
- ✓ Making sure all animal disease legislations are enforced
- ✓ Working in close collaboration with Veterinary Investigation Centres (VICs)
- ✓ Promoting private sector involvement in provision of veterinary services
- ✓ Registering and supervising all private veterinary practices in the District
- ✓ Preparing monthly, quarterly mid-year and annual reports on animal health services and animal diseases

Extension services

- ✓ Maintaining link between research, extension services and farmers with a consistent programme of meetings, on farm trials, demonstrations and consultations with field extension personnel and livestock farmers.
- ✓ Arranging and participating in the sensitization, training and reorientation of extension personnel at District and frontline levels, planning, guiding and evaluating regular staff training and overall extension activities
- ✓ Forming strong relationships with existing or prospective farmer groups and guiding them in their development; and forming similar relations with livestock sector NGOs and Agricultural Service Providers
- ✓ Coordinating, promoting and guiding the planning for livestock extension services provision and implementation in the District
- ✓ Formulation of a new public service extension services delivery approach, monitoring, promoting and guiding implementation in the field and evaluating the performance of the District extension programme in collaboration with the District Planning, Monitoring and Evaluation Office
- ✓ Supervising and guiding the collection, simple interpretation and application of necessary livestock extension data and information from the District
- ✓ Promoting, guiding and supporting frontline staff endeavours to work with livestock farmer groups for extension education and services and credit purposes where appropriate
- ✓ Promoting private sector so that it is involved in providing of livestock extension services
- ✓ Compiling monthly, quarterly, mid-year and annual livestock extension implementation reports and submits them to the DLFDO
- ✓ Preparing educational materials like posters, leaflets, books and other publications relevant in the District

Meat, hides and skins

- ✓ Promoting the private sector to invest in commercial meat and leather industry
- ✓ Grading animals and meat cuts for market and export purposes
- ✓ Preparing monthly, quarterly, mid-year and annual reports on meat production and markets
- ✓ Enforcing the Meat Act in the District
- ✓ Monitoring production, collection, preservation and marketing of quality hides and skins
- ✓ Providing technical advice on the use of hides and skin packages
- ✓ Promoting value addition to hides and skins in rural areas
- ✓ Conducting training sessions for all stakeholders in the hides and skins in the District
- ✓ Enforcing the Hides and Skin Act
- ✓ Preparing monthly, quarterly, mid-year and annual reports on hides and skin quality and markets
- ✓ Promoting and encouraging the use of improved livestock market infrastructures
- ✓ Reviewing from time to time the market systems in the District

Dairy

- ✓ Promote the private sector to invest in dairy farming and processing
- ✓ Coordinating all District dairy breeding (Artificial and Natural) according to national policies
- ✓ Planning and developing the means to improve both exotic and local dairy breeds
- ✓ Reviewing from time to time the dairy and dairy products and market systems in the District
- ✓ Enforcing the Dairy Act at the district level
- ✓ Preparing monthly, quarterly, mid-year and annual reports on dairy performance in the District

Small stocks

- ✓ Promoting the private sector to invest in small stocks farming and marketing
- ✓ Coordinating all District small stocks breeding according to national policies
- ✓ Planning and developing the means to improve both exotic and local small stocks breeds
- ✓ Reviewing from time to time the small stocks marketing systems in the District

- ✓ Preparing monthly, quarterly, mid-year and annual reports on small stocks performance in the District

Pastoral systems

- ✓ Promoting the private sector to invest in commercial livestock farming
- ✓ Coordinating all environmental issues in relation to livestock production systems
- ✓ Evaluating and monitoring grazing lands demarcation, use and development in the District
- ✓ Coordinating livestock water use and conservation of range land water sources
- ✓ Determining District requirements for pasture seeds production and distribution to various livestock stakeholders
- ✓ Enforcing the Grazing land Animal Feed Resources Act
- ✓ Promoting and encourage traditional animal feed conservation
- ✓ Educating livestock farmers on proper use of rangelands and other animal feeds
- ✓ Determining the livestock carrying capacity of the District according to the available rangelands
- ✓ Collecting data on availability and distribution of animal feeds and feed additives in the District
- ✓ Promoting and encouraging the use of improved crop residues, by-products and other non-commercial animal feeds
- ✓ Resolving conflicts between commercial feed users and processors and between livestock farmers and other land users
- ✓ Preparing monthly, quarterly, mid-year and annual reports on rangelands utilization and condition.

Identification, registration and information

- ✓ Working with livestock researchers to improve the District livestock species
- ✓ Organizing with collaboration with other institutions to introduce genetic improvement in the District herd
- ✓ Preparing monthly, quarterly, mid-year and annual reports on all livestock valuable information
- ✓ Collecting and analysing livestock data and making estimates of possible number of animals and amount of animal products for various uses

Ward livestock extension officers

- ✓ Compiling and submitting to the Ward Development Committee (WDC) a comprehensive Ward Livestock Development Plan (WLDP) from available village plans and ensuring the inclusion of the same in the Ward Development Plan (WDP)
- ✓ Supporting VLEOs administratively and technically and making close follow-ups on their performance in implementing extension activities as demanded at farmer level to ensure increased productivity, effective and maximum livestock extension impact
- ✓ Promoting and guiding VLEOs and actively participating in identifying and encouraging forming and working with livestock farmers' groups, association and forums
- ✓ Cooperating and collaborating with researchers to plan and guide implementation of on-farm trials and demonstrations at field level
- ✓ Collaborating, cooperating and interacting with all other extension service providers in the field, whether NGOs, CBOs or private sector, to harmonize extension issues and maximize resource utilization and impact
- ✓ Promptly notifying the DLFDO on any sign of livestock problem, eg disease outbreak as well as advising on the measures to be taken on the same
- ✓ Compiling area specific extension data and information and preparing quarterly, mid-year and annual extension report and facilitating feedback to and from village, zonal and programme management levels
- ✓ Organising participatory meetings with VLEOs, livestock farmers and farmer groups to appraise and analyse problems and opportunities in the community and to assess the performance of the extension programme and seek for ways to improve
- ✓ Assisting and facilitating the establishment of the Ward Resource Centre (WARC) and promoting its utilization by all clients in the ward
- ✓ Compiling and submitting ward implementation reports to the district as required, on a monthly, quarterly, semi-annual and annual basis

Village livestock extension officers

- ✓ Identifying, promoting, fostering and supporting group formation among farmers and communities, and professional independent advisory service provision by suitable individuals or agencies in the locality
- ✓ Organizing participatory meetings with village leadership, livestock farmers and farmer groups to appraise and analyse problems and opportunities in the community and assessing the performance of the extension programme and seek for ways to improve

- ✓ Facilitating and promoting linkages between groups leading to formation of farmer networks and fora at ward and District levels
- ✓ Promoting and facilitating the development of participatory programmes with livestock farmers/farmer groups, and including such issues as alternative sound crop and livestock husbandry methods, sound soil and water conservation methods to conserve the environment, farm planning, budgeting and management
- ✓ Facilitating provision of livestock to livestock farmers/farmer groups on such aspects as crop and livestock markets, the availability of livestock inputs, implements and safe use of the same
- ✓ Promoting and encouraging the use of WARCs where available by livestock farmers/farmer groups from the village
- ✓ Implementing the agricultural/livestock laws, by-laws, regulations and guidelines as provided by the District and higher Authorities
- ✓ Coordinating all livestock activities and programmes that are implemented in the village
- ✓ Promoting and facilitating self-monitoring and evaluation of the activities of livestock farmers and farmer groups
- ✓ Preparing and submitting village implementation reports to the WLEO as required on a monthly, quarterly, semi-annual and annual basis
- ✓ Promptly notifying the WLEO and eventually the DLFDO on any sign of trouble, e.g. disease outbreak as well as advising on the implementation problems by any of the providers (either public or private)

Fisheries Unit

- ✓ Promoting the private sector to invest in aquaculture and marketing
- ✓ Coordinating all District aquaculture activities
- ✓ Planning and developing the means to improve aquaculture in the District
- ✓ Reviewing from time to time the fish marketing systems in the District
- ✓ Preparing monthly, quarterly, mid-year and annual reports on aquaculture

There are 25 staffs out of 99 staff needed by the Department. The available staff in different cadres are as shown in the following Table:

Table 12: Number of staff in the Department of Livestock and Fisheries

Cadre	Required	Available	Deficit
Veterinary Officers	2	1	1
Livestock Officers	7	7	0
Field Livestock Officers	87	17	70
Fisheries Officers	1	0	1
Assistant Fisheries officers	2	0	2
TOTAL	99	25	74

Source: Kongwa District Council - Livestock and Fisheries Department, 2016

To enable these staffs work smoothly, the working tools presented in Table 12 below are used. They also fall short of the requirement.

Table 13: Working tools in the Department

No.	Tool	Required	Available	Deficit	Remarks
1.	Office	5	2	3	Currently the offices are overcrowded
2.	Vehicle	1	0	1	Shared between two Departments (Agriculture and Livestock)
3.	Motorcycles	22	3	19	At least every Ward livestock extension worker must have a motorcycle
4.	Laptops	9	2	7	
5.	Desktop computers	3	2	1	
6.	Printers	2	1	1	
7.	Photocopier	1	1	0	Not working
8.	Fax machine	1	1	0	Not working

Source: Kongwa District Council-Livestock and Fisheries Department, 2016

Situation of Livestock and Fisheries in the District

Livestock is the second major economic activity after crop production. Table 14 presents types and number of livestock found in the District.

Table 14: Types and number of Livestock in the District

Type of livestock	Livestock number				
	Improved breeds			Indigenous	Total
	Dairy	Beef	Eggs		
Cattle	280	6,799		117,438	124,517
Goats	506	52		79,235	79,793
Sheep		685		35,977	36,662
Pigs				35,932	35,932
Donkeys				2,709	2,709
Chicken			10,362	446,054	456,416
Ducks				6,382	6,382
Guinesfowls				962	962
Dogs				1,073	1,073
Rabbits		130		120	250
Horses					7

Source: Kongwa District Council-Livestock and Fisheries Department, 2016

Statistics show that, the growth rate for Cattle, Goats, Sheep, and Pigs are 2.9%, 4%, 4%, and 5% respectively. This growth rate is high in comparison with the available land for pastures. Overall, the District has pasture land of about 105,000 hectares including the area that is occupied by National Ranching Company (NARCO) – which is around 37,682 hectares and that occupied by Pasture Research Centre (PRC) equal to 2,243 hectares. With the available number of livestock in the District, the required pasture land is 256,798 hectares implying that there is a deficit of 151,798 hectares.

To manage livestock in the District efforts have been made to provide some infrastructures like dip tanks and water troughs. Table 15 presents the available infrastructures and their condition.

Table 15: Livestock infrastructures in the District

No.	Type of Infrastructure	Required	Available	Deficit	Working	Not working
1	Dip tanks	25	25	0	16	9
2	Livestock Development Centres	14	4	10	0	4
3	Water troughs	59	19	40	16	3
4	Crushes	52	4	48	3	1
5	Charcoal dams	44	14	30	8	6
6	Livestock markets	11	9	2	4	5
7	Veterinary centres	3	3	0	0	3
8	Slaughterhouses	7	5	2	5	0
9	Slabs	14	9	5	9	0
10	Hides and skin bandas	18	6	12	4	2

Source: Kongwa District Council-Livestock and Fisheries Department, 2016

Institutions supporting livestock in the District

There are different Institutions supporting livestock development with different interventions in the District. These include the National Ranching Company (NARCO) which has a ranch in the District. The ranch has an area of about 37,682 hectares of land with a capacity of keeping 14,000 heads of cattle. Livestock species kept in the ranch includes Cattle and mostly Borani breed, Goats and Black Headed Persian breed of sheep. The ranch was established in 1947 during the groundnuts scheme established by the Overseas Food Corporations for the purpose of supplying meat to the schemes. NARCO supports best breeds of animals to local livestock keepers and therefore gradually improving the genetic potential of the local breeds through artificial insemination, breeding bulls and sell of incalf heifers.

Another institution is the Pasture Research Centre (PRC) which is in the North-eastern part of Mbande village. The centre is dealing with pasture and improved livestock breeds research. The centre has an area of about 2,243 hectares. PRC keeps Blended goats and different dairy cross breeds. PRC provide technical know how on pasture production and is also the source of good quality pasture seeds to livestock keepers in the District. Another institution known as Local Investment Climate (LIC), a DANISH organization, is supporting local chicken production in the District through Small Industrial Facilitation Fund (SIFF) to enhance local chicken business in the District.

Fisheries Activities in the District

Fish farming is conducted by individuals in their households. Two small fishponds have been constructed at Kongwa, four at Kibaigwa, four at Chamkoroma and two at Mkoka. Awareness about fish farming through Village meetings have been created and more people are now involved in fish farming.

Major Issues of Concern in the Department

- ✓ Low Livestock Production Coefficients:
 - Most of the local breeds produce inadequate amount of meat and milk. Cattle produce approximately two to three liters of milk per day during the rainy season while in dry season milk production drop up to 0.5 – 1.0 liters per day.
 - The average age of off take per cattle ranges between 3.5 – 5 years, and the average weight at slaughter varies between 150 – 250 kg
 - Heifers are ready for mating at 3.5 – 4.5 years.
 - The mortality rate ranges between 10% - 15%
 - Goats and sheep are thriving very well in dry weather and their live weight varies between 15 and 18 kg.
- ✓ Inadequate Livestock infrastructures for Extension and veterinary services delivery
- ✓ Overgrazing and Lack of Pasture Management:
 - Pastures and water are scarce during the dry season, which contributes to poor performance of the livestock sector. During the dry season, animals travel long distances from 2-7 km looking for water and pastures.
 - The situation is aggravated by poor range management and uncontrolled burning of range land and pastures. It is observed that the situation is worsened because of lack of land tenure system that denies other users to graze freely hence control of the range land.
- ✓ Inadequate funds for day to day activities

- ✓ Inadequate working tools and few staffs
- ✓ Inadequate or delay in release of fund for development projects
- ✓ Breakout of livestock diseases especially in time where there is no fund.

2.2.6 Beekeeping

The core functions of this unit are: to sensitize people on use of modern beehives; train people in good method of beekeeping, honey processing and packaging and, looking for markets. The unit has one Staff out of four needed to run the Unit. The situation of working tools in the Unit is as given in Table 16.

Table 16: Working tools in the Beekeeping Unit

Working Tools	Present	Deficiency
Protective gear	1 set	13sets
Motorcycle	2	1
Laptop	0	1
Car	0	1
Office space	1	0

Source: *Beekeeping Unit, 2017*

Situation of beekeeping in the District

The District has a total of 1,784 modern beehives and 1,989 traditional beehives. Kongwa inhabitants have been keeping bees for quite a long time, but they use traditional ways of keeping and managing bees. Areas with highest potential for beekeeping include Villages of Matongoro, Chamkoroma, Vihingo, Ndurugumi, Mlali Iyegu, Sejeli, Mkutani, Ihanda and Njoge. So far there are 10 groups of beekeepers in the District. To promote beekeeping activities, several interventions have been done by the Unit. These include promotion of tree planting and trainings in modern beekeeping practices, whereas six trainings have been done to Chamkoroma, Mlali, Matongoro, Norini, Mkoka, Mlanje, Zoissa, Mkutani and Ndurugumi Village. The trainings focused on modern bee keeping techniques, honey harvesting and processing.

Products and production

Beekeeping activities in the District produce honey and wax. These are mainly produced by individuals and groups. Data from 2014 to 2016 shows that honey production is increasing

but wax production decreasing (Table 17).

Table 17: Bee products and production trend

Years	Honey (Lts)	Bee wax (in Kgs)
2014	2,330	156
2015	3,240	98
2016	3,591	147

Source: Kongwa District Council, Beekeeping Unit, 2017

The decrease in wax production may be associated with the increase of using modern beekeeping techniques when modern beekeeping techniques are used more honey and less wax is produced, while when traditional beekeeping techniques is used more wax and less honey is produced. Beekeeping products are mainly produced for the local market honey is used as food, medicine; it is also used as an ingredient in making local brew. Produced wax are used for binding hives and they are used as attracting materials for bees to settle in the beehives

Major Issues of Concern in the Unit

- ✓ In adequate number of Staff.
- ✓ Lack of working facilities, eg protective gear like overall coats, bee veil, gumboot het gloves, hive tools, laptop, and motorbikes
- ✓ Distraction of Forest vegetation which result to disappearance of bees colon.
- ✓ Climate change affecting honey production.
- ✓ Poor skill and knowledge on the side of Beekeepers
- ✓ Most people use traditional beehives rather than modern beehives.
- ✓ To promote beekeeping as an altrnative source of income

2.1.7 Department of Solid Waste and Environmental Management

The environmental and solid waste management is among the 13 Departments in Kongwa District. This Department has three core functions namely: environmental impact assessment; environmental conservations; and solid waste management. These functions are implemented through four units, which are Environmental Conservation, Environmental Pollution Control, Environmental Impact Assessment; and Solid Waste Management Unit. The Units implement these functions by performing the following specific functions:

The Environmental Conservation Unit

- ✓ To identify areas for planting trees, grasses, and flowers in line with the national tree planting campaign.
- ✓ To encourage and emphasize the community to engage themselves in planting of trees, plants, grasses, and flowers; and pruning of trees of beautification of the District.
- ✓ To prepare and implement Council's environmental plan in relation to National environmental conservation plan.
- ✓ To prepare and enforce by-law and guidelines on environmental conservation and biodiversity including land and water resources.
- ✓ To prepare a system where by environmental information are obtained from *vitongoji* to council level
- ✓ To identify areas which need special supervision, and advise the responsible minister on the right way they can be used.
- ✓ To promote water source conservation and to stop any activity that may be hazardous to such sources.
- ✓ To identify biodiversity that exists in the council and conduct inspection so as to know any damage caused by human activity.
- ✓ To prepare and implement the environmental strategies on the land so as to renovate and ensure, biodiversity is restored.
- ✓ To sensitize the community on the use of simple technology on alternative energy.
- ✓ To prepare and implement different environment programs of the council.
- ✓ To provide professional advice and opinion on environmental impact caused by human activities so as to provide mitigation measure.

Environmental Pollution Control Unit

- ✓ To plan and implement environmental education programs to the community on pollution control
- ✓ To prepare guidelines on how to reduce indoor air pollution as a result of using local energy sources.
- ✓ To conduct follow up and evaluation on the effect of environmental pollution in different areas such as residential, industries, agriculture and animal keeping.
- ✓ To monitor and evaluate the environmental impact assessment at the residential areas, industries, constructions, economic activities, agriculture and livestock keeping

Environmental Impact Assessment Unit

- ✓ To supervise and implement environmental impact assessment to all programs which will require EIA
- ✓ To monitor and inspect all programs which have already conducted environmental impact assessment (EIA)
- ✓ To involve the community on decision making concerning environmental impact and preparation of strategies as well as conducting research on environmental degradation.
- ✓ To supervise and coordinate environmental committee from sub-village level to council
- ✓ To prepare and implement Council's programs related to national environmental strategies.

Solid Waste Management Unit

- ✓ To plan and implement waste management strategies so as to reduce environmental pollution.
- ✓ To conduct research in order to identify type of waste produced from markets, resident area, institution, road sides and to provide the best way of waste collection, transportation and disposal.
- ✓ To ensure all water drainage systems are clean and functional at all times of the year
- ✓ To provide waste collection bins in all public places in the District.
- ✓ To identify area for solid and liquid disposal in the Council.

Currently the Department has 2 staff out of 25 needed to run the Department's activities. It has 1 printer, 2 out of 8 office tables, 2 out of 13 office chairs, 1 out of 3 office rooms. In addition the Department lacks 5 desktop computers, 2 compactor, 6 skip truck, 28 skip containers, 5 Laptops, 10 sound meter, 4 cameras, 2 Car, and 25 motorcycles and different personal protective equipments.

Situation of Solid Waste and Environmental Management in the District

Environmental management situation

Environmental management among other activities involves planting of trees, pollution control, and carrying out of environmental Impact assessment (EIA). In an effort to perform these activities, more than 564,300 trees have been planted, which is equal to 22.5% of the District's

target of planting 2,500,000 trees. Table 18 presents the trend of tree planting for the past three years.

Table 18: Trend of tree planting under supervision of the Department

Ward	2014	2015	2016
Chitego	50500	38095	20205
Hogoro	64000	46000	19570
Matongoro	33090	39211	26346
Makawa	40100	34718	21708
Mkoka	96700	39543	37650
Songambebe	53000	54296	42300
Iduo	43400	41800	15140
Mtanana	40600	37523	16607
Sejeli	34700	40000	13546
Sagara	73441	55664	30615
Mlali	156,000	79097	45552
Chiwe	24690	19298	7319
Njoge	55000	46500	25644
Pandambili	30800	28710	13000
Nghumbi	29475	30000	18580
Chamkoroma	73000	59890	43215
Ngomai	50562	38845	8000
Lenjulu	36000	31769	11700
Kibaigwa	127000	85000	62524
Kongwa	183135	99147	48800
TOTAL	1,395,708	1,014,100	564,300

Source: Kongwa District Council-Solid Waste and Environmental Management Dept, 2017

Table 18 indicates that the number of planted trees in the previous three years has been declining from 1,395,708 in 2014 to 564,300 in 2016. Factors associated with this decline include drought, poor knowledge on the importance of tree planting and low interest in planting trees due to low survival rate owing to poor management of planed trees. In addition, there are several activities which require EIA to ensure that the environment is safe even after completion of certain projects. These activities are as follows:-

- ✓ Mining activities
- ✓ Road construction activities.
- ✓ Petrol stations.
- ✓ Water projects.

Up to July 2017 almost all projects implemented had conducted the EIA. For the coming years, the Department will ensure that all projects implemented in the District undergo EIA process.

Solid Waste Management Unit

The Solid Waste Management Unit is one of the Units found in this Department. It is estimated that amount of solid waste produced and collected in main towns in the District is 28,639 tones. Number of households with adequate storage facilities or waste pits is 46,525; and the Length of streets or roads requiring regular cleaning in the Council is 20km. The Department intends to establish and increase number Vitongojis communal waste storage facilities in place and institute door to door waste collection. Due to rapid growth of Kibaigwa and Kongwa townships, the District intends to select and establish four dumping sites for both solid and liquid waste (two in each Township).

Major Issues of Concern in the Department

- ✓ Inadequate number of Staff.
- ✓ Inadequate working facilities. e. g laptop, motor bikes, vehicle
- ✓ Destruction of forests due to improper agricultural practices, overgrazing, tree cutting for the purpose of making charcoal, and timber.
- ✓ Continuing land degradation, loss of biodiversity, destruction of water sources. and pollution
- ✓ Climate change

2.1.8 Health

Health is important to every human being. It is a key factor towards development due to the fact that without good health a person cannot do anything for his or her own development. The Department is striving to ensure a health society physically, mentally and socially by providing preventive, curative, rehabilitative, promotive and palliative services for the development of District economy.

The Department is divided into two main sections; curative and preventive section. The main functions of curative services section include diagnosis and treatment of communicable and non communicable diseases including laboratory tests, X-rays and HIV counseling. The section provides services for both inpatients and outpatients.

The main functions of preventive section services are: occupational health safety, food safety, institutions and premises inspections, solid and liquid waste management and chain management (Vaccines).

The Department has five Medical Doctors, eight Assistant Medical Doctors, 27 Clinical Officers, five Nursing Officers and 130 Nurses. However, for smooth health services provision in the District a total of 1028 Staff is required, currently the Council has 352 workers of different cadres making a shortage of 676 trained and skilled health workers in all cadres.

Transport and communication infrastructure for health Department are not conducive thus making it difficult to conduct routine supervision in all health facilities, difficulties in making referrals to patients, difficult in making outreach clinics and cascade supervision. Also the Department is having poor health information system that affects proper collection of data. The target for the coming years is to procure more motorcycles and vehicles and strengthen data management system. The Department will also involve other sectors to construct roads which lead to the health facilities.

Situation of health activities in the District

The top ten diseases in the District (up to second quarter April – June 2017) are as follows:

Upper respiratory tract infection with 27,904 cases; UTI with 8,390 cases; Pneumonia with 7,969 cases; Diarrhea with 7,523 cases; Skin infection with 3,724 cases; Eye diseases with 3451 cases; Malaria with 3,294; cases; Ill defined conditions with 1,810 cases; Surgical conditions with 1,416 cases; and Anaemia with 1,242 cases. In addition the top five diseases that cause death to under five children (up to second quarter April – June 2017) are as follows: Birth asphyxia with 75 cases; Pneumonia with 30 Anaemia with 18; Other diagnosis with 11 cases; and Malaria with 7 cases.

The top five causes of death to people with 5 years or above (up to second quarter April – June 2017) are as follows: Other diagnosis with 36 cases; Fractures with 18 cases; TB with 15 cases; Diarrhea with 7 cases; Pneumonia with 3 cases. Apart from these diseases, Table 19 below indicates the trend of the prevalence of diseases and other medical conditions.

Table 19: Diseases and other medical conditions in 2016 and 2017

S/N	Diseases	Year 2016	Year 2017
1	Typhoid	1,752	1,280
2	Dysentery	1,468	1,038
3	Meningitis	77	167
4	Rabies	34	71
5	Common cold	1,889	453
6	Measles	10,404	15
7	Dental caries	458	209
8	Periodontitis	53	28
9	Dental abscess	60	32
10	Trauma	17	14
11	Neoplasm	5	3
12	Other diseases (condition)	30	23
13	Conservation (filling)	32	19
14	Extraction	329	89
15	Scaling	10	7
16	Surgical procedure	20	12
17	Referrals	5	1
18	Mal position	10	6
19	TMJ dislocation	5	2
20	Cellulitis and periapical abscess	25	17
21	Impaction	13	8
	TOTAL	16,696	4494

Source: Kongwa District Council-Health Department, 2016

Important health indicators in the District

For planning purposes it is important to identify and document key health indicators prevailing in the District. Therefore Table 20 below indicates the situation of health in the district based on selected indicators.

Table 20: Health situation in Kongwa District 2016/17

Facility	Status	Target
Infant mortality rate (IMR)	16	2/1000
Maternal mortality rate (MMR)	8	77/100,000
Population per doctor	349,494 per doctor	38,832 per Doctor
Population per Nurse	349,494 per 1 Nurse	2394 per Nurse
Number of hospitals	1 – Kongwa	1
Population: hospital ratio	1:349,494 Per hospital	88,401 Per hospital
Number of health centers	4-Mkoka, Mlali, Kibaigwa, Ugogoni	4
Population: health centre ratio	1:87374	22:1
Number of dispensaries	54	1 : 2
Accredited dispensing drug outlet (Pharmacy)	33	1: 3
Population: ADDO ratio	0.000211	1:10,591
Family Planning Acceptance rate	60%	60%
Health facility delivery rate	82%	82%
Immunization coverage	93%	93%
HIV prevalence	2.8%	2.8%

Source: Kongwa District Council - Health Department, 2017

The situation of health services delivery in the District is further shown in the following data set. The percentage supply of medicine, equipment, and diagnostic supplies is 39.72%; Percentage of presence of drugs at health facilities is 69.98%; Maternal mortality rate is 193/100,000 between mid September 2016 up to August 2017; Neonatal mortality rate is 2/1000 (in 2008); Infant Mortality rate is 2/1000 (in 2006); Under five mortality rate is 1/1000 (in 2003); Percentage of referral system of patients from Health facilities is 0.2% (1:450); Percentage of Home delivery is 10% (544 out of 5551 Total deliveries); Proportion of obstetric complications is 06% (309 before during and after delivery); Prevalence of communicable Disease is 18,648.

Other data set with key health indicators include: Case fatality rate due to HIV/AIDS is 10.4%; Prevalence of death due to TB is 12.8%; Prevalence of mental health conditions is 0.9%; Prevalence of diabetic mellitus is 0.01%; Incidence of accidents leading to disability 859 people; Incidence of Injuries is 2,132 people; Prevalence of other non-communicable diseases including Hypertension is 619 people and Neoplasma is 78 people; Prevalence of oral conditions is 1,542 people; Prevalence of eye diseases is 1,066 people (male 455 and female 611); Prevalence of eye diseases among under-five is 135 (male 90 and female 78); Proportion of management at Health Facilities is 1:1; Proportion of Health facilities with 0 star is 13 facilities; Proportion of Health Facilities with 1 star is 36 facilities; Proportion of Health Facilities with 2 stars is 8 facilities; Number of Health Facilities with qualification of 3 stars. Proportion of Health facilities with fair infrastructures is 67%; Proportion of health facilities with high degree of dilapidation 33%; and Prevalence of HIV Transmission from Mother to child is 1.3%.

Medicines and trace items

Medicines, medical supplies and other tracer items are supplied at 76%. This is less than the required amount as per national standard which is 80%. Out of the supplied amount, 60% comes from MSD and 40% from other sources like basket health fund and community health fund. In order to ensure sufficient supply, sensitization of community on CHF enrollment will be one of the Department strategies.

People with special health needs and medical wastes

People who need special care like elders, disabled and those who cannot afford costs of medical services are not well identified at community level. Also people with special needs are not sufficiently cared with in most health facilities. The Council has recognized 12,379 Most Vulnerable Children (MVCs); in addition special rooms and provision of adequate supplies for

treatment of geriatric and vulnerable groups have been established at council hospital. Apart from services to people with special needs, it should be noted that the District has a problem of management of medical wastes in many health facilities. This calls for construction of modern incinerators, placenta pits and provision of facilities for infection prevention control.

Sanitation and diseases prevention

Sanitary condition is one of the important ingredients in diseases prevention. In Kongwa District, the proportion of households with no toilets is 6.6%; proportion of households with no quality toilets is 70.4%; the percentage of sanitation at food distribution and consumption areas is 57%; the percentage of quality supply of water in community is 57.4%; proportion of child abuses is 63 cases (male = 6 and female = 57); and number of most vulnerable children is 12,379.

Major Issues of Concern in the Department

Having analyzed the situation of service delivery, key issues or challenges that have to be addressed to improve health service delivery includes; improving availability of working tools and equipments such as vehicles, motor cycles for smoothening transportation, referrals and supervisions of health facilities

Another area of interest is increasing health services accessibility by building dispensaries and health centers so as to reduce distance to health services. This also goes together with improving and increasing staff houses. Improving medical equipments and supplies will be given high priority. Preventive services including hygiene and sanitation, reduction of maternal death, Neonatal and under five mortality rate to Kongwa community will be one of the priorities that will be accommodated in the strategic plan.

2.1.9 Community Development, Social Welfare and Youth

Community development is a cross cutting Department. The main role of the Department is mobilization of the community and development partners so as to develop and improve living standard of the community. The Department's approach is based on hard working spirit, people to work together and utilization of available local resources for betterment of the community. The Department is divided into si sections namely Research and Planning, Building Brigade, Gender and Children, Social Welfare, Youth section as well as HIV/AIDS section. The functions of each of these Units are as follows:

Functions of Research and Planning Unit

- ✓ To facilitate the community to form economic groups and assist group members in formulation of group constitution, project write-ups, minutes as well as report writing.
- ✓ Data collection, conduct various development researches and trainings to the community
- ✓ Mobilize and sensitize community members to participate in planning and implementation of self help projects.

Functions of the Building Brigades Unit

- ✓ To supervise constructions of community initiated projects like dispensaries, classrooms, teachers' houses, and Village offices.
- ✓ To conduct trainings on the use of appropriate technology to the village building brigades.
- ✓ To sensitize community to build quality house of the low cost by using trained local *Fundis*.
- ✓ To identify and equip groups of local *Fundis* with appropriate and relevant technology and construction packages.

Functions of Gender and Children Unit

- ✓ To ensure all Council sectors consider gender issues when preparing strategic and annual plans.
- ✓ To provide training in gender issues to economic groups.
- ✓ To co-ordinate loans provided by the Council and Central government to women economic groups

Functions of social welfare Unit

- ✓ To identify special groups and attach them with service provider.
- ✓ To identify most vulnerable children and find alternative support from different donors
- ✓ To mobilize special groups to join in economic groups, e.g. widows, elders.
- ✓ To provide counselling to clients especially families with conflicts
- ✓ To assist special groups access their rights

Functions of the Youth Unit

- ✓ To plan and facilitate various trainings to youth groups.
- ✓ To facilitate and coordinate loans provided by the District council and central government
- ✓ To identify youth groups and expose them available investment opportunities

Functions of the HIV/AIDS Unit

- ✓ To supervise and assist establishment of HIV/AIDS committee at village and ward levels
- ✓ To supervise the TOMSHA intervention
- ✓ To plan intervention of combating HIV/AIDS
- ✓ To prepare and submit implementation report/budget to TACAIDS/Region and PMO-RALG
- ✓ To coordinate all intervention of HIV/AIDS within the Council

The Department has a total of nine Staff out 229 needed by the Department to perform its functions. At the head office there are four Community Development Offices (CDOs) and one Social Welfare Office (SWO), thus there is a shortage of four and three CDOs and SWOs respectively. At the Ward level, there are four CDOs only, making a shortage of 18 CDOs and 22 SWOs. The Department has no extension workers at village level. The situation of working tools and equipment is also not promising as shown in Table 21.

Table 21: Working tools in the Department of Community Dev., Gender, and Youth

No	Tools	Available	Required	Deficit
1.	Computer (Desk top)	1	24	23
2.	Computer (Lap top)	1	30	29
3.	Car	-	1	1
4.	Motor cycle	-	27	27
5.	Rooms-Head quarter	2	2	0
6.	Tables	4	30	26
7.	Chairs	6	30	24
8.	Offices at ward level	-	22	22
9.	Photo copy machine	-	1	1
10.	Scanner	1	0	0
11.	Printer	2	2	0

Source: Kongwa District Council-Community Development, Gender, and Youth Dept, 2017

Situation of Community Development Activities in the District

Research and Planning Unit

In the year 2016/17 the Research and Planning Unit has managed to execute the following activities: preparation of community priorities and plans in 59 villages; collected and analyzed data for 630 economic group; conducted research in seven Wards on how to set communities priorities and solve community problems; and trained 197 group leaders in report writing, minutes preparations and constitution writing. In the course of implementing these activities the Unit has faced challenges of inadequate funds to enable the section reach community groups in villages; and shortage of staff at Ward and Village level.

Building Brigades Unit

In 2016/17 the Building Brigades Unit has registered the following achievements: collaborated with VETA Dodoma to identify and train 23 local Fundis in various fields including carpentry, cooking, masonry work and mechanics. In addition, the Unit was involved in supervision of construction of 18 classrooms and five dispensaries. Challenges facing this Unit include shortage of Staff, supervision funds and means of transport.

Gender and Children Unit

In 2016/17 the section facilitated 10 women economic groups to access to loans from the council own source. In collaboration with World Vision, three children forums were organized in three wards. However, the Unit is facing inadequate funds to implement its activities smoothly.

Social Welfare Unit

In 2017 the Unit managed to perform the following; 246 cases of abused women were resolved at office level, 87 child abuse cases were resolved at office, 36 child abuse cases were resolved at court and 46 cases of abused women were resolved in court. Shortage of staff especially at lower levels contributes to unresolved problems and failure to offer the necessary advice/support to the needy.

Youth Unit

In 2016/17 the Unit managed to perform the following activities: in collaboration with a Non Government Organization called MWAYODEO, 25 youth groups were empowered with skills of

gardening, beekeeping, molding local improved stoves and poultry farming. Also, five youth economic groups were facilitated with loans by funds from Kongwa District Council. The Unit also facilitated eight Youth groups to access loans from Central Government funds. In implementing its activities the Unit is facing challenges of inadequate funds from the Council, Central Government and Development Partners.

HIV/AIDS Unit

In 2016/17 financial year the Unit performed the following activities: facilitated formation of 28 groups of PLHIV; facilitated formation of a Network for PLHIV in Kongwa known as KONGA; facilitated 18 groups of PLHIV to get grants which helped them to invest in different economic activities; and conducted seminar on combating HIV/AIDS at workplace whereas 195 workers participated.

Major Issues of Concern in the Department

Major issues which are to be considered includes

- Recruitment of community development officers to fill the shortages at all levels; this has to go hand in hand with supplying the Department with adequate tools, equipments and means of transport.
- The Department will continue to sensitize women and youths to formulate economic groups so as access loans from the Council, Central Government and other Development Partners.
- Capacity building to local Fundis also will be one of the areas the Department will focus on.
- The fight against HIV/AIDS and, children and women abuses will be one of the major concerns that have to be continued.
- The Department will continue to sensitize community members to participate in planning and implementation of self initiated development projects.

2.1.10 Primary Education

Primary education Department is among the sectors that provide social services in the District. The major role of the Department is to supervise provision of education in primary and post primary education. The Department is also responsible for coordinating educational programs and projects, implementation of Education policies, plans and programs, maintaining an education database and information for the Department, and disciplinary matters over officials. The Department is made up of eight Units which includes; Administration, Academic, Logistics and Statistics, Technical, Special Education, Adult Education as well as Sports and Culture sections. The core functions of each Unit are as follows;

Administration Department

This section is headed by District Education Officer. It performs the following functions:

- ✓ Preparation and supervision of all sections within the Department and ensure good provision of pre-primary, primary education and adult education in the District.
- ✓ Preparation of the budget estimates and supervision of proper expenditure of funds
- ✓ Ensure that all schools in the District receive basic services such as buildings, furniture, teaching and learning materials and enough teachers
- ✓ Prepare, supervise and monitor examinations at District level
- ✓ Preparation and monitoring of sports and games
- ✓ Supervise the enrolment pre-primary, primary education and adult education (post primary education)

Academic section

This section is headed by Academic Officer, its main responsibilities include:

- ✓ Preparation, monitoring and supervision of terminal and annual examination
- ✓ Coordinating academic trainings to teachers
- ✓ Signing academic documents from schools like movement of pupils in district schools
- ✓ Enrolment of pupils and registration of standard four and standard seven for national examinations
- ✓ Preparation of academic seminars
- ✓ Distribution of teachers in various schools according to demand and proportionality
- ✓ Investigation and evaluation of academic matters for the purpose of improving

Logistics and statistics

This section is headed by Logistics and Statistics Officer. Its main responsibilities are:

- ✓ Planning for expansion of pre-primary and primary school enrolment.
- ✓ Collect, keep and offer various data and information of pre-primary, primary, adult, teachers and school infrastructure.
- ✓ Distributing school materials according to school requirements
- ✓ To ensure all school materials purchased reach the schools as planned.
- ✓ Ensure school funds released for the Capitation Grants and development projects are used purposefully..
- ✓ Enrolment of pre-primary, primary and adult students to all schools in the District.
- ✓ Entering data and information of TSM, TSA, and TWM in the system of Ministry of Education science and Higher Learning. Called “BEMIS System”

Technical Section

The section is headed by technical Officer, and its functions are:

- ✓ Prepare and conduct training on technical issues
- ✓ Supervise construction of school infrastructures such as teachers' houses, classrooms and other buildings according to the approved standards and designs of the Ministry of Education
- ✓ Ensure vocational skills subject is taught in primary schools according to syllabus
- ✓ Ensure the technical units has enough teaching tools for theory and practice

Special Education Section

This unit is headed by Special Education Officer, and its main functions are:

- ✓ Data collection for children with special needs
- ✓ Visiting 3 special schools in the district (Mkoka, Kongwa and Mlali B)
- ✓ Cooperates with health institution for screening children with special needs.
- ✓ Ensure availability of learning and teaching materials for special schools

Adult Education Section

This section is headed by Adult Education Officer. The main roles are:

- ✓ Coordinating all activities pertaining to adult education
- ✓ Prepare various reports
- ✓ Supervise, arrange and make research and evaluation of adult education
- ✓ Preparation and conduct seminars related to adult education to Ward Education Officers and head teachers.

Culture, Sport and Games section

The section is headed by Culture, Sports and Games Officer. The main responsibilities of this section include:

- ✓ Coordinating and managing culture, sports and games in all primary schools
- ✓ Ensure there are playgrounds at every school in the district.

The district has a total of 1,151 primary school teachers out of 1,770 needed for smooth delivery of primary education. This implies that there is a shortage of 619 primary school teachers in the District. The current status of primary school teachers in the District is as presented in Table 22.

Table 22: Number of Primary School Teachers by qualification and sex in the District

Grade	Male	Female	Total
III A	521	564	1,085
Diploma	28	13	41
Bachelor degree	14	9	23
Master degree	1	1	2
Total	564	587	1,151

Source: Kongwa District Council-Primary Education Department, 2017

Although there is deficit of 816 primary school teachers, the Central Government is committed ensure that teachers are recruited and allocated accordingly. This is evidenced by the trend of teachers' recruitment as presented in Table 23. This trend gives hope that the shortage likely to be addressed in the near future.

Table 23: Teachers recruitment trend 2012 – 2016

Year	Number of Teachers
2012	131
2013	132
2014	85
2015	133
2016	-

Source: Kongwa District Council-Primary Education Department, 2017

In ensuring that Primary school teachers work effectively and efficiently; adequate infrastructure like class rooms and offices are necessary. Information in Table 24 indicates the status of such infrastructure with regard to their availability and deficit.

Table 24: Primary School Infrastructures in the District the year 2017

No.	Type	Required	Available	Deficit	% of deficit
1	Class Rooms	1,456	711	745	51.1%
2	Teachers Houses	1,468	161	1,307	89%
3	Pit-Latrines	2,686	999	1,687	62.8%
4	Offices	226	120	106	46.9%
5	Stores	170	30	140	82%
6	Desks	19,235	19,370	-	-
7	Tables	2,366	914	1,452	66.4%
8	Chairs	2,508	1,160	1,348	53.7%
9	Cupboards	1,639	272	1,377	84%
10	Shelves	911	135	793	87%
11	Library	108	7	101	93.5%

Source: Kongwa District Council-Primary Education Department, 2017

Situation of Primary School activities in the District

Enrolment

Kongwa District Council has a total of 105 Pre-Primary Schools and 108 Primary Schools of which 105 are Public Schools. The enrolment and access to Primary Education has been given priority by the District Council. In the academic year 2017 for instance, the District had a total enrolment (standard I-VII) of 68,579, whereas girls were 32,344 and boys were 36,235. In the same year, enrollment in Pre-Primary Schools was 11,087 children; where 5,428 were boys and 5,659 are girls. Also in the same year there were 711 permanent classrooms. Information on pupils registered for standard one in the same year is given in Table 25.

Table 25: Registration for Standard one 2017

Criteria	Boys	Girls	Total
Age 7 expected population	6716	6,534	13,250
Below 7 age registered	2,544	2,564	5,108
Age 7 Registered	2,355	2,340	4,695
Percentage of registration	73%	75%	74%
Age 8 - 10 registered	2,017	1,830	3,847
Total registered	6,916	6,734	13,650
Percentage registered	103%	103%	103%

Source: Kongwa District Council-Primary Education Department, 2017

Teaching materials

- ✓ Textbooks and other teaching and learning materials are still inadequate in attaining a ratio of 1:1. More funds are to be budgeted for procurement of textbooks for schools.
- ✓ The current book-pupil ratio is 1:5

Standard four academic performances

There is up and down trend with regard to standard four National Examination pass rate. This trend is shown in Table 26 below.

Table 26: Standard four academic performance 2014-2016

Year	No. of candidates set for standard IV Examination			No. of Students passed			%
	Boys	Girls	Total	Boys	Girls	Total	
2008	3,712	4,519	8,231	3,591	4,380	7,971	97%
2009	3,090	3,626	6,716	2,791	3,301	6,092	91%
2010	3,190	3,704	3,751	7,041	2,894	9,935	91%
2011	3,116	3,829	6,945	2,210	2,879	5,089	73.4%
2012	3,149	3,879	7,028	1,913	2,368	4,281	61%
2013	3,060	3,831	6,892	2,554	3,325	5,879	85%
2014	2,985	3,812	6,797	2,745	3,585	6,330	93%
2015	3,252	3,986	7,238	2,803	3,675	6,478	88.7%
2016	3,450	4,282	7,732	3,093	3,926	7,019	90.8%

Source: Kongwa District Council-Primary Education Department, 2017

Standard seven academic performances

Academic performance in standard seven in the District has a promising trend. As indicated in Table 27 below, the pass rate had increased from 44.5% (2014), to 55% (2016).

Table 27: Standard seven academic performance 2014-2016

	2014			2015			2016		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Registered candidates	2400	3264	5664	2981	3696	6677	2464	3234	5698
No of candidates	2239	3121	5360	2225	3076	5301	2419	3185	5604
Passed	1073	1204	2277	1301	1494	2795	1462	1637	3099
Percentage			44.51			54.00			55.30
Selected to join Form I	1073	1204	2277	1249	1406	2655	1462	1637	3099
Percentage			95			95			100

Source: Kongwa District Council-Primary Education Department, 2017

Though there has been a promising academic performance yet the District is faced by up and down trend of pupils drop outs. Factors contributing to drop outs includes, parents migration from one place to another especially for livestock keeping families. Other reasons include pregnancy and truancy. Table 28 presents the situation of pupils drop out in the District for the period of between 2014 and 2016.

Table 28: Standard seven drop out between 2014 and 2016

Year	Registered candidates			Finished			Dropped			%
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	
2014	3,445	4,092	7,537	2,400	3,264	5,664	1,045	828	1,873	24.9
2015	2,292	3,156	5,448	2,225	3,076	5,301	67	80	147	2.7
2016	3,400	4,043	7,443	2,419	3,185	5,604	981	858	1,839	24.7

Source: Kongwa District Council-Primary Education Department, 2017

Special education

The District has three government schools which provide special primary education for pupils with different problems. The District has a rehabilitation center for children who are physically impaired. The center is at Mlali Ward and is owned by Roman Catholic Church. Table 29 below indicates number of children served in these centers.

Table 29: Centers for special education and number of children served

Name of school	Boys	Girls	Total
Mlali (For Intellectual impairment)	25	20	45
Mkoka (For Intellectual impairment)	40	28	68
Kongwa (For hearing impairment)	13	11	24
Total	78	59	137

Source: Kongwa District Council-Primary Education Department, 2017

Post Primary Education

Kongwa District Council has one Post Primary Education center (Mnyakongo) which deals with carpentry, masons and domestic science. Number, sex of pupils and type of technical education offered by the school are presented in Table 30.

Table 30: Pupils enrolment in various technical skills in Post Primary Education

Technical skill	Enrolment		
	Boy	Girls	Total
Carpentry	09	-	09
Masons	07	-	07
Domestic science	-	15	15
TOTAL	16	15	31

Source: Kongwa District Council-Primary Education Department, 2017

Major Issues of Concern in the Department

Major issues of concern that have to be addressed in the coming five years include increasing school capitation as the amount allocated and disbursed are not meeting school requirements, sometimes, they are not timely disbursed. Recruitment of teachers to fill the gap is one of the issues that will be considered. Improving and increasing school infrastructures (teachers houses, classrooms, latrines school furniture), are some of items that will be taken care of. Increasing teaching and learning materials will be taken on board. Raising pass rate especially from standard seven to form one will be one of the focuses of the Department in collaboration with all development partners.

2.1.11 Secondary Education

Secondary Education Department has been decentralized to Local Government Authorities from Central Government since 2009 as one of the 13 councils' Departments for the purpose of bringing services near to the community. Its major role is to provide secondary education (ordinary and advanced level) as well as tertiary education to enable students to acquire knowledge and skills needed to cope with the ever-changing world, as well as to attain sustainable development. The core functions of the Department are:-

- ✓ Interpret and monitor the implementation of Ministry of Education, Technical and Vocational Education policy, rules and regulations that guide secondary education delivery.

- ✓ Represent Ministry of Education, at all levels on issues related to Secondary Education.
- ✓ Advise the Council's Executive Director on Secondary Education issues.

These functions are implemented through two Units, namely: Academic Unit; and Statistics and Logistics Unit. The specific functions of each Unit are as given below:

Functions of Academic Unit

- ✓ Monitoring and supervising performance of inspectorate for Secondary Schools.
- ✓ Coordinating and monitoring examinations activities in Secondary Schools
- ✓ Monitoring the Open Performance Review and Appraisal exercise to all teachers in Secondary Schools
- ✓ Coordinating the in-service training programs for teachers in secondary schools
- ✓ Coordinating and monitoring sports and academic competitions for secondary schools students
- ✓ Ensuring the availability of enough teachers by subjects in Secondary Schools as required.

Functions of Statistics and Logistics Unit

- ✓ To coordinate, supervise and monitor data collection and analysis activities for Secondary Schools so as to update Departmental statistics for various purposes.
- ✓ To supervise and monitor maintenance, expansion and constructions of infrastructures in secondary schools.
- ✓ To estimate the number of teachers required by subjects and education level for secondary schools
- ✓ To order and distribute secondary schools requirement according to their needs.
- ✓ To supervise and monitor secondary schools' budgets as well as Departmental activities' budgets
- ✓ To supervise and monitor the performance of different services delivered in secondary schools

The district has a total of 450 secondary school teachers out of 373 needed by the District to run secondary school. This implies that there is a surplus of 77 secondary school teachers in the District. However, this surplus is not such good news because there is an over-employment of arts subjects at the expense of science subjects. For instance, while the District has 252.6%

history teachers only 32% are available to teach physics. Table 31 provides more details on the requirements and availability of secondary school teachers in the District.

Table 31: Required and available Secondary School Teachers by subject 2017

Subject	Demand	Available	Deficit/surplus	% of available to demand
B/Mathematics	50	23	-27	46.0
English	50	57	7	114.0
Kiswahili	38	91	53	239.5
Civics	27	27	0	0.0
History	38	96	58	252.6
Geography	38	84	46	221.1
Biology	38	22	-16	58.0
Physics	38	12	-26	32.0
Chemistry	38	22	-16	58.0
French	2	1	-1	50.0
Commerce	5	4	-1	80.0
B/keeping	5	4	-1	80.0
Music	1	1	0	0.0
E/Literature	4	5	1	125.0
G/Studies	1	1	0	0.0
TOTAL	373	450	77	

Source: Kongwa District Council-Secondary Education Department, 2017

To ensure that secondary school teachers are working smoothly, various infrastructures are necessary to support them. Table 32 shows status of various infrastructures with regard to their availability and deficit.

Table 32: Secondary School infrastructures in the District 2017

No	Type	Required	Available	Deficit	% of deficit
1	Classrooms	216	251	18	8
2	Administration Blocks	26	10	16	62
3	Teachers Houses	450	92	358	80
4	Boys' Latrines	159	119	40	25
5	Girls' Latrines	206	133	73	35
6	Physics Laboratories	26	3	23	88
7	Chemistry Laboratories	26	4	22	85
8	Biology Laboratories	26	4	22	85
9	Girls' Special room	26	1	25	96
10	Stores	26	4	22	85
11	Hostels	10	0	10	100
12	Libraries	26	0	26	100
13	Mess	26	2	24	92
14	Kitchen	26	2	24	92

Source: Kongwa District Council-Secondary Education Department, 2017

The infrastructures mentioned in Table 32 are supposed to be complemented by furniture such

as those indicated in Table 33.

Table 33: Secondary School furniture in the District 2017

No	Type	Required	Available	Deficit	% of deficit
1	Students' tables	8103	7254	849	10
2	Students' Chairs	8103	7124	979	12
3	Cupboards	229	71	158	69
4	Teachers' Tables	450	196	254	56
5	Teachers' Chairs	450	251	199	44
6	Shelves	141	35	106	75
7	Beds	200	165	35	17
8	Mess' tables	40	4	36	90
9	Mess' chairs	165	0	165	100
10	Laboratory sits	440	267	173	39

Source: Kongwa District Council-Secondary Education Department, 2017

Situation of Secondary School activities in the District

Kongwa District Council has a total of 31 secondary schools, of which 26 are Government schools and five are privately owned (Table 34). It has a student body amounting to 8,103 students of which 3,975 are boys and 4,128 are girls. There is one teachers training college and one advanced level Secondary Schools which offers both Science and Arts subjects.

Table 34: Secondary schools by name and ownership type 2017

NO	SCHOOL NAME	REG. NUMBER	REG. YEAR	TYPE OF SCHOOL					FORM	DISTANCE (KM)	OWNER	
				GIRLS	CO-EDUCATION	BOARDING	HOSTEL	DAY			GOVERNMENT	PRIVATE
1	BANYIBANYI	S/4941	2016		√			√	I - IV	35	√	
2	BENJAMIN	S/4944	2016		√			√	I - IV	43		√
3	CHIWE	S/2473	2007		√			√	I - IV	60	√	
4	CHRISTOPHER	S/3580	2006		√		√		I - IV	37		√
5	HEMBAHEMBA	S/2475	2007		√			√	I - IV	50	√	
6	HOGORO	S/1959	2006		√			√	I - IV	32	√	
7	IBWAGA	S/3601	2009		√			√	I - IV	7	√	
8	IDUO	S/2472	2007		√			√	I - IV	30	√	
9	KIBAIGWA	S/1565	2005		√			√	I - IV	38	√	
10	KONGWA	S/544	1995		√	√		√	I - VI	2	√	
11	LAIKALA	S/3600	2009		√			√	I - IV	19	√	
12	MAKAWA	S/2852	2008		√			√	I - IV	65	√	
13	MANG'HAILA	S/2477	2007		√			√	I - IV	68	√	
14	MANG'HWETA	S/1960	2006		√			√	I - IV	48	√	
15	MLALI	S/788	1998		√			√	I - IV	47	√	
16	MNYAKONGO	S/2471	2007		√			√	I - IV	2	√	
17	MTANANA	S/1958	2006		√			√	I - IV	34	√	
18	MUMI	S/1957	2006		√			√	I - IV	4	√	
19	NDALIBO	S/3602	2009		√			√	I - IV	30	√	
20	NDURUGUMI	S/4900	2015		√			√	I - IV	45	√	
21	NGHUMBI	S/2850	2008		√			√	I - IV	57	√	
22	NGOMAI	S/2474	2007		√			√	I - IV	46	√	
23	NORINI	S/2851	2008		√			√	I - IV	51	√	
24	PANDAMBILI	S/1564	2005		√			√	I - IV	43	√	
25	PIO	S/1145	2001				√		I - IV	36		√
26	SAGARA	S/1956	2006		√			√	I - IV	15	√	
27	SEJELI	S/1563	2005		√			√	I - IV	16	√	
28	SONGAMBELE	S/2476	2007		√			√	I - IV	38	√	
29	ST. CLARA	S/4747	2014	√					I - IV	50		√
30	ST. FRANCIS OF ASSIS	S/4274	2009	√		√			I - IV	1		√
31	ZOISSA	S/412	1998		√			√	I - IV	45	√	

Source: Kongwa District Council-Secondary Education Department, 2017

The District Council is doing its best to promote student enrolment and access to secondary education. Through its various efforts, registration of student into form one in the District has been increasing every year (Table 34).

Table 35: Secondary school enrolment 2015-2017

NO	SCHOOL NAME	STUDENTS' ENROLMENT								
		2015			2016			2017		
		BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL
1	BANYIBANYI				13	8	21	19	16	35
2	CHIWE	34	51	85	38	41	79	50	64	114
3	HEMBAHEMBA	29	24	53	22	24	46	37	54	91
4	HOGORO	35	54	89	49	65	114	59	68	127
5	IBWAGA	16	14	30	36	35	71	37	40	77
6	IDUO	22	20	42	29	33	62	33	41	74
7	KIBAIGWA	102	89	191	134	168	302	151	132	283
8	KONGWA	30	37	67	45	86	131	27	52	79
9	LAIKALA	9	11	20	13	30	43	22	24	46
10	MAKAWA	9	24	33	29	34	63	39	42	81
11	MANG'HAILA	26	32	58	54	56	110	25	56	81
12	MANG'HWETA	41	30	71	36	41	77	61	59	120
13	MLALI	54	54	108	70	97	167	87	71	158
14	MNYAKONGO	52	74	126	41	63	104	48	76	124
15	MTANANA	32	41	73	30	31	61	50	36	86
16	MUMI	20	27	47	11	20	31	48	40	88
17	NDALIBO	16	19	35	36	27	63	31	46	77
18	NDURUGUMI	54	82	136	26	30	56	61	85	146
19	NGHUMBI	17	9	26	20	24	44	28	24	52
20	NGOMAI	31	29	60	46	53	99	34	43	77
21	NORINI	62	56	118	69	83	152	54	84	138
22	PANDAMBILI	77	70	147	89	71	160	79	78	157
23	SAGARA	22	35	57	45	23	68	41	43	84
24	SEJELI	31	35	66	49	67	116	72	98	170
25	SONGAMBELE	57	54	111	71	58	129	68	69	137
26	ZOISSA	52	62	114	55	55	110	68	68	136
TOTAL		930	1033	1963	1156	1323	2479	1329	1509	2838

Source: Kongwa District Council-Secondary Education Department, 2017

Likewise, students' performance in form IV national examinations has been shown a promising trend as indicated in Table 36.

Table 36: Form IV national examination performance 2014-2016

Pass level	2014			2015			2016		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Number of students enrolled	859	858	1717	876	951	1827	1156	1323	2479
Division I	0	1	1	0	1	1	6	0	6
Division II	29	5	34	36	9	45	41	5	46
Division III	61	22	83	70	29	99	99	87	186
Division IV	184	132	316	239	284	523	261	261	522
Division 0	117	119	236	302	333	635	207	286	493
Total	391	279	670	647	656	1303	614	639	1253
Percentage of performance			65%			51%			61%

Source: Kongwa District Council-Secondary Education Department, 2017

2.1.12 Works

Building construction, plants and motor vehicle maintenance is among the activities performed by works Department. Thus core functions of the Department includes; coordinating participatory monitoring & evaluation of construction projects; coordinating preparations of quarterly implementation reports for PORALG.

Based on its core functions, the Department is made up of two Units; Buildings, Electrical and Plants. The main functions of the Building Unit are to ensuring that quality public buildings are built so as to ensure value for money for public funds is attained; designing of different public buildings by adhering to the given specifications and designs, preparation of bill of quantities as well as monitoring and supervising buildings constructed by the District council at lower and higher Council levels. The Electrical and Plants Unit has the main function of ensuring and maintaining Council vehicles, motor cycles, generators and various machines are in good working conditions.

The Department has all the required nine Staff with relevant skills, however; it needs one office attendant and one watchman. The Department staffs are accommodated in two office buildings which are enough compared to the available number of staff. The Department has one supervision vehicle. However, one more vehicle is required for smooth supervision of the Department works. The Department has five motorcycles which are in good working condition

Situation of Works activities in the District

Buildings

During 2016/17 financial year, the Unit managed to design and supervise construction of 80 Council buildings. In performing its function the unit faced some challenges, these includes;

delayed disbursement of funds which cause some building works not to be started as planned, shortage of funds is another challenge as the designed buildings were not implemented as no implementing funds were made available for some of the approved building projects. Inadequate means of transport frustrated the unit in supervising and monitoring building activities in different sites. Inadequate supervising allowances was one of challenge the unit faced while performing its functions

Electrical and Plants

During 2016/17 financial year the Unit managed to supervise repair and maintenance of 23 Council motor vehicles and the District Hospital generator. The unit supervised procurement of a new standby District hospital generator. In performing its function the unit faced some challenges, these includes; delayed disbursement of funds which cause some vehicles not to be repaired/maintained as scheduled, shortage of staff especial in electrical aspects as there is no electrical engineer/technician. Some vehicles are very old hence causing high repair and maintenance cost.

Major Issues of Concern in the Department

The major issues of concern includes continued maintenance of village and district road networks so as to ensure sustainable transportation of people, goods and services in the district under the newly established rural roads agency - Tanzania Rural Roads Agency (TARURA), purchase working tools and equipments, adequate funds for supervision of buildings and road works foe assured value for money.

2.1.13 Planning, Statistics, Monitoring and Evaluation

Planning, Monitoring and Statistics has main role of coordinating district development activities and thus, the functions of the Department are:

- ✓ Coordinating participatory planning and budgeting of development plans from Village, ward and council level.
- ✓ Coordinating implementation of development plans from Village, ward and council level in collaboration with implementing Departments.
- ✓ Coordinating Participatory Monitoring & Evaluation of development Projects.

- ✓ Coordinating preparations of quarterly and annual council physical development implementation reports.
- ✓ Coordinating preparations of various council reports.
- ✓ Coordinating data collection and analysis.

Based on its core functions, the Department is made up of three units, namely Planning; Monitoring and Evaluation; and Statistics Unit. Details of the functions of these units are given below:

The Planning Unit has the core functions of coordinating participatory planning and budgeting from low level to high level and to coordinating implementation of development plans from village, ward and council level in collaboration with implementing Departments. The Unit of Monitoring and evaluation has the core functions of: coordinating participatory monitoring & evaluation of development projects and coordinating preparations of quarterly and annual Council physical development implementation reports. The Statistic unit is charges with the core functions of: collecting, processing, analyzing and disseminating data; and to coordinate preparations of various Council reports.

The Department has adequate Staff with relevant skills, whereas there are three Planners, two M&E Specialists, and one Statistician. These staffs are accommodated in two small rooms which are not sufficient compared to their number. Table 37 below indicates the requirements of working tools for the Staff.

Table 37: Working Tools in Planning, Statistics, Monitoring and Evaluation Department

Name of working tools	Required	Available	Deficit
Computer desk top	1	0	1
Photocopy machine	1	0	1
Scanner machine	1	0	1
Printer machine	2	1	1
Camera	1	0	1
Shelves	3	0	3
Safe shelves	3	1	2
Chairs	13	4	9
Projector	1	0	1
Television	1	0	1
*Car	1	0	1
Laptop	6	2	4

**currently there is an old car which requires frequent repair and maintenance*

Sources: Kongwa District Council-Planning, Statistics, Monitoring and Evaluation Dept., 2017

Situation of Planning, Statistics, Monitoring and Evaluation activities in the District

Planning unit

In the 2016/17 financial year, the Unit managed to coordinate participatory planning and budgeting process from village, ward and at council level. It coordinated discussions and approval of the 2017/18 plan and budget in the council standing committees up to the full council. In collaboration with Finance, Personnel and Administration Departments, the Unit managed to present the council plan and budget to the regional secretariat and to the Ministry of Finance and Planning. The Unit in collaboration with council Departments and Units coordinated implementation of 2016/17 development projects from Village, Ward and Council level.

In the course of implementing the 2016/17 plan and budget, the Unit faced various challenges these includes; inability to accommodate all received development proposals from lower levels and at the council due to strict budget ceiling. Another major constraint is inadequate funds to implement the approved development projects; the council received only 34% of the approved CDG funds. Also some of the village development proposals submitted to the Council for financial support were poorly prepared.

Monitoring and evaluation unit

In Collaboration with Planning and Finance Committee as well as project implementing Departments, the Unit managed to coordinate four field visits and monitor implementation of projects. The unit also coordinated preparations of quarterly and annual Council physical development implementation reports and submitted the same to the council standing committees, Full Council and to the regional secretariat.

In the course of monitoring the implementation of 2016/17 plan and budget, the major challenge that faced the Unit was inadequate funds to finance sufficiently, the projects' field visits and maintain the field vehicle.

Statistic unit

In the 2016/17 financial year, the main work performed by the Unit was collection of various data from formal and informal sectors for preparation of the district and region socio economic profile, calculation of the district and region Gross Domestic Products (GDP) as well as per capital income. The challenges faced by the unit are delays in receiving data from respondents and

reluctance of some respondents to release the information required especially the private sector.

Major Issues of Concern in the Department

Major issues that have to be considered in the coming five years include building capacity at lower level units, in planning and budgeting skills so as to improve quality of development project proposals coming from these levels. Lower level planning teams should also be imparted with community sanitization, mobilization and organization skills. This will help to increase self awareness of the community on issues pertaining to their development thus participating in planning and implementing community initiated projects.

Availability of working tools and equipments for implementation of Departmental core functions is an area that will also be considered. Soliciting investment funds from different development partners is another area that will be given priority by the Department in the coming five years.

2.1.14 Finance and Trade

Transactions and exchange of commodities is among the key sectoral activities playing great role for sustainable development of the district. These transactions and exchange are under the control of the Department of Finance and Trade, whose core functions are:

- ✓ Coordinating collection of council revenue from own source, government grants, development funds and donations from development partners.
- ✓ Controlling legal payments of all District Council payees through Expenditure and Salaries sections.
- ✓ Safeguarding Council properties including fixed assets
- ✓ Participate in M & E of development projects.
- ✓ Preparation of council revenue and expenditure estimates.
- ✓ Preparation of council financial statements/reports.
- ✓ Coordinate council budget review.

Finance Department is made up with five sections, namely: Revenue Collection, Expenditure, Final Accounts, Salaries as well as Trade and Markets. The functions of these units are as given below:

Revenue unit: coordinating collection of Council revenues, coordinating preparations of Council revenue estimates, quarterly and annual financial reports.

Expenditure unit: to coordinate and process legal payments, preparations of Council expenditure estimates, monthly, quarterly, and annual financial expenditure reports and, to conduct internal audit control and keep financial records. The section uses Epicor system as payment software.

The Salaries unit: has the main responsibility of preparing salaries for Councils' Staff.

The Final Account unit: has the function of preparing final accounts of all existing council's accounts. This duty includes preparation of revenue, expenditure as well as assets and liabilities of the Council for a particular financial year.

Finally, the Trade and Markets Unit: is charged with the preparation of various legal business licenses, inspection of business licenses, educating people on entrepreneurship skills, advising the Council Executive Director on all matters pertaining to business issues, establishing and maintain District business data base and uniting business community in the District.

Currently the Department has 20 Staff, Revenue Unit has six Staff; Expenditure Unit has seven Staff; Salaries Unit has two Staff; Final Account Unit has three Staff; and Trade and Markets Unit has two Staff.

Situation of Finance and Trade Activities in the District

Revenue section

Council revenue collection has been fluctuating as indicated in Table 33 below. The table shows that revenue collection trend from Councils own sources for the period between 2013/14 and 2016/17 has steadily been falling. The situation presented in the Table 38 indicates that the unit had never met the set target since 2013 to date, largely due to poor crop harvest since crop cess contributes more than 40% of own sources revenue. Successive crop failure in recent years has significantly affected the Council's revenue.

Table 38: Council own source revenue collection trend (2013/14 – 2016/17)

Financial year	Target	Actual collection	Percentage
2013/14	1,323,379,075	816,471,328	62
2014/15	1,407,681,585	1,102,281,233	78
2015/16	1,502,526,000	764,920,416	51
2016/17	1,605,501,000	695,554,646	43

Source: Kongwa District Council-Finance and Trade Department, 2017

Other challenges facing the Revenue Collection Unit include tax payers' evasion, which is contributed by geographical location of the District where there are many routes going out of the District. Others are difficulties in collecting from some sources for instance, hotel and service Levy due to difficulties involved in estimating income earned from these businesses; high collection cost due to motor cycles hire to deal with tax evaders; Construction of revenue collecting points, payment to temporary revenue collectors; outdated council revenue collection bylaws; unpredictable weather condition; and unpredictable epidemic such as cholera outbreak that cause livestock markets to be frequently closed, something which affect revenue collection at that source.

Expenditure Unit

The Unit has made legal payments of all District Council payees amounting to Tsh. 34,569,972,935.97 against budget of Tsh. 42,267,631,871.70 in the year 2016/2017 through IFMIS system (Epicor 9.05). The unit has experienced the following challenges:

- ✓ .Under or late release of recurrent and development funds from the Central Government and donors.
- ✓ Low connectivity of internet hindering payment circle and report production because no manual payment is allowed.
- ✓ Shortage of 5 Desktop Computers
- ✓ Shortage of 7 Staff Chairs

Salaries unit

The Unit involves payment of salaries and other salary liabilities through own source and grants. In the year 2016/2017 the unit has made payment amounting of Tsh. 20,522,789,463.24 against budget of Tsh 22,290,915,000. The following has being performed by the unit:

- ✓ Stopped payment to ghost workers (retired and absentees)
- ✓ Payroll reconciliation
- ✓ Payroll/salaries reports

The Unit has experienced the following challenges: low connectivity to internet thus hindering payment circle and report production since no manual payment is allowed. The Unit is faced with lack of desktop computers, where two of them are needed; shortage of two Staff chairs; and lack of standby generator.

Final Account Unit

The unit involve on preparation, coordination and consolidation of annual financial reports & financial statements. The following has being performed by the unit:

- ✓ Assets management including maintaining of asset register
- ✓ Creditors and debtors schedules & registers
- ✓ Preparation of bank and system reconciliation
- ✓ Preparation of annual revenue and expenditure reports
- ✓ Budget against actual revenue and expenditure reports
- ✓ Stock Management (Preparation of Schedules and Registers)
- ✓ Co-ordinate inter-departmental physical and financial implementation report.

The unit has the experienced the following challenges:

- ✓ Manual preparation of financial statements still in use since IFMS – Epicor 9.05 is not fully installed, and asset management module is not yet installed
- ✓ Assets not valued due to shortage of funds and lack of professional staff.
- ✓ Low internet connectivity delay payment circle and report production.(No manual payment allowed)
- ✓ Shortage of laptops computer (available one, needed three)
- ✓ Inadequate IPSAS training.

Trade and Markets Unit

The Unit is involved in coordination and softens the business environment within the District. The following has being performed by the Unit during 2016/17 financial year: issuing business license; and collecting liquor and business license fees. The unit has experienced the following challenges: shortage of one Staff; shortage of five desktop computers; and shortage of four Staff chairs.

Major Issues of Concern in the Department

The Department strives to improve revenue collection from 43% (2017) up to 90% in 5 years time. This will be achieved through purchases of more POS devices from 35 to date to 90 devices, improving tax collection posts, updating by laws, improving internet connectivity and solving shortfall of LGRCIS, motivating staffs and purchasing motor vehicles.

Also the Department will procure office furniture and equipments, recruiting staffs, conducting Epicor and IPSAS training as well as profession training.

Furthermore, assets management including assets valuation and updating asset registers are areas that will be considered.

2.1.15 Internal Audit

Core function of the Unit rests on Section 45 of the Local Government Financial Act No 9 of 1982 (revised 2000). The section states that, the Internal Auditor is the statutory Auditor of all Local Government revenues and Expenditures. In line with the core function, the unit performs the following:

- ✓ Helps the Council accomplish its objectives by bringing systematic, disciplined approach to evaluate and improve the effectiveness of the risk management, control and governance processes.
- ✓ Provides selective consultancy activities within the Council which supports the development of internal control and risk management, where such assistance does not compromise the primary role of the internal audit and its independence.

Internal Audit Unit has 2 staff with the deficit of 3 staff. Currently these Staff is housed in two rooms - offices which are sufficient for the time being but in the coming five years one more room will be needed to accommodate the expected additional staff. Table 39 below indicates the status of working tools in the Audit Unit.

Table 39: Status of working tools in Audit Unit

Item	Requirement	Available	Deficit
Table	5	3	2
Chair	5	2	3
Desktop computer	2	1	1
Laptop computer	5	1	4
Printer	2	1	1
Photocopy machine	1	0	1
Cupboard	2	1	1
Shelves	1	0	1

Source: Kongwa District Council - Internal Audit Unit, 2017

Situation of Audit Activities in the District

The main activities planned to be performed by the Unit in 2016/17 was to perform all activities as per the “Annual Risk Based Audit Plan”. But due to insufficient resources in terms of human and financial resources, only 50% was performed. The main challenges during the operations of the unit were: insufficient human resources and budget constraints (the Unit could not purchase fuel and service the Unit’s motor vehicle).

Major Issues of Concern in the Department

Due to the human and financial resources constraints explained above, the Unit will focus on recruitment of more staff and review and increase the budget.

2.1.16 Procurement Management Unit

The main functions of the unit is to manage all procurements and disposal by tender, it also support functions of the Council’s Tender Board. In line with the core functions as stipulated in the Public Procurement Act No 7 of 2011 and its amendments of 2016, the Unit has the following activities to accomplish:

- ✓ Manage all procurement and disposal by tender activities of the procuring entity except and adjudication and award of contract
- ✓ Support the functioning of the tender board
- ✓ Implement the decisions of the tender board
- ✓ Plan the procurement and disposal by tender activities
- ✓ Recommend procurement and disposal by tender procedures
- ✓ Check and prepare statements of requirements

- ✓ Prepare tendering documents
- ✓ Prepare advertisements of tender opportunities
- ✓ Prepare contract documents
- ✓ Issue approved contract documents
- ✓ Maintain and archive records of the procurement and disposal process
- ✓ Maintain a list or register of all contracts awarded
- ✓ Prepare monthly reports for the tender board
- ✓ Prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan
- ✓ Co-ordinate the procurement and disposal activities of all the Departments
- ✓ Prepare other reports as may be required from time to time

Procurement Management Unit (PMU) is among the six Units of Kongwa District Council. The Unit has six Staff with the deficit of one. These Staff are accommodated in three room -offices which are sufficient in consideration of their number. To aid smooth operation of the Staff in this Unit needs more working tools as shown in Table 40.

Table 40: Working tools in the Procurement Management Unit 2017

Item	Requirement	Available	Deficit
Table	5	5	0
Chair	5	2	3
Desktop computer	5	3	2
Laptop computer	3	0	3
Printer	3	1	2
Photocopy machine	3	2	1
Cupboard	2	1	1
Shelves	1	0	1

Source: Kongwa District Council-Procurement Management Unit, 2017

Situation of procurement activities in the District

In the 2016/17 financial year PMU executed various activities in relation to works, goods, services and consultancy services as indicated in the Council annual procurement plan. The Unit managed all procurement activities by complying with the requirements of the Public Procurement Act and its regulations as amended in the 2016. The Unit also supported the functions of the Tender Board and its decisions, it prepared tender and contract documents, it prepared tender advertisements opportunities as well as the annual Council procurement plan.

However, in the course of implementing its roles, the unit faced the following challenges:

- inadequate working facilities such as printer and photocopy machine
- inadequate funds to support PMU activities
- Delay in completion of projects for some contractors
- Delay/failure to submit essential documents eg security bonds by some tenderers.
- Most of the users are not aware/familiar with the PPA 2011 and its regulation 2013
- Lack of warehouse and storage facilities

Major Issues of Concern in the Department

In the coming five years, the Department will work hard to overcome the challenges experienced by the Unit in the implementation of its activities. It will also focus on building capacity to all users from lower level to District level and ensure that the PPA. 7 of 2011 as amended in 2016 and its regulation GN446 of 2013 as amended in 2016 and that of Local Government regulation GN 330 of 2014 are understood by all users.

2.1.17 Legal unit

The Legal Unit advises the District Executive Director on legal matters. It is responsible for all matters related to legal affairs facing the District Council. Its core functions are as given below:

- ✓ Provide legal advice and counseling on other official matters
- ✓ Conduct legal research and preliminary investigation on administrative cases
- ✓ Checks documents or paper for compliance and correctness
- ✓ Conduct preliminary study of cases; make preliminary decision about action to be taken and prepare draft for submission to superior authority
- ✓ Prepare routine letters
- ✓ Draft contract
- ✓ Perform other functions that may be assigned by the District Executive Director
- ✓ To train the Wards Tribunal on legal issue
- ✓ To prepare and process all by-laws (include those from villages)

- ✓ Provide legal aid on matters relating to serious legal issue to individual who cannot pay for advocates
- ✓ Represent council in various cases filed in courts and in the tribunals

The legal Unit has two Staff which are adequate and has the relevant skills. The Staff are accommodated in small room which is not conducive to effective working. In addition the Staff are faced with serious shortage of working tools as indicated in Table 41.

Table 41: Working tools in the Legal Unit

Working tools	Required	Available	Deficit
Computer desktop or laptop	2	0	2
Photocopy machine	1	0	1
Printer machine	1	0	1
Shelves	2	1	1
Laptop	2	0	2
Car	1	0	1

Source: Kongwa District Council-Legal Unit, 2017

Situation of Legal Activities in the District

All intended activities for year 2017 were achieved. Despite these achievements, the Unit is still faced with a challenge of inadequate working tools such as transport during training of the wards tribunal and during court session.

2.1.18 Information and Communication Technology Unit

Information and Communication Technology (ICT) Unit in the Council is the implementing agent and operational focal point for the e-Government Strategy. Its major role is to ensure effective computerization of Council services for efficient implementation of projects in line with the overall national strategy. The ICT Unit is responsible for relevant ICT project implementation, user training and technical support services in line with the mandate of the Council. All projects implemented in the Council shall follow the agreed government standards for development, maintenance and integration of systems within the National ICT strategic framework. Specific functions of the ICT Unit include:

- ✓ Coordinate the development and procurement of cost-effective and efficient ICT infrastructure, equipment and services.
- ✓ Manage the implementation of ICT projects.
- ✓ Appreciate, disseminate and implement the National e-Government strategy.

- ✓ Develop ICT strategic work and project plans for the Council.
- ✓ Develop and implement the Council ICT policy.
- ✓ Implement ICT projects based on the National e-Government strategy, the ICT maturity level of the Council, and in accordance with the published standards relating to the management of ICT projects in the Government of Tanzania.
- ✓ Provide technical and operational support for systems and infrastructure including networks, websites, email systems, databases and applications.
- ✓ Design and implement Council's ICT capacity building initiatives.
- ✓ Identify ways in which the Council can effectively and efficiently deliver services to the citizens using ICT and propose appropriate interventions.
- ✓ Monitor, coordinate and advise on issues pertaining to electronic business, telecommunications and technology,
- ✓ Participate in the development, analysis and evaluation of Government wide technology issues, policies and legislations.

The Information Communication Technology unit is understaffed with two staff out of the 10 needed to offer ICT services effectively. Apart from being understaffed, the present Staff is faced with serious shortage of working tools as indicated in Table 42.

Table 42: Working tools in the ICT Unit 2017

No.	Tool name	Available	Required	Deficit
1	Laptop PCs	0	6	6
2	Desktop PCs	1	6	5
3	Network Printer (3 services in 1 – printing, scan & photocopying)	0	1	1
4	Tables	0	2	2
5	Chairs	0	8	8
6	Rooms	1	3	2
7	Cabinet	0	2	2
8	Networking Tools Box	0	2	2
9	Air blowers	1	2	1
10	Screw drivers tool box – for POS machine maintenance	0	3	3
11	Internet Modems /Routers	0	2	2
12	Extension cables	1	5	4
13	UPS	1	6	5

Source: Kongwa District Council-ICT Unit, 2017

Situation of ICT Activities in the District

Information and Communication Technology (ICT) is the bedrock for national economic development in a rapidly changing global environment. Nations that have embraced ICT and made it an important aspect of their national agenda have reaped benefits in terms of social economic development. The Government of the United Republic of Tanzania recognizes that effective use of information and knowledge is a critical factor for rapid socio-economic growth in its aspiration to become a middle-income country by 2025. To guide Tanzania in the utilization of ICTs, the Government has been setting policy frameworks. The National ICT Policy formulated in 2003 has enabled Tanzania to attain successes in the areas of telecommunications, infrastructure development, human capital development and use of ICT in service delivery to citizens.

Following these government initiatives, Kongwa District Council has embraced ICT by establishing ICT Unit in 2012. For the whole period since establishment of ICT Unit, there has been great development in technology, whereas Kongwa District Council has made success in providing services through electronic. These include; installation of ICT infrastructures at Finance and Business Department in 2012 and later extended to other rooms namely HR, PMU, Internal Audit, ICT, Land, Kilimo, Works, OSBC and eventually in Elimu Building; establishment of Local Government Revenue Collection Information System (LGRCIS) in the fiscal year 2014/15; connection of Epicor and internet to some rooms and availability of internet wireless services and LAN; deployment of other electronic systems to provide services to the community such as EPICOR-IFMIS, CHF-IMIS, LGRCIS, BEMIS, HCMIS (LAWSON PORTAL), PReM, PMIS, PSSN, GMS, EFT, FFARS , TISS and integration of LGRCIS and NMB Cash Collection System. The Council is currently preparing to adopt the Government of Tanzania – Health Management Information System (GoT-HOMIS) soon after installation of ICT infrastructures at District Hospital, Health Centers and later Dispensaries.

Major Issues of Concern in the Department

Key issues that ICT Unit is facing and wants to deal with in the coming five years include:-

- ✓ Hiring and retaining qualified Staff, and updating the knowledge and skills of existing ICT Staff.
- ✓ Developing ICT funding models that sustain core service, support innovation, and facilitate growth.

- ✓ Developing mobile, cloud, and digital security policies which will work for most of the institutional community.
- ✓ Demonstrating the business value of information technology and how technology and the ICT organization can help the institution to achieve its goals.
- ✓ Increasing the ICT organization's capacity for managing change, despite differing community needs, priorities, and abilities.
- ✓ Providing user support in the new normal; mobile, online education, cloud, and BYOD environments.
- ✓ Developing an enterprise ICT architecture that can respond to changing conditions and new opportunities.
- ✓ Balancing agility, openness, and security on ICT arena.
- ✓ Improving the council hall by equipping it with modern conference hall facilities.

2.1.19 Election

Election Unit is set to assist the District Executive Director who is the representative of National Election Committee in all matters related to election. The specific functions of this Unit are as presented below:

- ✓ To recognize and register election centers.
- ✓ To conduct seminar on how to register voters into BVR.
- ✓ To make sure all election tools are available.
- ✓ To distribute the election tools to the desired election centers.
- ✓ To meet office and other administrative expenses.
- ✓ To compile all election results from all election centers.
- ✓ To prepare election reports and submitting them to the higher authority (DED) for announcement.
- ✓ To report any changes occurred during the election.
- ✓ To recognize the political parties of the particular area and registering them if they will participate in the election.
- ✓ To facilitate cleanness and storing of election tools.

The election Unit has one Staff who is currently faced with serious shortage of working tools including office space. The Unit needs a computer, printer and office space.

Situation of Election Activities in the District

The main activities conducted in 2016/2017 were identification of gaps in different levels of administration whereby 5 villages (Manyusi, Chitego, Ngudoto, Chimlata and Kongwa Maji) reported to have leadership vacancies due to various reasons including deaths and civil cases. The council is in the process of conducting re-elections in those areas. The challenges facing the Unit in conducting its duties includes shortage of funds to run the office and organize re-elections when vacancies occur.

Major Issues of Concern in the Unit

Major issues to be taken into consideration include office space, necessary working equipments and tools, updating the voters register, supervision of the village government election and the 2020 general election as well as filling in occurring leadership vacancies.

2.2 ANALYSIS OF EXTERNAL ENVIRONMENT

The analysis of external environment in which Kongwa District Council operates involved a review of various policies, plans, and strategies from within and outside the Country. This review brought into light the external circumstances relevant to the current and future operations of the District. These external circumstances have informed the overall design of this strategic plan. Through this analysis, the District Council is able to position itself in the broader context and respond to the changing environment emerging from complex and dynamic challenges. Details of the review are given in the next paragraphs:

2.2.1 Tanzania Development Vision 2025

The Tanzania Development Vision 2025 (TDV 2025) has been developed with the aim of transforming the country into a middle-income country by 2025. The vision statement indicates that, such transformation will happen through a gradual industrialization of the present agriculture-based economy. One of the ways to achieve the TDV 2025 is through development of strategic plans at various levels. As such this District Council Strategic Plan of 2017/18-21/22 will be one of the useful instruments to achieve the TDV 2025 at the local level. Based on the assumption that the national development vision strives to enhance rational and equitable

distribution of development resources; the District stands a better chance to benefit the collective national cake; if at all the targets of this plan are implemented.

2.2.2 Good diplomatic relations and National peace and stability

National stability, Peace and unity, good governance as well as the Tanzania's good diplomatic relations are national and international features laying ground for human prosperity and development. These national qualities have been extended to Kongwa District, where residents and visitors are enjoying the peaceful atmosphere and good relationship. Such conditions attract and accelerate the process of attracting investors in the country. Apart from attracting investors, these conditions are likely to raise confidence of development partners and thus present an opportunity for concessional loans and grants to implement country and district priorities.

2.2.3 National Five Years Development Plan (2016/17 -2020/21)

In efforts to realize the Tanzania Development Vision 2025, Tanzania Government formulated a Long Term Perspective Plan 2011/12-2025/26. This perspective plan is being implemented in a series of three Five Year Development Plans. The National five-year development plan of 2016/17-2020/21 is the second in the series of this perspective plan. The theme of this plan is "Nurturing Industrialization for Economic Transformation and Human Development". It is expected that, some of the ways to realize this transformation include: fostering economic growth, enhancing forward and backward linkages between and within sectors, ensuring positive spill-over effects of skills development and technology innovation, reducing economic vulnerability, creating decent jobs and ensuring environmental sustainability. This Kongwa District Council Strategic Plan of 2017/18-2021/22 is by all means going to contribute to the realization of the transformation envisaged in the Second Five Years National Development Plan.

2.2.4 National Sectoral Policies

Basically, each Sector Ministry has sector policy used to guide operations of various issues within the sector. These sector policies among other things emphasize on implementation of various national priorities. There is no doubt that in order for such priorities to be implemented, Local Government Authorities like Kongwa District Council have important role to play. Following this fact, this Kongwa District Council Strategic Plan has designed in a way that, it captures local

and national priorities indicated in various sectoral policies. The plan therefore focuses the District resources in addressing various national priorities without jeopardizing local priorities.

2.2.5 Regional Development Initiatives

Tanzania is a member of several regional development initiatives such as Southern Africa Development Community and East African Community. These regional initiatives are likely to offer several opportunities for Kongwa District. As it stands, Kongwa can fetch market for its agricultural products, but it can also attract investors from around member countries.

2.2.6 Sustainable Development Goals

Sustainable Development Goals are 17 global goals with 169 targets. These goals are somewhat in line with the core functions of Kongwa District Council of achieving delivery of quality services to communities in their District; services that will address climate, economic development and poverty related issues. This implies that, a closer follow up of funding for implementation of SDGs targets, will foster the implementation of the present Councils' Strategic Plan.

2.3 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES

This section presents a summary of the results of the analysis of District's Strengths, Weaknesses, Opportunities and Challenges (SWOC), which is an outcome of the internal and external business environment of the District Council.

2.3.1 Strengths

- ✓ Availability of arable land for agriculture, livestock and other investments
- ✓ Existence of District Council by-laws
- ✓ Existence of competent staff
- ✓ Existence of previous Strategic Plan
- ✓ Existence of reasonable social services including education and health services
- ✓ Existence of public and private institutions for District's development

- ✓ Existence of good infrastructures (passable roads, public buildings, national electricity power grid)
- ✓ Availability of internal sources of funds
- ✓ Existence of clearly defined administration set-up
- ✓ Availability of adequate water for human consumption and irrigation
- ✓ Existence of Kiboriani mountain ranges

2.3.2 Weaknesses

- ✓ Inadequate working facilities.
- ✓ Low level of commitment to some staff resulting into low performance
- ✓ Low commitment to team work due to inadequate transparency
- ✓ Inadequate capacity to identify new internal sources of revenue
- ✓ Weak revenue collection
- ✓ Inadequate supervision resulting into incomplete and/or shoddy works
- ✓ Inadequacy of own sources of revenue.
- ✓ Lack of permanent capacity building programme for staff
- ✓ Improper allocation of funds
- ✓ Improper control of funds at lower village and ward level

2.3.3 Opportunities

- ✓ Existence of Communication Companies (TIGO, VODACOM, AIRTEL, TTCL)
- ✓ Existence of National Ranching Company - the Kongwa Ranch
- ✓ Existence of various minerals and mining sites (at Suguta, Mautya, Msunjilile, Njoge, Mlanga and Magesen)

- ✓ Existence of financial institutions including banks and microfinance institutions
- ✓ Existence of Religious institutions and Non-governmental Organizations
- ✓ Being close to Dodoma National Capital City
- ✓ Being close to two main high ways the Dar to Central Africa; and the Cape Town to Cairo high ways
- ✓ Existence of Kibaigwa International Market
- ✓ Existence of peace and security within the country

2.3.4 Challenges

- ✓ Inadequate qualified Staff.
- ✓ Delays in funds disbursement from the Central Government
- ✓ Climate change resulting in recurring natural disasters like flood and drought.
- ✓ Transfer of some internal revenue sources to the Central Government
- ✓ Inconsistent directives from the top on revenue collection from internal sources.
- ✓ Existence of traditional practices supporting women and girls subordination.
- ✓ Lack of incentives to attract and retain science teachers.
- ✓ Existence of corruption practices

2.4 STAKEHOLDERS ANALYSIS

Stakeholders analysis for the District Council focused on analyzing individuals, groups of people, institutions or firms that have stake in the success of this Strategic Plan, either as implementers, facilitators, beneficiaries or adversaries. The summary of the results of stakeholders' analysis is given in Table 43.

Table 43: Stakeholders Analysis Matrix

No	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectations are not met	Rank H- High M – Medium L - Low
1	Community	<ul style="list-style-type: none"> - Tax payer - Producers of farm and livestock products. - Participation in the planning process - Labour force in implementation of development projects 	<ul style="list-style-type: none"> - Good services from the Government, - Their priorities reflected in the Strategic Plan - Good market price for their products - Improved infrastructures - Improved living standards 	<ul style="list-style-type: none"> - Tax avoidance - Poor production of farm and livestock products - Passive resistance (poor participation) in development projects, 	H
2	Financial Institutions (NMB, CRDB, PBT, SACCOS, ABC, FAIDICA, BAYPORT, VICOBA)	<ul style="list-style-type: none"> - Provision of savings service to the community - Provision of loans to the community - Simplified financial services delivery 	<ul style="list-style-type: none"> - Widen coverage of financial services - Make profit - To get more customers 	<ul style="list-style-type: none"> - Refuse to provide loans and all other services 	H
3	NGOs and CBOs,	<ul style="list-style-type: none"> - Support Government in provision of services to the community - Provision of employment opportunities - Support Government in Community capacity building 	<ul style="list-style-type: none"> - Availability of supportive an good policies - Positive impact of social services they have provided - Project sustainability - Conducive working environment 	<ul style="list-style-type: none"> - Refuse to supporting development projects 	H
4	Religious Institutions and their FBOs	<ul style="list-style-type: none"> - Ensure people leave in peace and harmony - Support in provision of social services - Inculcate ethical conduct among the community 	<ul style="list-style-type: none"> - Government support - Conducive working environment 	<ul style="list-style-type: none"> - Unethical society - Increase of crimes in the community - Limited entry point to the community 	H
5	Government Departments	<ul style="list-style-type: none"> - Provision of rules, regulations 	<ul style="list-style-type: none"> - Be trusted - Value for money 	<ul style="list-style-type: none"> - Stern punishment - Ban of business 	H

No	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectations are not met	Rank H- High M – Medium L - Low
	and Ministry Agencies	<ul style="list-style-type: none"> policies, guidelines, and directives, - Provision of financial resources, technical advice, and employment. - Supportive supervision - Maintain peace and tranquility 	<ul style="list-style-type: none"> - Observance of laws, policies, guidelines and regulations, 	<ul style="list-style-type: none"> - No disbursement of funds, 	
6	Council's Civil Servants	<ul style="list-style-type: none"> - Provide civil services to the community - Project supervision, implementation, evaluation and monitoring of development projects. 	<ul style="list-style-type: none"> - Achieve set goals - Get rewarded timely (Salaries and incentives) - Conducive working environment, - Supportive environment from the community 	<ul style="list-style-type: none"> - Inadequate services delivery - Low morale of workers - Sustained poverty among the community - Poor services 	H
7	Contractors and Suppliers	<ul style="list-style-type: none"> - Provision of services based on TOR 	<ul style="list-style-type: none"> - Fairness in tender process - Timely payment 	<ul style="list-style-type: none"> - Delayed services provision - Withdrawal - Poor service delivery 	H
8	Development Partners (e.g. UKAID, IFAD, USAID, DANIDA, JICA, and FAO)	<ul style="list-style-type: none"> - Financial support - Capacity building - Monitoring and evaluation of development projects. 	<ul style="list-style-type: none"> - Improvement of living standard - Value for money - Conducive environment, - Proper utilization of funds they have provided 	<ul style="list-style-type: none"> - Reduce/ withdraw financial support - Unimplemented or poorly implemented projects - Bad reputation 	M
9	Political leaders (Chair persons, Councilors, and Member of Parliament)	<ul style="list-style-type: none"> - Community mobilization for participation in development matters - Decision makers. Participation in Monitoring and 	<ul style="list-style-type: none"> - Technical support in addressing people's problems, - Timely provision of their statutory benefits. 	<ul style="list-style-type: none"> - Weak leaders - Distortion of some government directives, - Poor implementation of development 	H

No	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectations are not met	Rank H- High M – Medium L - Low
		Evaluation of Development projects - Community representatives - Approval of budget and plans	- Improved delivery of services to their community - Increase of revenues - Proper utilization of resources (value for money).	projects	
10	Private Investors	- Distribution chain, - Revenue from taxation, - Availability of goods and services	- Good investment environment - Make profit - Win more customers - Expand their business	- Closure of their businesses - Reduction of revenue - Poor goods and services	H
11	Telecommunications companies	- Provision of access to mobile and internet Networks - Facilitate money services i.e. mobile money,	- Conducive environment - Make profit - Increased subscribers,	- Close their business - Limited access to internet and mobile services - Lost revenue	M
12	Neighboring Councils	- Collaboration in disaster management, - maintain peace and security, - Competition,	- Sharing experience - Good relations/ collaboration,	- Bad reputation - Conflict - Increased crime	H
13	Workers unions	- Protect workers' rights - Fight for conducive working environment - Represent workers	- Improved working conditions for their members - Improved benefits for their members - To win more members	- Frequent boycotts - Low staff performance	H

CHAPTER THREE

PERFORMANCE REVIEW ON IMPLEMENTATION OF THE PREVIOUS PLAN

3.1 INTRODUCTION

This chapter presents results of performance review conducted to evaluate social and economic service delivery in 19 service areas namely, Personnel and Administration; agriculture, Irrigation and Cooperatives; Land and Natural Resources; Water; Livestock and Fisheries; Beekeeping; Department of Solid Waste and Environmental Management; Health; Community Development, Gender and Youth; Primary Education; Secondary Education; Works; Planning, Statistics, Monitoring and Evaluation; Finance and Trade; Internal Audit; Procurement Management Unit; Legal unit; Information and Communication Technology (ICT) Unit; and Election. The assessment of the implementation of the previous plan identified the following achievements and constraints.

3.2 ACHIEVEMENTS

- ✓ 1000 People Living with HIV (PLHIV) were provided with nutritious foods.
- ✓ 172 council workers attended seminars on prevention of HIV/AIDS infection.
- ✓ 50 Council Staff were trained in combating corruption.
- ✓ 425 teachers and 24,686 primary school pupils attended HIV/AIDS infection awareness meetings.
- ✓ 1437 students in 12 secondary schools got training on HIV/AIDS.
- ✓ Anti - corruption meetings were conducted to 20 HQ Staff, 22 Ward Education Co-ordinators and 108 Head teachers.
- ✓ 1437 students in 12 secondary schools got training on corruption and its effects to society.
- ✓ Basic Staff and office expenses for primary schools were met.
- ✓ Basic Capitation expenses to 105 primary schools were covered.
- ✓ Special education requirements and food supplies for 3 special schools were supplied.
- ✓ Standard (II), Four (IV) and Seven (VII) for 108 primary schools were facilitated and supervised accordingly.
- ✓ Form four national examinations supervised to 1566 candidates in 28 secondary schools.

- ✓ Form two national examinations supervised to 2,098 candidates in 29 secondary schools.
- ✓ Form six National Examination supervised to 78 candidates in one secondary school.
- ✓ 28,000,000/= used to construct two classrooms at Ndurugumi secondary school.
- ✓ 50,310,918 distributed to 17 secondary schools for buying 629 students' tables and chairs.
- ✓ Construction of two teachers' houses facilitated and installed with electricity.
- ✓ A total of Tsh. 695,554,646/= (48%) were collected from proper own sources.
- ✓ Expenditure section coordinated and all legal payments processed.
- ✓ All activities related to salaries for council workers were implemented accordingly.
- ✓ Final accounts of all existing council accounts were prepared.
- ✓ All trade and markets related activities (licenses etc) were supervised and coordinated.
- ✓ 100% of Statutory meetings at Council and ward levels were conducted and 50% were conducted at lower levels.
- ✓ Council website was developed and launched officially.
- ✓ Various ICT devices were maintained.
- ✓ Software (security programs and OS's) were installed and updated to some Council's PCs.
- ✓ Electronic services (e.g. via Epicor-IFMIS, LGRCIS, CHF-IMIS, PreM, BEMIS, etc.) were administered.
- ✓ LAN and network services (Epicor & internet) were installed in Elimu and OSBC Buildings.
- ✓ Council ICT Policy was drafted.
- ✓ Fire extinguishers for Epicor Room were procured.
- ✓ 12 out of 14 Council revenue collection points (gates) were visited and audited
- ✓ 6 dispensaries out 48, 1 health center out of 4, CHF contributions in 9 wards out of 22 wards and 6 primary schools were audited.
- ✓ Monitoring & Evaluation of development Projects which involved Finance committee, implementing Departments and beneficiaries was conducted to 22 wards.
- ✓ Council fiscal quarterly, annual and various reports were prepared and sent to relevant institutions.
- ✓ 32 Councilors, 13HoDs, Six Heads of Units and 22 WEOs were sensitized on new LGDG funding system and importance of community initiatives.
- ✓ 63,500 (15.9% of targeted chickens) from 26 Vitongoji were vaccinated.

- ✓ 5 livestock keepers and 10 farmers facilitated to participate in Nane-nane exhibition
- ✓ 900 plots were planned and surveyed in Mbande.
- ✓ Total of 17km roads were demarcated for grading.
- ✓ 5 Village councils were trained on Land conflict resolution and Land Laws.
- ✓ 63,000 cashew nuts seedlings were distributed for planting in 2321 acres.
- ✓ 1km canal. was rehabilitated
- ✓ 16 farmers supplied with cassava planting materials for 22 acres.
- ✓ 40 farmers were facilitated to cultivate 40 acres of Sorghum and Millet.
- ✓ 10 farmers supplied with sweet potatoes planting materials in 6 acres.
- ✓ 564,300 tree seedlings were raised and planted.
- ✓ Central nursery of 27000 tree seedlings was established and handed to 150 people.
- ✓ All tenders applied to the council in 2016/2017 financial year were treated fairly, equally and transparently as per Procurement Act and regulations.
- ✓ 5 Water Supply Schemes at Songambebe, Mlali Iyegu, Mlali Bondeni, Chigwingwili and Pembamoto villages were constructed.
- ✓ Hydrological, Geophysical and Topographical surveys for ground water and surface water investigations for 4 villages were conducted.
- ✓ 4 Water Schemes are at different stages of construction.
- ✓ 330 km of road were maintained and 400 Kilometers spot improvement was done.
- ✓ 3 bridges were constructed and 345 Kilometers of road were up dated.
- ✓ School infrastructures constructed at Chiwe, Manghaila and Makawa secondary school were all supervised.
- ✓ Major and minor maintenance of 23 Council vehicles was supervised.
- ✓ Stand-by generator for District Hospital purchased.

3.3 CONSTRAINTS FACED IN IMPLEMENTING THE PREVIOUS PLAN

- ✓ There is self and community stigma with regard to PLHIV.
- ✓ There are lost follow ups and miss-appointments to PLHIV.
- ✓ Council not provided with the 10% of its own source for Women and youth groups.
- ✓ Low community participation in development projects.
- ✓ Poor response of tenderers for some advertised tenders.
- ✓ Tree planting campaign is affected by animals that are destroying the planted trees.

- ✓ Delayed approval of survey plans.
- ✓ Delayed disbursement of funds from central government.
- ✓ Reluctance of some village leaders to conduct statutory meetings at lower levels.
- ✓ Poor internet connectivity and unstable power supply.
- ✓ Cutoff of electricity in some days.
- ✓ Frequent cutoff of internet services at the Council main Administration Block.
- ✓ Shortage of staff in various Departments and units.
- ✓ Shortage of working tools.
- ✓ Shortage of funds to meet requirements.
- ✓ Tax payers' evasion, poor crop harvest, cholera epidemic which caused close up of livestock markets were among factors that contributed failure of the Council to reach the revenue collection target.

CHAPTER FOUR

THE PLAN

This chapter provides the operational framework within which the District Council Strategic Plan of 2017/18–2021/22 stands upon. It presents the District Council’s vision, mission, core values, strategic objectives, targets, strategies, and performance indicators.

4.1 VISION OF THE COUNCIL

The vision of Kongwa District council is “To be among the best Councils that provide high quality client-based services for sustainable Community Development by 2025”.

4.2 MISSION STATEMENT

The Mission of Kongwa District Council is “To facilitate the provision of high quality client-based services through partnering with Central government, Civil Society Organizations, Private Sector and Development Partners for sustainable Community Development”

4.3 CORE VALUES

The implementation of this Strategic Plan will be guided by five core values. These values will guide the District Councils’ internal conduct and the way it relates with outsiders. They will be the enduring beliefs of the District Council. These values are as given below:

4.3.1 Transparency: in demonstrating that we are transparent, we will display our vision and mission to everyone so that all stakeholders know where council want to be. We will build a common understanding in all decisions we are going to make. Building trust and doing the right thing is going to be our daily priority.

4.3.2 Spirit of cooperation: we believe that the secret of our success is in working together as a team. Therefore we emphasize every one of us to embrace team work spirit, and strive to be at ease when working with others.

4.3.3 Accountability: we are responsible and diligent in all our dealings, each one of us will be responsible for the actions or decisions they take.

4.3.4 Integrity: all Council Staffs have the obligation to be trustworthy, sincere, fair and consistent in all their dealings. They are required to acknowledge persons dignity, and be

thoughtful of people's needs and support them in ways that protect their self esteem and dignity. They are by all mean required to spend their time and energy to ensure that people are well served, without having to be involved in corruption practices.

4.3.5 Client based: we are client-driven entity in our daily conduct. We are sensitive and responsive to clients' needs and high commitment to customer care.

4.4 Strategic Objectives

- A. Improve services and reduce HIV/AIDS infections.
- B. Enhance, sustain and effectively implement the National Anti-corruption Strategy
- C. Improve access, quality and equitable social services delivery.
- D. Improve quantity and quality of social services and Infrastructure.
- E. Enhance good governance and administrative services.
- F. Improve social welfare, gender and community empowerment.
- G. Improve emergence preparedness and disaster management.
- H. Improve management of natural resources and environment.
- I. Improve information and communication technology.

4.5 Service areas, strategic objectives, targets, strategies and indicators

4.5.1 Service Area 1: Personnel and Administration

The service area, Personnel and Administration focuses on implementing the following four strategic objectives: A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain, and effectively implement the National Anti-corruption strategy; D. Increase quantity and Quality of social services and infrastructure; and E. Enhance Good Governance and Administrative Services.

Table 44: Plan matrix for Personnel and Administration

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A: Improve services and reduce HIV/AIDS infection	T01	10 workplace seminars to 22 WEs, 87 VEs and 80 HQ employees in prevention of HIV/AIDS infection coordinated and conducted by June, 2022	Collaborate with Private sector (NGOs, CBOs) Allocate funds annually	Number of workplace seminars conducted Number of staff trained
	T02	Staff identified living with HIV served by June 2022	Identification of workers living with HIV Allocate funds to support annually	Number of staff living with HIV served
B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy	T01	10 seminars conducted to 22 WEOs, 87 VEOs and 80 HQ employees in combating petty and grand corruption by June, 2022	Create awareness among staff on combating corruption Invite PCCB to conduct seminars	Number of seminars conducted Number of staff attended the seminars
D. Increase quantity and Quality of social services and Infrastructure	T01	18 WEOs and 2 Townships offices constructed by June 2022	Mobilize and support community initiatives. Intensify financial mobilization from various sources. Include the relevant items in annual plans and budgets.	Number of WEs Office constructed
	T02	4 WEOs offices (Chitego, Sejeli, Mkoka and Pandambili completed by June 2022		Number of WEs Office completed
	T04	40 VEOs houses constructed by June 2022.		Number of VEs houses constructed
	T05	22 WEOs houses constructed by June 2022		Number of VEs houses completed
	T06	50 VEOs Offices constructed by June 2022.		Number of VEOs houses constructed
	T07	Completion of NHC houses repayment and 5 new staff houses constructed by June 2022		Number of new staff houses constructed
				Amount of funds paid to NHC

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T08	DED's house rehabilitated by June 2022		State/condition of DED's house
	T09	114 office chairs and 77 tables for WEOs & VEOs procured by June 2022.	Mobilize the community, technical advice and financial resources.	Number of office chairs and tables for Wes and VEs procured
	T10	Council Hall equipped with 20 tables and 200 chairs by June 2022	Include the relevant items in annual plans and budgets	Number of hall facilities procured.
	T11	Council headquarter fence completed by June 2022	Implement annual plans and budgets	Existence of complete council fence
E. Enhance Good Governance and Administrative Services	T01	Statutory meetings at Council level (Management 65, Finance 65, Economic 25, Social 25, HIV 20, disciplinary 20, townships meetings 25 and full council 25) conducted by June 2022	Allocate funds in annual plans and budgets	Number of statutory meetings conducted
	T02	Statutory meetings at lower level (20 Village assemblies, 20 WDC, 60 Village Council) conducted by June 2022	Assign staff to keep record of statutory meetings Prepare conducive environment for meetings	Number of statutory meetings at lower levels conducted
	T03	Statutory allowances for 30 Councillors provided each year by June 2022	Allocate funds	Number of Councillors paid
	T04	Various working tools and equipment for purchased by June 2022	Allocate funds in annual plans and budgets	Number of working tools and equipment purchased
	T05	Council staff and Councillors' training plan prepared by June 2022	Allocate budget for preparation of council training plan	Number of Council staff and Councillors attended long and short courses.

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T06	1 vehicle for Council Director 2 for Council activities purchased by June 2022.	Allocate funds in annual plans and budgets.	Number of Vehicles purchased.
	T07	10 sensitization meetings to mobilize and create conducive environment for growth of private sector in the District conducted by June 2022	Conduct regular meetings with the District Business Council	Number of meetings conducted

4.5.2 Service Area 2: Agriculture Irrigation and Cooperatives

The service area Agriculture, Irrigation, and Cooperatives is set to implement the following five strategic objectives: A. Services improved and HIV/AIDS infections reduced; B. Enhance, sustain, and effectively implement the National Anti-corruption strategy; C. Improve access, quality and equitable social services delivery; D. Increase quantity and Quality of social services and infrastructure and E. Enhance Good Governance and Administrative Services.

Table 45: Plan matrix for Agriculture Irrigation and Cooperatives

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	60 extension officers trained on HIV/AIDS by June 2022	Mobilize funds from CDG, ASDP II, Central Government Involve stakeholders	Number of Extension officers trained
B. Enhance, sustain effective implementation of National ant Corruption strategy	T01	60 extension officers trained on Ant-corruption strategies by June 2022	Mobilize funds from CDG, ASDP II, Central government Involve stakeholders	Number of Extension officers trained
D. Increase quantity and Quality of social services and Infrastructure	T01	5 Feasibility studies on irrigation dams construction along Kinyasungwi river conducted by June 2022	Mobilize funds from DIDF/NIDF, CDG Japanese counterpart, ASDP II Involvement of stakeholders	Number of Feasibility study conducted.

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T02	4 irrigation infrastructures in 4 villages at Chamkoroma ward constructed by June 2022	Mobilize funds from development partners (DIDF/NIDF,CDG JICA) and from ASDP II Involvement of stakeholders	Number of irrigation infrastructures constructed.
	T03	1 market building at Mkoka Village completed and 1 constructed at Malali by June 2022	Mobilize funds from CDG, ASDP II Involvement of stakeholders	Number of market building completed
	T04	3 farmers training centers constructed and maintained by June 2022	Mobilize funds from CDG, ASDP II, Central government Mobilize farmers and other stakeholders	Number of famers Centre constructed and maintained
	T05	87 Staff houses in 87 villages constructed by June 2022	Mobilize funds from CDG, ASDP II, and Central Government Mobilize farmers and other stakeholders	Number of staff Houses constructed
	T06	To facilitate community youth with 6 bore hole drip irrigation in 6 villages (Banyibanyi, Mkutani, Matongoro, Mkoka, Chiwe and Songambe) by June 20122	Mobilize funds from development partners (DIDF/NIDF,CDG JICA) and from ASDP II Involvement of stakeholders	Number of irrigation schemes

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T07	To facilitate 5 village community with 5 dams water harvesting for supplementary irrigation during dry spell by June 20122	Mobilize funds from development partners (DIDF/NIDF,CDG JICA) and from ASDP II Involvement of stakeholders	Number of irrigation schemes
	T08	22 Agriculture resource centers in 22 wards constructed by June 2022	Mobilize funds from CDG, ASDP II, and Central Government Mobilize farmers and other stakeholders	Number of resource center constructed
C. Improve access, quality and equitable social services delivery	T01	100 farmers facilitated to perform Cash Crops QDS seeds multiplication (Sunflower and Sesame)@ 2ha) by June 2022	Solicit fund from central government Use own source Mobilize funds from development partners Mobilize of farmers	Number of acres cultivated
	T02	To improve the community economy by introducing new cash crop(cashew nut) 60,000 acres by June	Fund assistance from cashew nut industry development trust fund Mobilize stakeholders	Number of acres cultivated annually
	T03	500 Farmers in 11 villages facilitated to plant 1 acre of Cassava each by June, 2022	Mobilize funds from CDG Mobilize stakeholders	Number of farmers facilitated
	T04	500 Farmers in 11 villages facilitated to practice Cassava crop husbandry by June, 2022		Number of farmers facilitated

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T05	500 farmers facilitated to plant 1 acre of improved Sorghum each by June 2022		Number of farmers facilitated
	T06	500 farmers facilitated to plant 1 hectare of Millet improved seed each by June 2022		Number of farmers facilitated
	T07	500 Farmers trained in QDS by June, 2022	Mobilize funds from CDG Involve farmers	Number of farmers trained in QDS.
	T08	500 Farmers trained in food and cash crop husbandries by June, 2022	Mobilize funds from CDG, ASDP II Involve farmers	Number of farmers trained in food and cash crop husbandries.
	T09	500 farmers provided with Sweet Potatoes cuttings to plant 1 acres each by June, 2022	Mobilize funds from CDG, ASDP II Mobilizes farmers' participation	Number of famers provided with sweet potatoes cuttings
	T10	500 Farmers trained in Sweet Potatoes crop husbandry by June, 2022	Mobilize fund from CDG, ASDP II Involvement of stakeholders	Number of farmers trained in Sweet Potatoes crop husbandries.
	T11	100 Farmers identified and facilitated to participate in Nanenane Exhibition by June, 2022	Mobilize fund from CDG, ASDP II, Central government Involve key stakeholders	Number of farmers identified and facilitated to participated in nane-nane exhibitions
	T12	10,000 small scale farmers provided with agriculture inputs including improved seed, Fertilizer and pesticide by June 2022	Mobilize funds from Central government and development partners	Number of small scale farmers provided with inputs

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T13	Crop pests to include Armyworm and Quelea bird controlled in 87 villages by June 2022	Mobilize funds from Central government through Central zone plant protection window Mobilization of farmers Mobilize funds from CDG, ASDP	Number of villages covered by crop pest control campaigns
	T14	50 trainings@200 farmers on improved storage and postharvest management techniques in 87 villages conducted by June 2022	Collaborate with Helvetars and FAO Facilities Mobilize funds from CDG, ASDP II, and Central Government	Number of farmers trained and villages covered
	T15	10,000 PIC, 5,000 AZ bags and 500 Metal silo; improved storage facilities supplied to small scale farmers by June 2022	Collaboration with Helvetars and FAO Facilities	Number of improved storage facilities supplied
	T16	Cowpeas and groundnuts production per acre increased (cowpeas from 2 to 7 bag/acre) and groundnut 4 to 15 bag/acre through improved technology in 17 village by June 2022	Collaborate with IITA, and ARI Makutupora facilities Mobilize funds from CDG, ASDP II, and Central Government Community mobilization	Number of tones or Kgs or bags of ground nuts and cowpeas produced per acre

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T17	15,000 farmers get trained in fungus poison control and 300 trials on fungus poison control on maize and groundnuts conducted by June 2022	Collaborate with FAO, and IITA facilities Mobilize funds from CDG, ASDP II, Central government Community mobilization	Number of farmers trained Number of trial conducted
	T18	300 acres of grape vines in Sejeli ward facilitated to farmers by June 2022	Mobilize funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	Number of acres of grape vines cultivated by who
	T19	200 community groups trained on agric marketing by June 2022	Mobilize funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	Number of groups trained
	T20	2000 farmers in 20 villages trained on agric processing by June 2022	Funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	Number of farmers and trainings conducted
	T21	2000 farmers sensitized in crop value chain by June 2022	Funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	Number of farmers and trainings
	T22	150 famer groups indentified, mobilized and trained on good agricultural crop husbandry practices by June 2022	Funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	number of famers and groups reached

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T23	Farmers in 50 villages facilitated in market information and value chain by June 2022	Funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	Number of villages reached
	T24	50 villages linked to actors in crop value chain by June 2022	Funds from CDG, ASDP II, Central government Involve Farmers and other stakeholders	Number of villages reached
E. Enhance Good Governance and Administrative Services.	T01	51 staff facilitate with necessary allowances(Leave, field ect)	Funds from CDG, ASDP II, Central government	Number of staff facilitated
	T02	Procurement of office stationeries by June 2022	OCs, Funds from CDG, ASDP II, Central government	Number of stationeries items purchased
	T03	Procurement of 2 Department cars by June 2022	Funds from CDG, ASDP II, Central government	Number of car purchased
	T04	25 Extension Officers facilitated with motor bikes by June 2022	Funds from CDG, ASDP II, Central government	Number of staff
	T05	Procurement of working tools(4 desktop and 5 laptop computers, 4 printers, 55 extension kit)	Mobilize funds from CDG, ASDP II, Central government	Number of tools purchased
	T06	Agriculture and cooperative development projects monitored and evaluated by June, 2022	Mobilize funds from CDG, ASDP II, Central government Involve stakeholders	Number of projects Monitored and Evaluated

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T07	200 Farmer Field Schools established in 50 villages by June 2022	Mobilize funds from CDG, ASDP II, and Central government Mobilize of stakeholders	Number of Farmer Field schools organized Number of farmers participated.
	T08	52 cooperative societies registered by June 2022	Sensitize and conduct training to members	Number of cooperative societies
	T09	10 AMCOS trained on Value addition by June 2022	Mobilize funds Collaborate with an expert	Number of AMCOS
	T010	100 cooperative societies trained on effects of projects on environment by June 2022	Mobilize funds from	Numbers of coop's trained

4.5.3 Service Area 3: Land and Natural Resources

This service area, Land and Natural Resources is responsible for the implementation of the following four strategic objectives: A. Improve Services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National ant-corruption strategy; C. Improve access, quality and equitable social services delivery; and H. Improve management of natural resources and environment

Table 46: Plan matrix for Land and Natural Resources

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve Services and reduce HIV/AIDS infections	T01	9 Staff members trained on HIV/AIDS infections by June 2022	Invite CHAC to the Department meetings to talk about HIV/AIDS infections	Number of Staff member trained on HIV/ADIS infection
B. Enhance, sustain and	T01	9 Staff members trained on Prevention and Combating	Involve PCCB officials to design and facilitate	Number of Staff members trained on Prevention and

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
effective implementation of the National anti - corruption strategy		Corruption by June 2022	training	Combating Corruption
C. Improve access, quality and equitable social services delivery	T01	10,000 plots surveyed at Kibaigwa, Mkoka, Mbande, Mlali and Kongwa by June 2022	Acquire land, Mobilize resources Develop a Plan and survey the plots	Number of plots planned and surveyed.
	T02	Residents with Certificates of Right of Occupancy increased from 274 to 1,774 by June 2022	Mobilize resources Sensitize people on the importance of legal land ownership	Number of residents with Certificate of Right of Occupancy
	T03	villages with Land use plans increased from 6 (2017) to 10 by June 2022	Allocate funds in annual plans and budgets Collaborate with private sector	Number of Villages with Land use plans
	T04	Land use conflicts dissolved by 90% come June 2022	Train Village Land Council on Land Laws and Land Conflict resolution	Number of Village Land Councils trained Number of land use conflicts dissolved
	T05	Integrated Land Management System (ILMS) established by June 2022	Allocate funds in the annual plans and budgets	Presence of ILMS

4.5.4 Service Area 4: Water

The service area related to water sector is responsible for the implementation of the following strategic objectives: A. Improve Services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National ant-corruption strategy; C. Improve access, quality and equitable social services delivery; D. Improve quantity and quality of economic services and infrastructure, E. Enhance Good Governance and Administrative Services; and H. Improve management of natural resources and environment.

Table 47: Plan matrix for Water

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve Services and reduce HIV/AIDS infections	T01	8 Staff members trained on HIV/AIDS infections by June 2022	Invite CHAC to talk to staff about HIV/AIDS infections	Number of Staff member involved
B. Enhance, sustain and effective implementation of the National anti-corruption strategy	T01	8 Staff members trained on Prevention and Combating Corruption by June 2022	Invite PCCB officials to facilitate training on Prevention and Combating Corruption	Number of Staff members involved
C: Improve access, quality and equitable social services delivery.	T01	Access to clean water increased from 54% (2017) to 65% by 2022	Mobilize resources from Community, Council, Central government, Water program, private and individuals for construction/rehabilitation of water facilities	Number of water facilities constructed/rehabilitated
D. Improve quantity and quality of social services and infrastructure	T01	15 water schemes constructed by June 2022	Mobilize resources from Community, Council, Central government, Water program, private and individuals sources	Number of water schemes constructed
	T02	10 Boreholes constructed by June 2022	Mobilize resources from Community, Council, Central government, Water program, private and individuals sources	Number of Boreholes constructed
H. Improve management of natural resources and environment	T01	Community Owned Water Supply Organizations (COWSO) increased and strengthened from 21 (2017) to 60 by June 2022	Formulation and training of COWSO	Number of COWSO formulated and trained
	T02	Registered COWSO increased from (7) 2017 to 60 by June 2022	Conduct training and register the legible COWSO legible	Number of COWSO registered

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T03	Monitoring and evaluation for water project conducted by June 2022	Conduct regular monitoring evaluation by the Department, CWST and PFC	Number of M&E conducted
E. Enhance Good Governance and Administrative Services.	T01	Working environment to 8 staffs improved by June 2022	Allocate fund in annual plan and budget to purchase working tools and equipments	Number of working tools and equipments purchased

4.5.5 Service Area 5: Livestock and Fisheries

The service area related to livestock and fisheries sector is responsible for the implementation of the following strategic objectives: A. Improve Services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National anti-corruption strategy; C. Improve access, quality and equitable social services delivery; D. Improve quantity and quality of social services and infrastructure, and E. Enhance Good Governance and Administrative Services.

Table 48: Plan matrix for Livestock and Fisheries

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve Services and reduce HIV/AIDS infections	T01	25 staff members trained on HIV/AIDS infections by June 2022	Invite CHAC to the Department meetings to talk about HIV/AIDS infections	Number of Staff member trained on HIV/ADIS infection
B. Enhance, sustain and effective implementation of the National anti-corruption strategy	T01	25 Staff members trained on Prevention and Combating Corruption by June 2022	Invite PCCB officials to Kongwa to facilitate training on Prevention and Combating Corruption	Number of Staff members trained on Prevention and Combating Corruption
C. Improve	T01	124,517 livestock identified, registered traceable by June 2022	mobilise funds from council and livestock keepers	Number of livestock identified and marked
	T02	600,000 Local Chickens; 126,672 cattle; 85,256 goats; 1,562 dogs; in 383 Vitongoji vaccinated by June 2022	Awareness campaign Mobilize contribution of vaccination expenses from farmers	Number of chickens, cattle; goats; and dogs; vaccinated

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
access, quality and equitable social services delivery.	T03	3 Microscopes and Chemicals for Laboratory Investigation procured by June 2022	Prepare budget Mobilize fund from Central government, local government and developing partners	Number of microscope and chemicals procured
	T04	3 egg incubators procure by June 2022	Mobilize funds from various stakeholders	Number of incubators procured
	T05	500 acres of Pasture Field established; and 200 kg of pasture seeds procured and distributed to 100 farmers by June 2022	Mobilize funds from Central government, local government and development partners Contact PRC for pasture seeds and NARCO for land allocation	Number of pasture field acres in place Number of kg pasture seeds procured and distributed
	T06	95 farmers facilitated to participate in Nanenane exhibitions by June 2022	Organize farmers Farmers cash contribution Communicate with transporters	Number of farmers facilitated and participated
D. Increase quantity and Quality of social services and Infrastructure.	T01	1 Cattle dip tank at Matongoro, 1 at Mautya, and 1 at Mkutani Villages constructed by June 2022	Mobilize fund from Central government, local government and development partners Community mobilization	Number of Cattle dips constructed
	T02	4 loading rumps at Mbande, Majawanga, Pingalame and Kibaigwa constructed and rehabilitated by June 2022	Mobilize fund from Central government, local government and development partners Community mobilization	Number of loading rumps constructed and rehabilitated
	T03	1 Cattle dips at Makawa, 1 at Lenjulu, 1 at Kongwa, 1 at Mtanana, 1 at Ndurugumi, 1 at Mseta, 1 at Tubugwe, and 1 at Pandambili Villages rehabilitated by June 2022	Mobilize fund from Central government, local government and development partners Community mobilization	Number of cattle dips Rehabilitated

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T04	14 charcoal dams for livestock constructed by June 2022	Mobilize fund from Central government, local government and livestock keepers	Number of livestock dams constructed
	T05	2 modern livestock markets constructed at Mbande and Pandambili villages by June 2022	Mobilize funds	Number of livestock markets constructed
	T06	Livestock farmer field school established by June 2022	Mobilize funds	Existence of established field school
E. Enhance Good Governance and Administrative Services.	T01	25 allowance and other Statutory benefits paid by June 2022	Mobilize funds, Payment on Piecemeal basis	Number of staff paid
	T02	Office and Other Administrative Expenses for 25 staff met by June 2022	Mobilize funds	Number of staff
	T03	13 development projects monitored and evaluated by June 2022	Mobilize funds	Number of projects monitored and evaluated
	T04	2 Vehicles and 20 Motor cycles for extension services purchased by June 2022	Allocate funds in annual plan and budget	Number of transport facilities

4.5.6 Service Area 6: Beekeeping Unit

This service area is responsible for the implementation of the following strategic objectives:

A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National anti-corruption strategy; C. Improve access, quality and equitable social services delivery; E. Enhance Good Governance and Administrative Services; and H. Improve management of natural resources and environment.

Table 49: Plan matrix for Beekeeping

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	Awareness on HIV/AIDs Infections and prevention to one Staff created by June 2022	Collaborate with CHAC and DAC to provide seminar on HIV/AIDS infection at workplace	Number of Staff aware of HIV/AIDs infections and prevention
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T01	Awareness on corruption practices and anti-corruption strategies to one Staff created by June 2022	Collaborate with PCCB to provide seminar on combating corruption	Number of Staff aware of corruption and anti-corruption strategies.
C. Improve access, quality and equitable social services delivery.	T01	Training of 10 groups of beekeepers in proper method of keeping and harvesting honey conducted by June 2022.	Mobilize and collaborate with beekeepers groups solicit funds from council budget	Number of groups trained
	T02	100 modern beehives provided to 10 groups by June 2022	Mobilize and collaborate with beekeepers groups Solicit funds from council budget	Number of modern beehives
E. Enhance Good Governance and Administrative Services.	T01	Provide adequate beekeeping knowledge to the community by June 2022	Recruit 3 beekeepers staff	Number of staff recruited
	T02	Adequate working facilities (2 m/cycles, computer, printer) available by June 2022	Solicit funds from annual council budgets	Number of working facilities purchased
H. Improve management of natural resources and environment.	T01	District vegetation cover improved by June 2022	Involve environmental protection groups in tree planting and environmental management. sensitize community to participate in tree planting	Number of tree planted Number of area protected and conserved

			day/campaigns	
			enforcement of environmental protection act and bylaws	

4.5.7 Service Area 7: Solid Waste and Environmental Management

This service area is responsible for the implementation of the following strategic objectives:

A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National anti-corruption strategy; E. Enhance Good Governance and Administrative Services; and H. Improve management of natural resources and environment.

Table 50: Plan matrix for Solid Waste and Environmental Management

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	Awareness on HIV/AIDs Infections and prevention to 2 Staff creates by June 2022	Collaborate with CHAC and DAC to provide seminar on HIV/AIDS infection at workplace	Number of Staff aware of HIV/AIDs infections and prevention
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T02	Awareness on corruption practices and anti-corruption strategies to 2 Staff by June 2022	Collaborate with PCCB to provide seminar on combating corruption	Number of Staff aware of corruption and anti-corruption strategies.
E: Enhance good governance and administrative services	T03	Provide working facilities for Staffs (computers, printers, photocopy machine stationeries) by 2022	Allocate fund in annual plan and budget	Number of working facilities procured.
H. Improve management of natural resources and environment	T01	Conduct 435 Community awareness meetings on environmental conservations at Village level and 140 Community awareness meetings on environmental conservations at Township level by 2022.	Collaborate with WEOs, VEOs and Sub-villages leaders to conduct Environmental conservation awareness meetings	Number of Community awareness meetings conducted

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T02	Planted trees increased from 564,300 trees to 2,500,000 trees by June 2022	Formulate Environmental Conservation groups (CBOs) and participate on rising awareness on tree planting	Number of trees planted
	T03	Household using improved local cooking stove increased from 5% to 50% by June 2022.	Collaborate with Community Development Officers to empower CBOs with appropriate knowledge and technology on how to make and sell local improved cooking stoves	Number of households using improved local stove
	T04	Households using refuse pit increased from 68% to 95% by 2022.	Conduct house to house inspection monthly and provide knowledge on importance of solid waste management.	Number of households using refuse pit
	T05	Reducing land degradation in areas with high number of economic activities such as mining, road construction in all Villages and construction sites existing in the District by 2022.	Conduct EIA (Environmental Impact Assessment) in road construction and mining projects	Number of EIA conducted

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T06	Selection and construction of solid waste dumping sites as well as liquid waste ponds in 2 Township {Kongwa & Kibaigwa}, Mkoka, Mlali and Mbande by 2022.	<p>Write a proposal on construction of liquid waste dumping sites (oxidation ponds).</p> <p>Write a proposal on sanitary landfill solid waste management</p> <p>Selection of suitable areas for dumping wastes both solid and liquid wastes.</p> <p>Allocate fund in annual plan and budgets</p>	Number of dumping sites
	T07	Water sources and catchments areas protected by 2022.	<p>Formulate environmental Conservation groups (CBOs)</p> <p>sensitise tree planting in water and catchment areas</p>	Number of water source and catchment areas protected
	T08	Awareness on effects of Environmental Pollution {Land, Air and Water} to the community created by 2022.	<p>Conduct awareness meetings at Sub village levels</p> <p>Conduct daily inspections to prevent Environmental Pollution.</p>	<p>-Number of Community awareness meetings conducted</p> <p>-Number of inspections conducted.</p>

4.5.8 Service Area 8: Health

The service area related to health sector is responsible for the implementation of the following strategic objectives: A. Improve Services and reduce HIV/AIDS infections; B.

Enhance, sustain and effectively implement the National ant-corruption strategy; C. Improve access, quality and equitable social services delivery; D. Improve quantity and quality of social services and infrastructure, and G. Improve emergence preparedness and disaster management.

Table 51: Plan matrix for Health

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	Awareness on HIV/AIDs Infections and prevention to 126 Staff created by June 2022	Collaborate with CHAC and DAC to provide seminar on HIV/AIDS infection at workplace	Number of Staff aware of HIV/AIDs infections and prevention
	T02	Reduce HIV/AIDS prevalence from 2.8% to 2.2% by June 2022	Train health staff on HIV Testing Counseling Supply HIV test Kits and ARV Medicine quarterly Perform Supervision, Mentoring and Coaching of health staff. Sensitize community on HIV prevention, importance of Testing and Counseling	Percentage of HIV/AIDS prevalence
	T03	Mortality rate due to HIV/AIDS cases reduced from 10.4% to 5% by June 2022	Strengthen HIV test at all health facilities Community campaign against HIV/AIDS Implement test and treat strategies Scale up CTC sites from 7 to 15	Percentage of HIV/AIDS mortality

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T04	Transmission of HIV/AIDS from mother to child reduced from 1.3% to 0.5% by 2022	<p>Strengthen HIV test to pregnant mothers</p> <p>Initiation of ARVs to HIV/AIDS tested pregnant mothers</p> <p>Scale up of Comprehensive PMTC services to all 51 health facilities</p> <p>Sensitize male involvement in RCH services</p>	Percentage of HIV/AIDS transmission rate from pregnant mother to child
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T01	Awareness on corruption practices and anti-corruption strategies to 126 Staff by June 2022.	Collaborate with PCCB to provide seminar on combating corruption	Number of staff aware of corruption and anti-corruption strategies.
C. Improve access , quality and equitable social services delivery	T01	Maternal mortality rate reduced from 177/100000 to 155/100000 by June 2022.	<p>Sensitize members of community on importance of health facility delivery.</p> <p>To train health staff on BEmONC.</p> <p>Establish three maternal waiting homes at Mkoka, Mlali and Kibaigwa</p>	Number of maternal deaths
	T02	Vaccination coverage increased from 94% to 100% by June, 2022	Mobilize financial and material resources Mobilize Community Conduct integrated outreach services and Immunization campaigns	Percentage of Vaccination coverage

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T03	Percentage of moderate malnutrition reduced from 4% to 1% by June 2022	Sensitize community on proper feeding behaviour. Conduct vitamin A supplementation and deworming campaigns to underfive children Sensitize village leaders on malnutrition reduction.	Percentage of moderate malnutrition
	T04	Malaria morbidity reduced from 6.2% to 2.2% by June 2022.	Sensitize community on prevention, Indoor residual spray and early seeking behaviour Provide Insecticide Treated Nets (ITNs) to WCBG. Capacitate health providers on proper malaria management	Percentage of malaria morbidity
	T05	100% medical clinics maintained by June 2022	Mobilize financial and material resources from HFs, central government, and NGOs. Conduct medical specialists clinic annually Conduct weekly regular medical clinics	Percentage of medical clinics maintained
	T06	Therapeutic coverage of neglected tropical diseases (NTDs) increased from 90% to 94% by June 2022	Sensitize community on danger of NTDs Scrutinize, train and supervise Community Drug Distributers. Conduct monitoring and evaluation	Percentage of NTDs therapeutic coverage
C. Improve access , quality and equitable social services delivery	T07	Two oral health clinics strengthened by June 2022	Mobilize financial resources Conduct oral health education to primary and secondary schools. Perform supervision and mentoring to four HCs.	Number of Oral health clinics strengthened.

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T08	Percentage of medical wastes management increased from 20% to 100% by June 2022	Mobilize financial and material resources Construct five modern incinerators Construct placenta pits.	Percentage of medical waste management
	T09	Percentage of mixed skilled staff increased from 37% to 55% by June 2022.	Recruit and Employ health staff Implement orientation and retention mechanism. Conduct promotion.	Percentage of mixed skilled Staff recruited.
	T10	Electricity installed in 15 health facilities by June 2022	Mobilize financial resources Install electricity to HFs	Number of health facilities with electricity
	T11	Completion of Msunjulie, Njoge (OPD), Chamae, Mlanje, Hogoro, Suguta, Manungu, Muungano and Tubugwe juu dispensaries.	Mobilize financial resources	Number of health facilities completed
		Support community initiated health related projects (Staff houses, dispensaries etc)	Mobilize financial resources	Number of health facilities supported
	T12	Rehabilitation and construction of various buildings at District Hospital	Mobilize financial resources	Number of buildings built/rehabilitated
	T13	CHF enrollment increased from 14% to 70% by June 2022.	Sensitize community on importance of CHF in villages. Mobilize financial resources Maintain equitable and quality health services	Percentage of CHF enrollment

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T14	Supply of medicines, hospital supplies and other tracer items increased from 75% to 100% by June 2022	Conduct quarterly Therapeutic Committees meeting. Facilitate HFGCs to provide feedback on medicine received to community members in villages. Conduct quarterly distribution of medical supplies from prime vendor.	Percentage of hospital supplies, medicines and tracer items supplied
	T15	Percentage of health management information system from dispensary to district level raised from the current 98% to 100% by June 2022	Capacitate Health providers on HMIS Perform supervision, mentoring, monitoring and evaluation to health facility in-charges.	Percentage of health management information system
	T16	5 cost centers strengthened through community involvement and provision of adequate administrative facilities by June 2022	Mobilize financial resources Reinforce council health service board and health facility committees Arrange preplanning and planning sessions	Number of cost centers strengthened
	T17	Percentage of Primary schools reached with health services programme raised from 27% to 75% by June 2022	Mobilize financial and material resources Sensitize community on school health service programmes Involve stakeholders on health education to prevent adolescent pregnancy. Prepare and disseminate information through available local radio	Percentage of primary schools reached with health service programme.

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T18	Households with improved latrines increase from 30% to 100% by June 2022	Conduct hygiene and sanitation campaigns in all 87 villages Collaborate with development partners (Plan International, Health Propositions and System Strengthening “HPSS”	Number of households with improved latrines
	T19	Water Sanitation and Hygiene (SWASH) activities conducted to 105 primary and 26 secondary schools by June 2022	Allocate funds in annual plan and budget Collaborate with NGOs	Number of schools reached
G. Improve emergence preparedness and disaster management.	T01	70 health facilities provided with emergency preparedness kits by June 2022	Purchase and provide emergency preparedness tools Conduct supervision and mentoring to 140 health workers.	Number of health facilities with emergency preparedness kits

4.5.9 Service Area 9: Community Development, Social Welfare and Youth

This service area on Community Development, Social Welfare and Youth is responsible for the implementation of the following strategic objectives: A. Improve Services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement of the National anti-corruption strategy; C. Improve access, quality and equitable social services delivery; E. Enhance Good Governance and Administrative Services; and F. Improve social welfare, Gender and Community Empowerment.

Table 52: Plan matrix for Community Development, Social Welfare and Youth

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	Awareness on HIV/AIDs Infections and prevention to 12 Staff created by June 2022	Collaborate with CHAC and DAC to provide seminar on HIV/AIDS infection at workplace	Number of Staff aware of HIV/AIDs infections and prevention

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T02	Nutritious food to 1000 PLHIV provided by June 2022	Involve IGA to prepare nutritious food	Number of PLHIV provided with nutritious food
	T03	Supervision and assistance to establishment of HIV/AIDS committee in 22 wards provided by June 2022	visit and sensitize wards to establish HIV/AIDS committee	Number of wards with HIV/AIDS Committees
	T04	12 Financial and physical implementation report/budget to TACAIDS/Region and PMO-RALG prepared and submitted by June 2022	collect and compile data	Number of reports prepared and submitted
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T01	Awareness on corruption practices and anti-corruption strategies to 12 Staff by June 2022.	Collaborate with PCCB to provide seminar on combating corruption	Number of staff aware of corruption and anti-corruption strategies.
C. Improve access, quality and equitable social services delivery	T01	430 VICOBA, 200 youth, 230 and 41 TOMSHA groups formed and registered by June 2021	sensitize and mobilize community to form VICOBA	Number of VICOBA, youth, and TOMSHA groups formed and registered
	T02	Special groups in 22 wards identified and attached to service providers by June 2022	sensitize, mobilize and link special groups with service providers	Number of Wards with special groups identified and attached to service providers
	T03	436 counseling meetings to family member conflicts conducted by June 2022	sensitize communities in villages and wards to report when women abuse/family conflicts occurs	Number of counseling meetings conducted

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T04	66 groups building teams in 22 wards empowered on the use of appropriate technology by June 2022.	Visit and mobilize local artisans to form village building brigades/teams	Number of groups empowered Number of wards with empowered groups
	T05	100 IGA groups capacitated on reports, minutes, constitution and projects writing by June 2022.	Conduct training to group leaders	Number of groups facilitated
	T06	220 cases of abused women resolved at office level by June 2022.	Mobilize communities to report women abuses	Number of cases of abused women resolved at office level.
	T07	432 cases of abused women resolved in court by June 2022	Mobilize communities to report women abuses	Number of cases of abused women resolved in court.
	T08	200 cases of child abuse resolved at District office level by June 2022.	Mobilize and link child stakeholders to report child abuse cases	Number of cases of child abuse resolved at office level
	T09	112 cases of child abuse resolved at primary courts by June 2022.	Mobilize communities to report child abuse cases at primary courts.	Number of cases of child abuse resolved in court
	T10	women groups empowered with loan and entrepreneurship skills in 22 wards by June 2022	Identification of eligible woman groups conduct seminar/training	Number of groups identified Number of seminar/training conducted
F. Improve social welfare, Gender and Community Empowerment	T01	128 PLHIV groups empowered by 2022	Identify the groups Link groups with the financial institutions Provide loans	Number of groups identified Number of groups accessed loans

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T02	400 elderly and 78 disabled groups supported by 2022	Identification of groups Link groups with service providers	Number of groups identified Number of groups accessed loans
	T03	Day Care Centres increased from 5 to 15 by 2022	Mobilize stakeholders to establish Day Care Centres	Number of Day Care Centres established
	T04	5 children districts forums on their light and various development issues organised by June 2022	Mobilize and establish child forum and clubs	Number of clubs established Number child forums conducted

4.5.10 Service Area 10: Primary Education

The service area related to Primary education issues is responsible for the implementation of the following strategic objectives: A. Improve Services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National ant-corruption strategy; C. Improve access, quality and equitable social services delivery; and D. Improve quantity and quality of social services and infrastructure.

Table 53: Plan matrix for Primary education

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	120,000 pupils and 1,500 teachers trained in HIV/AIDS prevention education by 2022.	Collaborate with CHAC & DAC to train teachers so that they can impart the knowledge to teachers and pupils.	Number of teachers and pupils trained on prevention of HIV/AIDS
B. Improve sustain and effective implementation of the national ant-corruption strategy	T01	120,000 pupils and 1,151 teachers sensitized and educated in anti-corruption strategies by June 2022	Collaborate with PCCB on educating teachers and pupils against corruption. Formulation of Ant-corruption clubs in schools.	Number of teachers and pupils sensitized and educated.

B. Improve access, quality and equitable social services delivery	T01	Staff and Administration Functions for 108 Primary Schools facilitated by June, 2022.	Allocate adequate funds annually	Number of Schools facilitated
	T02	3 Special schools requirements, Materials and Food Supplies facilitated by June, 2022	Preparation of reliable pupils data per school	Number of Special schools facilitated
	T03	Pass Rate for Standard Four pupils in 108 schools increased from 88.7% (2016) to 95% by June 2022	Conduct District Mock examination and Regional mock to pupils Monitoring and supervision of teaching and learning activities in schools. Awarding best performed teachers and pupils	Number of schools increased pass rate Number of teachers and pupils awarded
	T04	Pass rate for Standard Seven pupils in 108 schools increased from 62% to 70% by June 2022	Conduct District Mock examination and Regional mock to pupils Monitoring and supervision of teaching and learning activities in schools Awarding best performed teachers and pupils	Number of schools increased pass rate Number of teachers and pupils awarded
	T05	Industrialization agenda at 108 schools and school clubs raised by June 2022	Recruit adequate number of science teachers Sensitize and motivate pupils to learn science subject	Number of teachers teaching science subjects percentage of pupils passed science subjects

	T06	Pupils Book Ratio in 105 schools improved from 1:4 to 1:1 by June 2022	Allocate adequate budget for books	Pupils book ratio
	T07	Teacher Pupils Ratio in 105 schools improved from 1:62 to 1:45 by June 2022	Recruitment and deployment adequate teachers	Teachers book ratio
	T08	Pupils' truancy and dropout in 105 schools reduced from 24.7% to 10% by June 2022	Cooperate with parents/guardians to reduce/eliminate truancy and dropout	Percentage of truancy and dropout
C. increase quantity and Quality of social services and Infrastructure	T01	300 Classrooms constructed by June, 2022	Involve community in construction of classrooms Collaborate with development partners. Use central government funds and own source	Number of Classrooms Constructed
	T02	300 teachers' houses constructed by June, 2022.	Community involvement in construction of classrooms Collaborate with development partners. Use central government funds and own source	Number of Classrooms Constructed
	T03	500 pit latrines constructed by June, 2022	Community involvement in financing making of the furniture.	Number of pit latrines constructed
	T04	5,000 pupils desks made by June 2022	Collaborate with development partners. Use central government funds and own source	Number of pupils desks made

	T05	Improve Mnyakongo primary vocational centre buildings and equip with necessary training tools and equipments	Allocate funds in annual plans and budgets	Number of school infrastructures rehabilitated Number of tools and equipment purchased
	T06	Menstrual hygiene management rooms built in 108 schools by June 2022	Allocate funds for building menstrual hygiene management rooms in each year's budget	Number of Menstrual hygiene management rooms built
	T07	Sports and Games facilities procured in 105 schools by June 2022	Allocate funds for Sports and Games facilities in each year budget	Number of Sports and Games facilities procured
	T08	Maintenance or rehabilitation of the existing classrooms and teachers' houses, offices done in 105 schools by June 2022	Allocate funds in the annual plan and budget for major rehabilitation/maintenances Use of 30% of capitation fund for minor rehabilitation/maintenances	Number of classrooms and housed rehabilitated/maintained

5.11 Service Area 11: Secondary Education

The Secondary education service area is responsible for the implementation of the following strategic objectives: A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National ant-corruption strategy; C. Improve access, quality and equitable social services delivery; D. Improve quantity and quality of social services and infrastructure; E. Enhance Good Governance and Administrative Services; and F: Improve emergency and disaster management.

Table 54: Plan matrix for Secondary education

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	516 teachers and 9,569 students in 31 Secondary schools provided with HIV/AIDS education by June 2022	<p>Conduct TOT trainings for HIV/AIDS among teachers.</p> <p>Formulate HIV/AIDS clubs</p> <p>Introduce HIV/AIDS period in schools' timetable</p>	<p>Number of teachers and students with Knowledge on HIV/AIDS</p> <p>Number of Schools with teachers and students trained in HIV/AIDS</p>
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T01	516 teachers and 9,569 students in 31 Secondary schools provided with education in anti-corruption strategies by June 2022	<p>Conduct TOT trainings for corruption and its effects among teachers.</p> <p>Formulate anti-corruption clubs</p>	<p>Number of teachers and students with Knowledge in anti-corruption strategies</p>
C: Improve access, quality and equitable social services delivery.	T01	Pass rate for form two students in 31 schools increased from 95% (2016) to 99% by June 2022	<p>Conduct District Terminal examinations and Regional annual examinations to students</p> <p>Conduct closely Monitoring and supervision of teaching and learning activities in schools.</p> <p>Awarding best performed teachers and students</p>	<p>Number of schools increased pass rate</p>

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T02	<p>Pass rate for form four students in 31 schools increased from 62% (2016) to 75% by June 2022</p> <p>Pass rate for form six students in 2 schools maintained by June 2022</p>	<p>Conduct District Terminal examinations and Regional annual examinations to students</p> <p>Conduct closely Monitoring and supervision of teaching and learning activities in schools.</p> <p>Awarding best performed teachers and students</p>	<p>Number of schools increased pass rate.</p> <p>Number of teachers and students awarded.</p>
	T03	Industrialization agenda at 31 schools and school clubs raised by June 2022	<p>Sensitize students to study science subjects</p> <p>Complete construction of science laboratories</p> <p>Recruit adequate number of science teachers</p> <p>equip laboratories with all necessary equipments, chemicals and materials</p>	<p>Number of students studying sciences subjects</p> <p>Number of completed and equipped laboratories</p> <p>Number of science teachers recruited</p>
	T04	Pupils Book Ratio in 26 schools improved from 1:3 (2017) to 1:1 by June 2022	annually allocate adequate budget for books	Pupils book ratio
	T05	Ratio of science teachers in 26 schools improved from 1: 54 (2017) to 1:24 by June 2022	recruit adequate number of science teachers	Number of science teachers recruited

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T06	Students' truancy and dropout in 26 schools reduced from 2% (2017) to 0.9% by June 2022	Collaborate with parents/guardians to reduce/eliminate truancy and dropouts	Number of truants and dropped
	T07	26 schools provided with meals to all students by June 2022	Sensitize and Collaborate with parents/guardians in provision of school meals	Number of schools providing schools meals to students
	T08	26 schools provided with water facilities by June 2022	Sensitize and Collaborate with parents/guardians allocate budgets for school water facilities	Number of schools with water facilities.
D: Increase quantity and Quality of social services and Infrastructure.	T01	50 Teachers' houses constructed in 25 schools by June 2022.	Plan and allocate funds in each year's plan and budget Community involvement in construction	Number of teachers' houses constructed
	T02	50 Laboratory room completed in 16 schools by June 2022.	Plan and allocate funds in each year's plan and budget Community involvement in construction	Number of completed laboratory rooms.
	T03	40 students' latrines constructed in 5 schools by June 2022.	Plan and allocate funds in each year's plan and budget Community involvement in construction	Number of students' latrines constructed.
	T04	40 classrooms and 5 libraries constructed in 10 schools by June 2022.	Plan and allocate funds in each year's plan and budget Community involvement in construction	Number of classrooms and libraries constructed.

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T05	2,500 students' chairs and tables made in 26 schools by June 2022.	Plan and allocate funds in each year's plan and budget Community involvement in construction	Number of students' chairs and tables made.
	T06	School boundaries set in 26 schools by June 2022	Allocate funds for setting schools' boundaries in each year's budget	Number of schools with boundaries set
	T07	48 hostels built in 24 schools by June 2022.	Allocate for building hostels in each year's budget Community involvement in construction	Number hostels built
	T08	Infrastructures for disabled students built in 26 schools by June 2022	Allocate funds for building infrastructures for disabled students in each year's budget	Number of disabled students' infrastructures built
	T09	Menstrual hygiene management rooms built in 26 schools by June 2022	Allocate funds for building menstrual hygiene management rooms in each year's budget	Number of menstrual hygiene management rooms built.
	T10	Sports and Games facilities procured in 26 schools by June 2022	Allocate funds for procuring sports and games facilities in each year's budget	Number of Sports and Games facilities Procured
	T11	Maintenance or rehabilitation of the existing classrooms, teachers' houses and offices done in 26 schools by June 2022	Allocate funds for maintenance/rehabilitation of schools' infrastructures in each year's budget.	Number of school infrastructures rehabilitated each year.
	T12	To upgrade Zoissa and Mlali secondary schools to A level by June 2022	Allocate funds for building required infrastructures	Number of school infrastructures built
	T13	Electricity connection to 10 schools by June 2022	Annual Allocation of funds	Number of schools connected

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
E: Enhance good governance and administrative services	T01	Secondary education Department Administration's Function in 31 facilitated by June, 2022.	Conduct regular monitoring and supervision of schools' activities	Number of schools with education Department administration functions facilitated.
	T02	26 secondary schools Capitation expenses and fee compensations met by June 2022.	Prepare students statistics per each school. Make follow up for fund disbursed to schools from treasury	Number of schools with Capitation expenses and fee compensations met.
	T03	31 secondary schools examinations' supervision facilitated by June 2022.	Conduct monitoring and supervision of form two, four and six examinations in schools	Number of schools supervised and facilitated.
	T04	450 teachers' leave expenses facilitated by June 2022.	Prepare leave roster for teachers as per budget allocation each year.	Number of teachers' leave expenses facilitated.
F: Improve Emergency and Disaster Management.	T01	Emergency and Disaster Management facilities procured and maintained in 31 schools by June 2022	Allocate funds for procuring Disaster Management facilities and maintenance in each year's budget	Number of Emergency and Disaster Management facilities procured in schools.
	T02	516 teachers and 9,569 students in 31 Secondary schools provided with emergency and Disaster Management trainings by June 2022	Conduct TOT trainings for emergency and disaster management among teachers. Formulate Emergency and Disaster Management clubs	Number of teachers and students with knowledge on emergency and disaster management

4.5.12 Service Area 10: Works

This service area is responsible for the implementation of the following strategic objectives:

A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National ant-corruption strategy; D. Improve quantity and quality of social services and infrastructure; E. Enhance Good Governance and Administrative Services; and F: Improve emergency and disaster management.

Table 55: Plan matrix for Works

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	Awareness on HIV/AIDs Infections and prevention to 9 Staff creates by June 2022	Collaborate with CHAC and DAC to provide seminar on HIV/AIDS infection at workplace	Number of Staff aware of HIV/AIDs infections and prevention
B. Improve sustain and effective implementation of the national ant-corruption strategy.	T01	Awareness on corruption practices and anti-corruption strategies to 9 Staff by June 2022	Collaborate with PCCB to provide seminar on combating corruption	Number of staff aware of corruption and anti-corruption strategies.
D: Increase quantity and Quality of social services and Infrastructure.	T01	Service and maintenance of 23 Council motor vehicles coordinated by June 2022	Allocate funds in annual plan and budgets	Number of motor vehicles serviced and maintained
	T02	All Buildings/infrastructures constructed by the Council are supervised by June 2022	Adherence to government designs and standards frequent site visits	Number of designs prepared and issued to users Number of supervision visits conducted
E: Enhance good governance and administrative services	T01	Conducive working environment for nine Staff enabled by 2022	Allocate funds in annual plan and budgets	Number of staff Serviced Number of working tools and equipments purchased

4.5.13 Service Area 13: Planning, Statistics and Monitoring

This service area is responsible for the implementation of the following strategic objectives:

A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National anti-corruption strategy; C: Improve access, quality and equitable social services delivery; and E. Enhance Good Governance and Administrative Services.

Table 56: Plan matrix for Planning, Statistics and Monitoring

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	HIV/AIDS knowledge at Workplace strengthened to 6 staff by June 2022	Conduct seminars to staff on HIV/AIDS in collaboration with CHAC& DAC	Number of staff with HIV/AIDS knowledge.
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T02	Anti –Corruption knowledge to 6 planning staffs strengthened by June 2022	Conduct seminars to staff in collaboration with PCCB.	Number of staff with ant-corruption strategies knowledge.
C: Improve access, quality and equitable social services delivery.	T01	22 ward planning teams capacitated with Planning and community facilitation skills by June 2022	Involve consultants	Number of ward planning teams capacitated
	T02	Community initiated projects and economic groups in 2 townships and 87 Villages supported by June 2022.	Mobilize resources and involve development partners	Number of community initiated projects supported. Number of economic groups formed and supported
	T03	All Council SP targets implanted by June 2022.	Mobilize resources and use annual plans and Budget	Number of SP targets implemented
D. Improve quantity and quality of economic services and Infrastructure	T01	1 Conference hall for Income generating investment purpose constructed by June 2022.	Mobilize resources and involve development partners	Number of conference halls constructed.

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
E. Enhance Good Governance and Administrative Services	T01	20 Monitoring & Evaluation of development Projects conducted by June 2022	Preparation of M & E in every financial year.	Number of M & E conducted
	T02	Council projects database established by 2022	Updating database by entering completed projects in every financial year	Existence of Projects database.
	T03	Council Administrative, social and economic database established by 2022	Updating socio economic data in every financial year	Existence of social economic database
	T04	Working tools and equipments (4computers, 1 printer, 1shelves, 6 chairs, 1 cupboard and 1 photocopy machine) purchased by June 2022	Allocate funds in the annual and plan budgets	Number of tools and equipments purchased

4.5.14 Service Area 14: Finance and Trade

This service area is responsible for the implementation of the following strategic objectives:

A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National anti-corruption strategy; C: Improve access, quality and equitable social services delivery; and E. Enhance Good Governance and Administrative Services.

Table 57: Plan matrix for Finance and Trade

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	HIV/AIDS knowledge at Workplace strengthened to 17 staff by June 2022	Conduct seminars to staff on HIV/AIDS in collaboration with CHAC& DAC	Number of staff with HIV/AIDS knowledge.
B. Improve sustain and	T02	Anti –Corruption knowledge to 17	Conduct seminars to staff in	Number of staff with anti-corruption

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
effective implementation of the national anti-corruption strategy.		staffs strengthened by June 2022	collaboration with PCCB.	strategies knowledge.
C. Improve access, quality and equitable social services delivery	T03	Proper own source revenue collection increased from Tsh. 695,554,646/= in 2016/2017 to Tsh. 1,500,000,000/= by June 2022.	Formulation and enforcement of council revenue bylaws. Purchase working tools and equipments	Amount of revenue collected from proper own source
	T04	5 new own revenue sources introduced by June 2022	Identification of new potential revenue sources	Number of new own sources of revenue introduced
E. Enhance Good Governance and Administrative Services.	T01	17 Staff in 5 sections of the Finance Department facilitated with working tools by June 2022	Allocate funds in the annual plan budgets	Number of Staff facilitated with working tools
	T02	5 Staff facilitated to attend short courses and 8 facilitated to attend long courses by June 2022.	Allocate funds in the annual plan budgets	Number of staff facilitated to attend short and long courses
	T03	Council expenditure estimates and legal payments timely prepared by June 2022	Start early to prepare council estimates and payments	Number and category of payments timely effected.
	T04	Council workers' salaries timely prepared and paid by June 2022	Improve processing of workers' salaries	Number of months of timely payments
	T05	Council financial statement accounting timely prepared by June 2022	Conduct proper monthly bank reconciliations	Number of months with timely prepared financial reports
	T06	Increase percentage of businessman with license from 70% to 90% by 2022	conduct regular license inspections	number of businessman with license
	T07	Create conducive environment for growth of private	Conduct regular meetings with the District Business	Number of meetings conducted

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
		sector in the District by June 2022	Council	

4.5.15 Service Area 15: Internal Audit

This service area is responsible for the implementation of the following strategic objectives:

A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National anti-corruption strategy; C: Improve access, quality and equitable social services delivery; and E. Enhance Good Governance and Administrative Services.

Table 58: Plan matrix for internal audit matters

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infections	T01	HIV/AIDS knowledge at Workplace strengthened to 3 staff by June 2022	Conduct seminars to staff on HIV/AIDS in collaboration with CHAC& DAC	Number of staff with HIV/AIDS knowledge.
B. Enhance, sustain and effective implementation of the National anti-corruption strategy	T01	Anti –Corruption knowledge to 3 staffs strengthened by June 2022	Conduct seminars to staff in collaboration with PCCB.	Number of staff with anti-corruption strategies knowledge.
E. Enhance Good Governance and Administrative Services.	T01	Prepare and implement 5 audit plans and 5 risk audit plans in accordance with internal, national and international financial standards by June 2022.	Allocate fund in annual plan and budgets	Number of audit and risk audit plans prepared and implemented
	T02	Council clean audit reports obtained every year until June 2022	Preparations of annual audit and risk plans Compliance to financial act and regulations of public funds	Number of years where clean audit reports has been obtained

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T03	87Village council 105Primary schools 26 Secondary schools 51 Health facilities 134Youth and 120 women economic groups and COWSO audited by June 2022	Allocate fund in annual plan and budgets	Number of institutions and groups audited
	T04	Working environment to 2 staff improved by June 2022	Allocate fund in annual plan and budgets	Number of working tools and equipments purchased

4.5.16 Service Area 16: Procurement management

This service area is responsible for the implementation of the following strategic objectives:

A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National anti-corruption strategy; C: Improve access, quality and equitable social services delivery; and E. Enhance Good Governance and Administrative Services.

Table 59: Plan matrix for procurement management

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	HIV/AIDS knowledge at Workplace strengthened to 6 staff by June 2022	Conduct seminars to staff on HIV/AIDS in collaboration with CHAC& DAC	Number of staff with HIV/AIDS knowledge.
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T01	Anti –Corruption knowledge to 6 staffs strengthened by June 2022	Conduct seminars to staff in collaboration with PCCB.	Number of staff with anti-corruption strategies knowledge.
C: Improve access, quality and equitable social services delivery	T01	3 computers, 2 printers, 1 photocopy machines procured by June 2022	Integrate the procurements in annual plans and budgets	Number of computers, printers, and photocopy machines procured
	T02	2 Fuel tanks with 20,000 liters of diesel and 10,000	Integrate the procurements in annual plans and	Number of fuel tanks and reserve capacity installed.

		liters of petrol installed for council uses by June 2022.	budgets	
E. Enhance Good Governance and Administrative Services.	T01	22 WEOs, 87 VEOs, 105 Head teachers, 26 Head Masters, and 49 health facility in charges trained in Public Procurement Act and regulations by June 2022	Integrate the trainings in annual plans and budgets	Number of staff trained
	T02	Procurement services to 13 councils Departments and 6units facilitated and managed by June 2022	Preparations of annual procurement plans Adherence to the procurement Act and Regulations	Percentage scored on compliance in procurement activities.

4.5.17 Service Area 17: Legal

This service area is responsible for the implementation of the following strategic objectives:

A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National anti-corruption strategy; C: Improve access, quality and equitable social services delivery; E. Enhance Good Governance and Administrative Services; and H. Improve management of natural resources and environment.

Table 60: Plan matrix for Legal matters

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infections.	T01	2 legal section Staff provided with HIV/AIDS education by 2022	Conduct seminars to staff on HIV/AIDS in collaboration with CHAC& DAC	Number of Staff who participated in HIV/AIDS seminar.
B. Enhance, sustain and effective implementation of the National anti-corruption strategy	T01	2 legal section Staff provided with education on corruption by June 2022	Conduct seminars to staff in collaboration with PCCB.	Number of Staff who attended anti-corruption strategies.

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
C: Improve access, quality and equitable social services delivery	T01	750 citizens provided with Free legal aid and advice by June 2022	Prepare and distribute leaf lets and other informative materials	Number of citizens who received legal services
	T02	Court cases for and against the Council, 2 townships, 87 villages and 22 wards attended by 2022	Improve preparation defense to protect rights of the council, Wards and villages	Number of cases attended for and against the Council, villages and Wards
E. Enhance Good Governance and Administrative Services	T01	87 villages leaders, Township leaders and 22 WEOs trained on formulation of general by laws by 2022	Mobilize funds and Organize trainings to Village leaders and WEOs	Number of trainings conducted
	T02	The unit equipped with working facilities (computer printer) by June 2022	allocate funds in council annual plan and budget	Number of facilities purchased
	T03	Training of 22 Ward tribunals on their functions and responsibilities	Conduct training and distribute relevant legal materials	Number of ward tribunals trained
H. Improve management of natural resources and environment.	T04	87 Village councils facilitated with natural resources protection by laws by June 2022.	Prepare natural resources protection by laws.	Number of natural resources protection by laws prepared.

4.5.18 Service Area 18: Information and Communication Technology

This service area is responsible for the implementation of the following strategic objectives:

A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively

implement the National anti-corruption strategy; D. Improve quantity and quality of economic services and Infrastructure; E. Enhance Good Governance and Administrative Services; G. Improve emergence preparedness and disaster management; and I. Improve information and communication technology

Table 61: Plan matrix for information and communication technology

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infections.	T01	2 ICT section Staff provided with HIV/AIDS education by 2022	Conduct seminars to staff on HIV/AIDS in collaboration with CHAC& DAC	Number of Staff who attended seminars on HIV/AIDS.
B. Enhance, sustain and effective implementation of the National anti-corruption strategy	T01	2 ICT section Staff provided with education on corruption by June 2022	Conduct seminars to staff in collaboration with PCCB.	Number of Staff who attended anti-corruption strategies.
D. Improve quantity and quality of economic services and Infrastructure	T01	Local Area Network (LAN) infrastructure at HQ, Education building. Agriculture building, health facilities buildings, and at Kongwa and Kibaigwa township Offices built and maintained by June 2022.	Allocate funds in council's annual plans and budgets	Local Area Network infrastructure in place
	T02	Council's Data Center built and maintained by June 2022.	Allocate fund in council's annual plans and budget	Existence of Council's Data Center
	T03	Adequate internet bandwidth to meet Council needs provided and maintained by June 2022.	Allocate fund in council's annual plans and budget	Availability of adequate internet bandwidth
E. Enhance Good Governance and Administrative Services	T01	Council ICT unit equipped with ICT working tools by June 2022.	Allocate funds in council's annual plans and budgets	Number of ICT tools purchased

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T02	Communication and Online access to Council information established by June 2022.	Allocate funds in council's annual plans and budgets	Existence of Councils' information Online
	T03	Working condition of 2 ICT staff improved and maintained by June 2022.	Allocate funds in council's annual plans and budgets	Number of staff with Improved working condition
G. Improve emergence preparedness and disaster management	T01	Policy and standards on ICT developed and implemented by June 2022.	Consult expert on ICT policy and standards	Policy and standards in place
	T02	ICT data recovery and backups facilities; genuine anti-virus programs; and drivers Operating systems procured and installed by June 2022.	Allocate funds in council's annual plans and budgets	Existence of ICT data recovery and backups facilities; genuine anti-virus programs; and drivers Operating systems
	T03	CCT Surveillance System; and Biometric Access Control Systems Applications procured and installed by June 2022.	Allocate funds in council's annual plans and budgets	Existence of CCT Surveillance System; and Biometric Access Control Systems
I. Improve information and communication technology	T01	IT efficient systems to support ease of doing business facilitated by June 2022.	Allocate funds in council's annual plans and budgets	IT efficient systems in place
	T02	Dynamic database driven Council website developed and implemented by June 2022.	Consult expert and allocate funds	Database driven Council website in place
	T03	Telephone system that embraces VOIP technology upgraded by June 2022.	Allocate funds in council's annual plans and budgets	Telephone system that embraces VOIP technology in place

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T04	Communication facilities - Video Conference System and Electronic Notice boards installed by June 2022.	Consult expert and allocate funds in council's annual plans and budgets	Video conference system and electronic notice boards in place
	T05	Conference hall sound system installed by June 2022	Consult experts and allocate funds in council's annual plans and budgets	Sound system in place

4.5.19 Service Area 19: Election

This service area is responsible for the implementation of the following strategic objectives:

A. Improve services and reduce HIV/AIDS infections; B. Enhance, sustain and effectively implement the National anti-corruption strategy; and E. Enhance Good Governance and Administrative Services.

Table 62: Plan matrix for election matters

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infections.	T01	One staff provided with HIV/AIDS education by 2022	Conduct seminars to staff on HIV/AIDS in collaboration with CHAC& DAC	The Staff had attended IV/AIDS seminar
B. Enhance, sustain and effective implementation of the National anti-corruption strategy	T01	One Staff provided with education on corruption by June 2022	Conduct seminars to staff in collaboration with PCCB.	The Staff had attended seminars on anti-corruption strategies.
	T02	22 sensitization meetings to community members on corruption and bribes during election conducted by June 2022	Collaborate with PCCB.	Number of sensitization meetings
	T03	15 seminars to political leaders on effects of corruption during election conducted by June 2022.	Collaboration with PCCB.	Number of seminars of effects of corruption conducted

E. Enhance Good Governance and Administrative Services	T01	Sub village and Village leaders elections supervised by June 2022	preparation of election materials Training of returning officers, assistant returning officers	Number of elections supervised Number of personnel trained
	T02	The 2020's general election supervised by June 2022	Update voters' register book Train returning officers, assistant returning officers and general election Clerk	Number of voters updated Number of personnel trained
	T03	Emerging leaders vacancies filled by June 2022	preparation of election materials Training of returning officers, assistant returning officers	Number of vacancies filled

CHAPTER FIVE

IMPLEMENTATION, MONITORING, EVALUATION, REVIEW AND ASSUMPTIONS

5.1 Implementation

For the purpose of implementation, this strategic plan will be the basis of Medium Term Expenditure Framework. Specifically, the objectives and targets developed in this Strategic Plan should be used to prepare activities and budgets. This will assure that resources are allocated according to the priorities stipulated in the Strategic Plan. The District Executive Director (DED) who is the Chief Executive Officer of the District will be responsible and accountable for the implementation of the 2017/2018 – 2021/2021 Strategic Plan.

The District Executive Director is the overseer of the implementation of this Strategic Plan, including monitoring and evaluation of the Plan. With support of the District management team, the DED will regularly report on Plan implementation and its overall performance; to the respective organs of the District Council (including Councils Committee meetings, and to the Full Council). For coordination purposes, the Planning Statistics and Monitoring Department is responsible for coordinating and providing oversight on the implementation, monitoring and evaluation of this Strategic Plan. On the other hand, all Departments and Units with assistance from other stakeholders will be required to take charge of the implementation of dairy activities reflected in this plan through the Medium Term Expenditure Framework.

5.2 Monitoring

Monitoring will be carried out throughout the implementation period, as a way of ensuring that the District implementation team is on the right truck and that management and Councilors are fully informed of the success and challenges facing the implementation of the Strategic Plan. More specifically, the Kongwa District Monitoring Framework is set to achieve the following objectives:

- ✓ To guarantee that, all planned activities are implemented and that, if there is any divergence correct actions are taken on time
- ✓ To facilitate feedback to management to enable it to make necessary decision at the right time

- ✓ To make sure that financial discipline and use of the District scarce resources is sustained.
- ✓ To make sure that activity implementation are always in line with respective objectives and targets of this Plan.
- ✓ To ensure implementation is focused on realization of the vision and mission of the District Council.
- ✓ To facilitate review of the implementation process

Practically, the monitoring exercise will start with individual staff assigned to implement certain activities. These Staff are responsible for ensuring that the Monitoring objectives mentioned above are realized. Once assigned to perform these activities they will be informed of objectives, targets and performance indicators they are to achieve. Such information will keep them alert of the implication of whatever they do for the success or failure of the District Strategic Plan. As monitoring tool each staff will be required to write activity implementation report and submit it to their respective supervisor.

Another level of monitoring is at the supervisor's level, where heads of units and Departments falls. At this level, supervisors are responsible to write monthly reports and present them to respective organs (Heads of Units present to heads of Departments and Head of Departments present to District Management meeting). At this level, even before the monthly management meeting District Executive Director may summon individual officer or group of officers to require them to provide implementation progress if there is a need to do so. This level of monitoring is followed by District Management Team reporting to the Councils oversight Committees and Full Council. This will be done quarterly, whereby all heads of Department under the supervision of the District Executive Director, inform Councilors on what has happened in a period of three months with regard to the implementation of the District Strategic Plan. Councilors, during respective committees will question the validity of the report and provide recommendation on what to be done for the next quarter. The Full Council will approve all the reports and emphasize on implementation resolutions provided by Councilors oversight Committees and those by Full Council.

It is important to note that, monitoring report at all levels should be clear and reflect the monitoring objectives of this Monitoring Framework. During data collection and reporting Table 63 will provide a useful guide.

Table 63: District monitoring matrix

Strategic objective	Planned targets	Planned activities	Implementation status	Planned budget	Actual expenditure	Remarks

With the useful guide provided by Table 63, the head of Department responsible for Planning and Monitoring, will prepare a reporting format, to further guide the implementation of this Monitoring Framework.

5.3 Evaluation

A systematic and objective assessment of this Strategic Plan will be carried out twice for the whole period of this Plan. The first assessment will be the midterm evaluation to be carried out after two and half years of the Plan. The second assessment will be carried at the end of the planned period to aid Plan review, draw various lessons and re-planning for the future. The main aim is to enable the District Council Management and other stakeholder obtain a deeper and larger perspective on what effect and impacts have been achieved after the implementation of the Plan.

Specifically, the evaluation of this Strategic Plan shall focus on the following issues:

- ✓ Establishing whether the Plan objectives, targets and activities as implemented in the District were relevant in terms of having addressed issues of priority and importance to the Kongwa District Community.
- ✓ Establish whether in the first place the implementation of the Plan was effective in terms of ascertaining the extent to which the Plan objectives, targets and activities have been achieve
- ✓ Determine efficiency of the implementation of the Plan in terms of whether the Council has mobilized adequate resources and the use of such scarce resources was justifiable.
- ✓ Assessing the reasons given with regards to success or failure in achieving implementation targets

- ✓ Understanding whether the Plan implementation is achieving desired impact in fulfilling the Council vision and mission.
- ✓ Assess whether the interventions made through the Plan objectives, targets and activities can be sustained for the benefits of the community to avoid repeating doing the same this every year.

Apart from the above issues, the Head of Department responsible for Planning and Monitoring will prepare terms of reference to clarify objectives, scope and activities of the evaluation task to evaluators. The terms will clarify whether the evaluator will come from within or outside the District Council.

5.4 Plan Review

This Plan will be review on three instances, the first instance will be min plan review to be done at the end of each year; medium plan review to be done after two and half years; and a major Plan review done after five years of implementation. The whole purpose of doing the reviews is to make sure that the District Council is still focused on what it has committed to do, and that what is being done is still relevant taking into consideration the internal and external environment. The review will finally question or validate the Vision and Mission statement of the District Council.

5.5 Assumptions

The smooth implementation of this District Strategic Plan is a function of the existence of the following assumptions which need close monitoring and timely response from the District Council Management.

- ✓ Continued good leadership at the District council level
- ✓ Improved conditions for effective staff retention and motivation
- ✓ Timely disbursement of fund from Central government
- ✓ Continued provision of technical support, policies, guidelines and financial support from respective ministries
- ✓ Continues stability and improved economic growth of the country
- ✓ Continued conducive political and socio-economic environment in the District
- ✓ Continued willingness of stakeholders to support and respond effectively to the needs of District Council in implementing this Strategic Plan