



**THE UNITED REPUBLIC OF TANZANIA**

**PRESIDENT'S OFFICE REGIONAL ADMINISTRATION AND LOCAL  
GOVERNMENT (PO-RALG)**



**KONGWA DISTRICT COUNCIL  
FIVE YEARS STRATEGIC PLAN  
2021/22-2025/26**

## EXECUTIVE SUMMARY

*Kongwa District Council is one among of the 184 Councils in Tanzania established through government gazette No 349 on 8 November 1996 of the Local Government (District Authorities) Act 7, 1982. The laws (local government Act, No 7 and 8 of 1982) enacted LGAs it empower them to undertake functions such as; maintenance of law, order and good governance, promotion of economic and social welfare of the people within their areas of jurisdiction, effective and equitable delivery of services to the people within their areas of jurisdiction, proper collection and utilization of the councils' revenues as well as right and power to participate and involve people in planning and implementation of development plans/programs. The revitalized KDC strategic plan charts a general planning and budgeting framework of the council to realize its agreed vision, mission and its strategic objectives. The strategic plan sets out strategic issues intends to be achieved by the council through effective utilization of available resources in collaboration with stakeholders for sustainable community development. Subsequently, key issues affecting district operations were identified; strategic objectives and service output considered, targets prioritized, and strategies were set to achieve agreed district vision and mission.*

*The process of reviewing Strategic Plan provided an exciting opportunity to KDC to establish critical issues that guided formulation of a shared vision and mission of the council. The review and development of strategic plan took a collective and collaborative way where different stakeholders were involved using different participatory techniques. Similarly, situational analysis of internal environment in one hand was conducted to establish where the council came from, its current position and where will be heading over the planning period of next five years. In the other hand external environment of the Council was considered for mainstreaming the newly developed strategic plan with global and national policies. The KDC newly SP considered the Third Five Years National Development Plan (FYDP III 2021/22-2025/26), The ruling Party Manifesto (CCM 2020-2025) number of crosscutting policies, sectoral policies, the Tanzania Development Vision 2025, the Long Term Perspective Plan (LTPP-3FYDP) and the Medium Term Strategic Planning and Budgeting Manual (2005). Similarly, Sustainable Development Goals (SDG) was considered as the new sustainable development agenda of the United Nations (UN) where each of the 17 goals has specific targets to be achieved by 2030. The African Agenda 2063 as well the East Africa Agenda 2050.*

*In realization of its vision and mission, the KDC newly developed five years' strategic plan (2021/22-2025/26) utilizes the nine national harmonized strategic objectives. The strategic plan sets prioritized targets in every key service/result area that establishes strategies and performance indicators in each division and unit. Finally, the strategic plan provides the monitoring and evaluation framework for the coming five years of its strategic plan execution.*

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## LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
AMCOS	Agricultural Marketing Co-operative Societies
CMT	Council Management Team
DED	District Executive Director
FBO	Faith Based Organizations
FDI	Foreign Direct Investment
FYDP	Five Years Development Plan
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus Infection
LTPP	Long Term Perspective Plan
MOEVT	Ministry of Education and Vocational training
KDC	Kongwa District Council
NECTA	National Education Council of Tanzania
NGOs	Non-Governmental Organizations
NSGRP	National Strategy for Growth and Reduction of Poverty
OGP	Open Government Partnership
PLHIV	People Living with Human Immunodeficiency Virus Infection
PO-RALG	President's Office-Regional Administration and Local Government
PPP	Private Public Partnership
RAS	Regional Administrative Secretary
SACCOS	Savings and Credit Cooperative Society
SDG	Sustainable Development Goals
SP	Strategic Plan
SWOC	Strength Weakness Opportunities and Challenges
UN	United Nations
VEO	Village Executive Office
WEO	Ward Executive Office

## STATEMENT OF THE DISTRICT COUNCIL CHAIRPERSON



Kongwa District Council is pleased to officiate and present before you the reviewed Kongwa District Council Strategic Plan (SP) for the period of 2021/22 – 2025/26. The plan charts a road map of the council over the next five years towards realization of sustainable community development through provision of quality client-based services as well as wisely utilization of available resources. The Council Management Team (CMT) and other council staff played an indispensable role in identifying key issues affecting the council and established strategies to realize the vision and mission. The Kongwa District Council reviewed strategic plan has been mainly built on the achievement of the outgoing District five years strategic plan 2017/18-2021/22, which provided a base to articulate the newly five year strategic plan 2021/22-2025/26.

The preparation of this strategic plan used a collective and participatory way whereby a wide range of stakeholders were involved. I, would like to extend my sincerely thanks to Council Management Team, Councilors, the Community, as well as council staff for their valuable participation. It is my hope that the contribution shown by stakeholders during development of this plan will be sustained even during the course of execution of newly chartered strategic plan. This strategic plan will therefore be a referencing tool for the preparation of the council Medium Term Expenditure Framework (MTEF) budgets and for all staff and district stakeholders.

It is my expectations that if the strategic plan is well implemented, the people of Kongwa District Council and its stakeholders will have a right to expect quality service delivery with conducive investment environment through utilization of available resources for sustainable community development.

Lastly, I would like to promise Councilors, CMT members, Council staffs, Stakeholders and the general community of the district that my office will provide maximum support towards realization of this strategic plan. Thus, I request all KDC staff, councilors and stakeholders to fully commit themselves towards implementation of this five year strategic plan 2021/22-2025/26.

COUNCIL CHAIRPERSON  
KONGWA DISTRICT COUNCIL

## STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR



The reviewed Kongwa District Council strategic spells out the council's vision, mission, core values as well as key strategic issues (KDC Flagship project) over the next five years. Further, it presents key strategic service areas, strategic objectives, service outputs, targets, strategies and Key Performance Indicators (KPI) which will be the bases for monitoring and evaluation of the council's performance. The KDC reviewed strategic plan has been

a result of collective and collaborative way involving range of stakeholders through close coordination of the Kongwa District Council Planning Officer and its team.

The development of this newly strategic plan took into account broader National Planning Framework particularly the Third National Five Years Development Plan (FYDP III 2021/22-2025/26), The Ruling Party Manifesto (CCM 2020-2025), crosscutting policies, Sectoral Policies, the Tanzania Development Vision 2025, Long Term Perspective Plan (LTPP-3FYDP). Similarly, global development policies particularly the Sustainable Development Goals (SDGs 2030), African Agenda 2063 and East Africa Vision 2050 were considered during preparation of the council five years strategic plan.

It is expected that from the year 2021/22-2025/26, Kongwa District Council with the support from stakeholders will dedicate its efforts towards realization of its vision that state **Kongwa District Council is to be** *"A Council with quality client-based services delivery and conducive investment environment for sustainable community development"*.

and its mission statement that **Kongwa District Council in collaboration with development partners** *"strives to facilitated provision of quality client-based services and create conducive investment environment through utilization of available resources for sustainable community development"*.

Implementation of this plan will utilize the nine National agreed Strategic Objectives namely; Service Improved and HIV/AIDS Infection Reduced; Effective Implementation of the National Anti-Corruption Strategy Enhanced and Sustained; Access to Quality and Equitable Social Service Delivery Improved; Quantity and Quality of Socio-Economic Services and Infrastructure Improved; Good Governance and Administrative Services Enhanced; Local Economic Development Coordination Enhanced: Social Welfare, Gender and Community Empowerment Improved; Emergence and Disaster Management Improved; as well as Management of Natural Resources and Environment Improved

I therefore, call up on every service area and other participating stakeholders to sincerely shoulder their efforts toward realization of the aspirations contained in this reviewed KDC SP 2021/22-2025/26. **Finally, I** acknowledge the diligently hard work

and commitment of all individuals and institutions during the course of KDC SP revitalization through coordination of the District Council Planning Officer. Similarly, special thanks to LGTI expert in its guidance to realize the expected council output to the level of satisfactory. The office of the district accounting officer will strongly provide its support towards realization of this reviewed five years strategic plan.



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**DISTRICT EXECUTIVE DIRECTOR  
KONGWA DISTRICT COUNCIL**

## CHAPTER ONE

### INTRODUCTION AND STRATEGIC PLANNING PROCESS

#### 1.1 Background Information

Kongwa District Council is one among eight (8) Councils of Dodoma region. Other Councils in Region include City Council of Dodoma, Mpwapwa, Chemba, Chamwino, Kondoa, Bahi, and Kondoa Town 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.

#### 1.2 Location

Kongwa District Council is located 86 Kilometer away from Dodoma region headquarter. Kongwa District Council 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 KDC 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.

#### 1.3 Climate

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 15 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.

#### 1.4 Topography and Agro-Ecological Zones

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.

### **1.5 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.

### **1.6 Population**

According to 2012 census, the population of Kongwa DC was 309,973 out of which 149,221 were Males and 160,752 were Females. The population density was about 86 Persons per square Kilometer and the growth rate was about 2.4%. The high growth rate is attributed to immigration rather than to human multiplication. Presence of economic activities and small towns being trading centres contribute to the increasing population. KDC had 61,995 number of households with the average family size is 5 person and the working group averaging to 38.7% The life expectancy was revealed to be at an average of 55.5 years.

### **1.7 Administrative Units**

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 distributed unevenly as detailed in table 1.

**Table 1: KDC Distribution of Administrative Units**

Divisions	Wards	Number of villages	Number of vitongoji (Hamlets)	Number of households
MLALI	Mlali	3	18	5,130
	Chiwe	4	17	4,157
	Chamkoroma	7	27	3,558
	Iduo	4	14	3,068
	Kibaigwa	0	14	8,963
	Pandambili	3	9	2,317
	Lenjulu	4	19	4,606
	Njoge	3	11	2,286
	Ngomai	4	10	2,597
	Nghumbi	4	19	1,958
KONGWA	Kongwa	0	14	3,826
	Sejeli	6	27	5,733
	Ugogoni	7	29	4,369
	Mtanana	5	20	3,614
	Sagara	6	27	3,906
ZOISSA	Mkoka	3	9	3,391
	Zoissa	3	11	1,702
	Chitego	4	15	2,152
	Hogoro	5	31	4,074
	Songambebe	5	18	8,785
	Makawa	4	14	2,072
	Matongoro	3	12	2,399
<b>Total</b>		<b>87</b>	<b>385</b>	<b>84,663</b>

Source: KDC Planning and Coordination Division, (February, 2022).

### 1.8 Land Area

Kongwa district council covers about 4,041 square kilometers, with a total of arable land 363,691 hectares. Cultivated area is 258,690 hectares, forest game reserve covers 13,318 hectares, (Where by 4,280 hectares is under control of TFS and 9,038 hectares rest under the control of the District and Village Government Forest reserves).



## **1.9 Ethnic Groups**

Wagogo presents the dominant ethnic group in KDC. Other ethnic groups found in the district are 'Wabena, Waruguru, Wakaguru, Wahehe, and Wanguu. The ethnic groups have some characteristics differences in economic activities; some depend on animal husbandry while others primarily depend on agriculture. Areas of similar agro-ecological characteristics often exploit similar options for survival. The groups have similar development level and face similar problems in development with some small variations.

## **1.10 Mandates**

Kongwa District Council is one among of 184 Councils in Tanzania established under the Local Government (Rural Authorities) Act No. 7 of 1982 and its subsequent amendment which aimed at strengthening and promoting the local government system through Decentralization by Devolution (D by D). The Act provides mandate to the:

- Maintain and facilitate the maintenance of peace, order and good governance within its area of jurisdiction
- Promote the social welfare and economic well being of all people within its area of jurisdiction
- Further the social and economic development of the people
- Take necessary measures to promote and enhance the environment in order to ensure sustainable development
- Give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services at all levels of Kongwa DC
- Promote and ensure democratic participation in decision making by people concerned
- Establish and maintain reliable sources of revenue and other sources enabling Kongwa DC to perform its functions effectively and enhance financial accountability of Kongwa DC.

## **1.11 Kongwa DC Strategic Planning Methodology**

Kongwa District Strategic Plan was built on intensive participatory approach with intent to take on board community development needs and incorporating the same into the reviewed five year strategic plan 2021/22-2025/26. Two important groups were engaged in the strategic plan development process namely heads of KDC divisions/units and community representative group (Councilors). The former group being technical group was meant to draw up the real sectoral situation of KDC and craft

proposed appropriate vision, mission, core values and targets that address strategic objectives and community needs. The latter group was selected as key stakeholders to draw out community most pressing problems that require strategic attention in the next five year strategic plan.

During the process of preparing this plan three days strategic planning workshop was set. The first two day planning workshop involved heads of divisions/units. The group received training on strategic planning process and clarification on respective roles of each person supposed to perform during the review and preparation process. The main objective of this training was not only to uncover strategic planning process but also to impart skills of converting community problems into strategic targets. Similarly, another strategic planning workshop was set that involved community representatives (Councilors), as well as heads of divisions/units. Stakeholders were fully informed on the aim of the meeting and their role. They were indeed motivated to air out really community problems by sector while head of respective divisions/units and secretariat taking note for the purpose of setting up intervention measures (strategic targets) over the mentioned community/sector problems.

In a participatory way, the strategic plan integrated external environment including aligning inspiration of the government articulated in Vision 2025 and current CCM part manifesto 2020-2025. Thus far, the plan also took into account Tanzania National Third Five Years Development Plan 2021/22-2025/26, various national cross cutting policies and sectoral policies as well as planning frameworks such as Medium-Term Strategic Planning and Budgeting Manual. Also, further consideration during review of this strategic plan was set to incorporate global aspiration agenda articulated in the Sustainable Development Goals (SDGs 2030) as well as African Agenda 2063 and East Africa Vision 2050.

### **1.12 Kongwa DC Strategic Plan Layout**

The KDC reviewed five-year strategic plan has been organized into five chapters. Chapter one of KDC SP presents the general information pertaining the council and the strategic planning process itself. Chapter two of the five-year SP provides the detailed information with regard to internal and external environment following conduct of a thoroughly situational analysis of the council. While, chapter three gives the picture on the performance of the outgoing five year council strategic plan 2017/18-2021/22. Next, chapter four of the reviewed KDC SP offers the next five years plan whereas strategic issues, services areas of the council has been well captured and detailed as well as the

strategic objectives, service output, targets, strategies and the key performance indicators of every service area within the council has been established. Finally, chapter five the KDC SP provides an implementation, monitoring and evaluation framework for realization of the course of action set in this next five years plan.

## **CHAPTER TWO**

### **SITUATIONAL ANALYSIS OF KONGWA DISTRICT COUNCIL**

#### **2.1 Introduction**

The chapter presents situational analysis of Kongwa District Council as a base for strategic planning process as it provides the picture of KDC current situation. The situational analysis of Kongwa District Council was done in a participatory manner by taking into account both the internal and external environment. The internal environment focused mainly to establish current situation and respective problems for every division/unit to be reflected in the next five year's council strategic plan. Similarly, the external environment was analyzed in order to mainstream Government aspirations articulated in the National Five Years' Development Plan (FYDP-III) 2021/22-2025/26 being the third phase of LTPP as the implementing framework of TDVs 2025. Also, external environment put into board key targets reflected in the Ruling Part Manifesto 2020-2025' as well as other cross cutting and sectoral policies. Moreover, the UN Sustainable Development Goals (SDGs) 2015 - 2030, African Agenda 2063 and East Africa Vision 2050 were mainstreamed into KDC five years strategic plan (2021/22-2025/26). Similarly, SWOC analysis was analyzed to draw up KDC Strengths and recognize Opportunities that may be usefully to address Weakness and Challenges. Finally, Stakeholders analysis was done in order to understand position of institutions/individual toward success or failure of KDC next five years' strategic plan.

#### **2.2 Internal Environment Analysis**

##### **2.2.1 Infrastructure, Rural and Urban Development Division**

The Infrastructure, Rural and Urban Development Division is one of the nine divisions in Kongwa District Council. The division was formed in 2022 following the abolishment of the then Works and Fire Rescue Department. Similarly, fire brigade and rescue activities were shifted from LGAs to the Ministry of Home Affairs. The core functions of Infrastructure, Rural and Urban Development Division include;

- (i) Advise on matters related to construction industry;
- (ii) Plan development of infrastructure;
- (iii) Analyse and make recommendations on claims for payment of contractors;
- (iv) Inspect construction works performed by Council and ensure their quality;
- (v) Issue certificates to contractors for completed contracts;
- (vi) undertake paving of new roads in collaboration with TARURA;
- (vii) Establish and maintain cooperation with Institutions outside and inside the Country dealing with infrastructure issues;
- (viii) Participate in facilitating resolution of land use conflicts;

- (ix) Manage urbanization process in collaboration with Ministry responsible for land; and
- (x) Oversee development of rural and urban settlements in collaboration with Ministry responsible for land.

The Infrastructure, Rural and Urban Development Division is made up by three (3) sections namely Works Section; Roads Section; and Rural and Urban Development Section.

**(i) Works Section**

**The works section under Infrastructure, Rural and Urban Division is responsible with the following core functions;**

- a) Provide advice on laws, regulations, procedures and all matters related to construction;
- b) Analyze, interpret and manage the implementation of policies, laws and regulations on construction issues;
- c) Prepare contracts related to buildings and installations;
- d) Prepare and estimate construction costs;
- e) Follow up performance of contractors;
- f) Analyse and make recommendations on payments claims from contractors;
- g) Inspect buildings and ensure their quality;
- h) Issue certificates to contractors for completed works as per contracts; and
- i) Supervise operations of the Council workshops.

**(ii) Roads Section**

**The road section under Infrastructure, Rural and Urban Division is responsible with the following core functions;**

- a) Provide advice on matters related to identification and paving of new roads;
- b) Analyze, interpret and manage the implementation of policies, laws and regulations on paving roads;
- c) Pave new roads in the surveyed land;
- d) Prepare contracts for paving of new roads;
- e) Prepare cost estimates for roads paving;
- f) Make follow up on performance of contractors;
- g) Issue certificates to contractors for completed works as per contracts;
- h) Analyse and make recommendations on payments claims from contractors;
- i) Inspect paved roads to ensure quality; and
- j) Supervise construction and maintenance of bus terminals.

### (iii) Rural and Urban Development Section

The Rural and Urban Development Section forms one among of the three sections under Infrastructure, Rural and Urban Development Division its core functions include;

- a) Oversee development of rural and urban settlements in collaboration with the Ministry responsible for lands;
- b) Manage environmental and social amenities;
- c) Guide urban development planning, housing and sustainable land use;
- d) Oversee and coordinate management of antiquities and tourism;
- e) Manage urbanization process in collaboration with the Ministry responsible for lands;
- f) Coordinate and nurture evolution of emerging towns from village to urban settlements; and
- g) Participate in facilitating resolution of land use conflicts.

#### 2.2.1.1 Infrastructure, Rural and Urban Development Division staffing level

The Kongwa District Council Infrastructure, Rural and Urban Development Division has a total number of 13 staff with different level of qualification and profession.

**Table 2: KDC Infrastructure, Rural and Urban Development Division staffing level**

<b>Title</b>	<b>Required</b>	<b>Available</b>	<b>Deficit</b>
District Engineer	1	1	0
Engineer- Roads	2	1	1
Engineer- Buildings	2	2	0
Quantity Surveyor	1	0	1
Architect	1	0	1
Technician- Roads	1	0	1
Technician- Buildings	1	0	1
Land Officer	3	1	2
Land Assistant	2	1	1
Valuers	2	1	1
Town Planners	3	2	1
Surveyors	2	0	2
Assistant Surveyors	2	1	1
Cartographer	2	1	1
Documentary Typist	1	1	0
Records Officer	1	1	0
<b>TOTAL</b>	<b>27</b>	<b>13</b>	<b>14</b>

**Source: KDC Infrastructure, Rural and Urban Development Division, (2022).**

### 2.2.1.2 KDC Road Network

KONGWA DC has a road network of **1,213.45** kilometers; out of which **6.705** are paved roads, **312.95** are gravel roads and **893.77** earth roads. **376.893** kilometers of this road stretch are currently in fair condition. 313.559 km of roads are drivable throughout the year, while **522.98** km are passable with difficulties during dry season only.

**Table 3: KDC road conditions**

Road Surface Type	Road Condition (Km)				Remarks
	Good	Fair	Poor	Total	
Tarmac	6	0	0	6	100% of roads are good
Paved	6.705	0	0	6.705	100% of roads are good
Gravel	172.567	106.95	33.44	312.95	10.7% of roads are hard to or not passable throughout a year
Earth	134.287	269.943	489.54	893.77	54.8% of roads are hard to or not passable throughout a year
<b>Total</b>	<b>313.559</b>	<b>376.893</b>	<b>522.98</b>	<b>1213.45</b>	

**Source:** KDC Infrastructure, Rural and Urban Development Division, (2022).

**Table 4: KDC status of road network by category**

Category	Surface Type	Road Condition, Km			Total, Km	Remarks
		Good	Fair	Poor		
Regional roads	Tarmac	6	-	-	-	
	Paved	-	-	-	-	
District roads	Tarmac					
	Paved	6.705	0	0	6.705	100% of roads are good
	Gravel	172.567	106.95	33.44	312.95	10.7% of roads are hard to or not passable throughout a year
	Earth	134.287	269.943	489.54	893.77	More funds needed to rehabilitate roads to gravel standard including community roads

**Source:** Infrastructure, Rural and Urban Development Division, (2022).

### 2.2.1.3 Road Set Compact

The status of KDC roads including **18 bridges, 1085 culverts, 4750 meters** lined ditches, and **200** street lights.

**Table 5: KDC Road Set Compact**

Element	Unit	Requirement	Available	Deficit
Bridges	No.	48	18	30
Culverts	No.	3,500	1,085	2,415
Lined ditches	Meter	18,000	4,750	13,250
Street Lighting	No.	4,000	200	3800
Road/Construction Equipment and Plants.	Motor grader	2	0	1
	Vibrating roller	1	0	1
	Excavator	2	0	2
	Wheel loader	1	0	1
	Water bowser	1	0	1
	Low bed	1	0	1

**Source:** KDC Infrastructure, Rural and Urban Development Division, (2022).

### 2.2.1.4 KDC Land Distribution

KDC has a total area of **4041** square kilometres of land, which is subjected to various land uses, including Institution, Residential, Industrial, Commercial, Agriculture, Forest reserve, Dump site, Open spaces, Mining (Quarry), Power line buffer. Land in KDC contributes more than 10 % of its own source revenue collection, which is approximately **TZS 350 million**. Also, land provides employment opportunities through investment in various areas like agriculture, mining, industries.

**Table 6: KDC Land Use Distribution**

S/N	Land use	Area coverage (square kilometres)	Percentage of coverage
1.	Institution	98.1	2.4
2.	Residential	1,474.9	36.5
3.	Industrial	1.6	0.04
4.	Commercial	1.2	0.03
5.	Agriculture	2,236.5	55.3
6.	Forest reserve	221.4	5.5
7.	Dump site	0.5	0.01
8.	Open spaces	0.9	0.02
9.	Mining (Quarry)	1.8	0.04
10.	Power line buffer	0.8	0.02



S/N	Land use	Area coverage (square kilometres)	Percentage of coverage
11.	Other uses (cemeteries, open spaces, water courses)	1.9	0.05
12.	Road network	1.4	0.03
	<b>Total</b>	<b>4,041</b>	<b>100</b>

**Source:** KDC Infrastructure, Rural and Urban Development Division, (2022).

### 2.2.1.11 Challenges

The Infrastructure, Rural and Urban Development Division is constrained by several challenges including;

- i. Lack of department vehicles for construction projects supervision
- ii. Shortage of 14 staffs for the department
- iii. No capacity building programs for department staffs
- iv. Insufficient funds for operation costs
- v. Funds provided from central government for construction projects are insufficient and do not reflect reality.

### 2.2.2 Health, Social Welfare and Nutrition Services Division

The Kongwa DC Health, Social Welfare and Nutrition Services Division forms one among of the nine divisions established in 2022. The division was established following harmonization of functions that were previously performed under two departments namely Health Department and Community Development, Social Welfare and Youth Development Department. The Health, Social Welfare and Nutrition Services Division has the following core functions;

- (i) Supervise implementation of policies, laws and procedures on provision of health, social welfare and nutrition services;
- (ii) Prepare short and long term plans and programs for health sector in the Council;
- (iii) Promote participation of various players in health, social welfare and nutrition activities;
- (iv) Prepare and submit reports on health, social welfare and nutrition services to relevant authorities;
- (v) Develop strategies for control of communicable and non-communicable diseases;
- (vi) Manage health, social welfare and nutrition projects; and
- (vii) Manage database of for health, social welfare and nutrition services related matters.

The KDC Health, Social Welfare and Nutrition Services Division is made up by three sections namely Health Services Section, Social Welfare Section and Nutrition Services Section.

**(i) Health Services Section**

**The Health Services Section under Health, Social Welfare and Nutrition Services Division is charged with the following core functions;**

- a) Analyse, interpret and supervise implementation of Policy, Laws, and Procedures of health services;
- b) Advise on coordination and building capacity on health services;
- c) Prepare short and long term plans and programs for health services;
- d) Provide technical advice to stakeholders on health services issues; and
- e) Conduct epidemiology monitoring and evaluation, prevention of non-communicable, communicable and emerging diseases in all facilities, communities and point of entries

**(ii) Social Welfare Section**

**The Social Welfare Section being one among of the sections under Health, Social Welfare and Nutrition Services Division performs the following core functions;**

- a) Analyze, interpret and manage the implementation of policies, laws and procedures of the social welfare improvement;
- b) Prepare short and long term plans and projects for Social Welfare;
- c) Supervise implementation of plans and projects for social welfare;
- d) Coordinate and manage all projects related to Social Welfare; and
- e) Prepare reports related to social welfare.

**(iii) Nutrition Services Section.**

Nutrition Service Section forms one among of the three sections charged under Health, Social Welfare and Nutrition Services Division its core functions include;

- a) Analyze, interpret and manage the implementation of policies, laws and procedures of the nutrition improvement;
- b) Prepare short and long term plans and projects for nutrition;
- c) Supervise implementation of plans and projects for nutrition;
- d) Coordinate and manage all projects related to nutrition;
- e) Prepare reports related to social nutrition;
- f) Sensitize community on nutrition issues;
- g) Monitor and evaluate provision of nutrition services in the Council;
- h) Collect and analyze nutrition services reports; and

i) Provide nutrition services to children, adults and persons with special needs  
The Health, Social Welfare and Nutrition Services Division has a total of 416 staffs in different cadres serving at District hospital, in health centres, and in dispensaries.

**Table 7: KDC Health, Social Welfare and Nutrition Services Division Staffing Level**

Cadre	Min	Max	Available	Deficity
Assistant Accountant	119	120	0	-119
Accountants	1	1	1	-1
Account assistant	1	2	0	-2
Assistant Dental Officer	5	10	1	-9
Assistant Environmental Health Officer	10	11	7	-3
Assistant Health Lab. Technologists	2	4	2	-2
Assistant Laboratory Technologist	8	16	13	-7
Assistant Medical Officer	56	79	3	-77
Assistant Nursing Officer	41	50	36	-14
Assistant Pharmaceutical Technologists	8	16	0	-16
Assistant Social Welfare Officer	8	8	0	-8
Assistant Supplies Officer	1	1	0	-1
Bio Medical Technologist	2	4	0	-4
Clinical Officer/ Clinical Assistant	71	134	84	-58
Community Health Worker/Social	8	8	0	-7
CHW/Social welfare Assistant	55	110	0	-110
Computer Operator	1	1	0	-1
Computer System Analyst	1	1	0	-1
Cook	2	2	0	-2
Data Clerck	63	63	0	-56
Dental Officer	1	3	1	-2
Dental Therapist	9	10	3	-6
Dhobi	11	28	0	-28
Driver	3	5	1	-4
Economist	1	1	0	-1
Electrical Technician	0	4	0	-4
Health insurance Expert	118	118	0	-118
Health Laboratory Technologist	11	12	13	1
Health secretary	1	1	2	1
Insurance Expert	2	2	0	-2
Laboratory technologist	55	55	5	-50
Medical Doctor	48	63	19	-41
Health Assistant	147	178	74	-56
Medical Record Technician	3	5	0	-4

<b>Cadre</b>	<b>Min</b>	<b>Max</b>	<b>Available</b>	<b>Deficity</b>
Medical recorders	8	8	0	-8
Mortuary Attendant	10	13	0	-13
Nurse	215	365	133	-247
Nursing Officer	12	24	5	-21
Nutritionist	1	1	1	0
Occupational Therapist	1	2	0	-2
Ophthalmic Nursing Officer	8	8	0	-8
Ophthalmologist	1	1	0	-1
Optometrist	8	8	0	-8
Optometrist	1	3	0	-3
Personal Secretary	1	1	1	0
Pharmaceutical assistant	55	55	2	-53
Pharmaceutical Technologist	10	11	3	-8
Pharmacist	1	2	2	0
Physiotherapist	1	2	0	-2
Plumber	0	1	0	-1
Radiographer Technologist	42	11	1	-10
Radiology Scientist	1	1	0	-1
Revenue Collector	63	63	0	-63
Security Guard	130	130	1	-129
Social Welfare Officer	2	3	1	-2
Environment Health Officer	3	5	1	-3
<b>Total</b>	<b>1447</b>	<b>1844</b>	<b>416</b>	<b>-1428</b>

Source: KDC CMOs Office (2022)

**Table 8: KDC Dispensaries existing staffs**

<b>S/N</b>	<b>Position</b>	<b>Required</b>	<b>Available</b>	<b>Deficit</b>
1	Clinical Officers	52	22	30
2	Assistant Nursing Officers	52	10	42
3	Nurses	52	35	17
4	Pharmaceutical Technologists	26	0	26
5	Medical Attendants	26	26	0
6	Community Health Worker/Social	26	0	26
7	Security Guard	52	0	52
8	Revenue Collector	26	0	26
9	Health Insurance Expert	26	0	26
10	Assistant Accountants	26	0	26
11	data clerk	26	0	26
	<b>Total</b>	<b>390</b>	<b>93</b>	<b>297</b>

Source: KDC CMOs Office (2022).

**Table 9: KDC Headquarter existing staff**

S/N	POSITION	REQUIRED	AVAILABLE	DEFICIT
1	Pharmacist	2	1	1
2	Ass Pharmacist	2	2	0
3	Health secretaries	2	1	1
4	Environmental health	1	0	1
5	Laboratory Technician	1	1	0
6	Asst.Lab. Technician	1	0	1
7	Asst. Env.l health	4	6	0
8	Social welfare officer	2	1	1
9	Nurses	4	3	0
Total		19	15	5

**Source:** KDC CMOs Office (2022).

### 2.2.6.2 CHMT Members

The Kongwa District Council has **29** Council Health Management Team (CHMT) members. These 29 members come automatical their health unity they supervise. These includes CMO, DHS, DHO, DNO, DSWO, DLT, DPHARM, DNuO, DACC, DRCHCO, DIVO, DMFP, DTLC, NHIFCO, PFPF, DVCFP, NTDCO, ASST DIVO.

### 2.2.6.3 Health Facilities in the Council

The Health, Social Welfare and Nutrition Services Division has **72** health facilities whereby **64** government health centres, **3** private health facilities, and **5** FBO Dispensaries. According to the National policy, each village must have 1 dispensary, each ward must have 1 health center and a district must have 1 hospital. However, the council has a total of 87 villages whereby only **57** villages have dispensaries while **30** villages are missing dispensaries. Moreover, there are 22 wards in the council out of which only 7 wards have health centers making deficit of 15 health centers. The council has planned to rehabilitate 2 Health centers to strength caesarian session in 2021/2022 financial year.

**Table 10: KDC Health facilities and Type of Ownership**

Type of heath facilities	Number of health facility by type of ownership				
	Government	FBO	Private	Parastatal	Total
Hospital	1	0	0	0	1
Health centre	9	0	0	0	9
Dispensary	54	5	3	0	62
<b>TOTAL</b>	<b>64</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>72</b>

**Source:** KDC CMOs Office (2022).

**Table 11: KDC Existing Health Facilities**

Type	Requirement	Available	Deficit
Dispensary	87	57	30
Health Centres	22	8	14
District Hospital	1	1	0
<b>Total</b>	<b>110</b>	<b>65</b>	<b>45</b>

Source: KDC CMOs Office (2022).

#### 2.2.6.4 Status and Condition of the District Health Facilities

**Table 12: Status and Condition of the District Health Facilities**

Facilities	PHYSICAL STATE			
	No. of existing health facilities	Good condition	No. Need Major Repair/replacement	No. need Minor Repair
Hospitals	1	1	0	0
Health Centre	8	8	0	0
Dispensaries	62	52	10	0
<b>Total Facilities</b>	<b>71</b>	<b>61</b>	<b>10</b>	<b>0</b>

Source: KDC CMOs Office, (2022).

#### 2.2.6.5 Kongwa DC Major Epidemic Diseases

KDC is critically affected by top ten epidemic diseases that threaten the community of different ages in the area as shown in Table 33 below.

**Table 13: KDC OPD Top-Ten Diseases/Diagnosis in the Council as per Outpatient attendance register.**

Kongwa District Council - 2022							
Less than 5 years				5 years and above			
	OPD Diagnoses	No. of Diagnoses	%		OPD Diagnoses	No. of Diagnoses	%
1	Upper Respiratory Infections	39978	47.91	1	Upper Respiratory Infections	26400	29.35
2	Diarrhea With No Dehydration	9080	10.88	2	Urinary Tract Infections	15353	17.07

Kongwa District Council - 2022							
Less than 5 years				5 years and above			
	OPD Diagnoses	No. of Diagnoses	%		OPD Diagnoses	No. of Diagnoses	%
3	Pneumonia - Severe & Non-severe	7803	9.35	3	Other Non-Infectious GIT Diseases	4708	5.23
4	Urinary Tract Infections	5487	6.58	4	Pneumonia - Severe & Non-severe	3689	4.1
5	Other Non-Infectious GIT Diseases	4335	5.2	5	Typhoid	2841	3.16
6	Diarrhea With Some Dehydration	2321	2.78	6	Peptic Ulcers	2806	3.12
7	Intestinal Worms	2079	2.49	7	Hypertension	2651	2.95
8	Skin Infection, Non-Fungal	1865	2.24	8	Malaria (BS +Ve, mRDT +Ve & Clinical)	2520	2.8
9	Other Surgical Condition	1174	1.41	9	Intestinal Worms	2494	2.77
10	Acute Ear Infection	971	1.16	10	Diarrhea With No Dehydration	2440	2.71

Source: KDC CMOs Office, (2022)

### 2.2.6.6 KDC Inpatient attended and served

Table 14: KDC Inpatient Top Ten Diseases/Diagnosis in Council

Less than 5 years				5 years and above			
	IPD Disagnoses	Number of Diagnoses	%		IPD Disagnoses	Number of Diagnoses	%
1	Pneumonia - Severe & Non-severe	504	45.32	1	Anaemia - Mild & Severe	286	25.06
2	Acute Diarrhoea (<14 Days)	196	17.63	2	Pneumonia - Severe & Non-severe	239	9.75

Less than 5 years				5 years and above			
	IPD Disagnoses	Number of Diagnoses	%		IPD Disagnoses	Number of Diagnoses	%
3	Anaemia - Mild & Severe	92	8.27	3	Hypertension	190	4.57
4	Moderate Malnutrition	49	4.41	1	Typhoid	179	2.44
5	Upper Respiratory Infections	47	4.23	5	Road Traffic Accidents	134	2.34
6	Diarrhea Chronic (>= 14 Days)	34	3.06	6	Urinary Tract Infections	126	1.69
7	Typhoid	20	1.8	7	Symptomatic Hiv Infection	116	0.99
8	Marasmic Kwashiorkor	19	1.71	8	Peptic Ulcers	90	0.94
9	Urinary Tract Infections	16	1.44	9	Fractures	67	0.8
10	Marasmus	15	1.35	10	Diabetes Mellitus	61	0.75

Source: CMOs Office, DHIS2 (2022).

### 2.2.6.7 Immunization Coverage

Table 15: KDC Immunization Trend

Penta	Vaccinated	%
1	14565	105
2	14624	105
3	14411	104

Source: KDC CMOs Office, (2022)

### 2.2.6.8 Maternal and Neonatal death in year 2021/22

Table16: KDC Neonatal, under five, infant and maternal death

Neonatal death	Infant death	Under five death	Maternal death
12	2	3	1

Source: KDC CMOs Office, (2022)



### 2.2.6.9 HIV/AIDS and TB

Kongwa District council is among the District suffering with HIV pandemic. The prevalence rate of HIV/AIDS is 2.3%. There is different measure and strategies that are in place to ensure that prevalence decreased from 2.3% to 2% Different partners and stakeholders are invited to cooperate with District to fight against HIV AIDS. Regarding TB, total number 616 patients have been notified and registered. To reduce this number community sensitised on TB and change lifestyle whereby they advised to build house with ventilation.

### 2.2.6.10 Availability of Health Supporting Materials

**Table 17: Health Services Supporting Materials**

Health facilities	Required				Available				Shortage			
	Bed	Bed sheet	Matress	Delivery bed	Bed	Bed sheet	Matress	Delivery bed	Bed	Bed sheet	Matress	Delivery bed
Hospital	140	960	35	10	120	300	0	6	20	660	35	4
Health Centres	75	150	80	20	54	120	54	10	21	30	5	10
Dispensary	66	132	70	66	58	105	58	39	8	27	12	27

Source: KDC CMOs Office (2022)

### 2.2.6.11 Environmental Health and Sanitation

**Table 18: Number of Households Inspected**

No of House holds	Households inspected	Type of toilet					
		Type A	Type B	Type C	Type D	Type E	Type X
75,729	75,718	28,842	34,863	5,524	5,306	125	1,058

Source: KDC CMOs Office, (2022).

**Key:**

Type A: Traditional toilet (pit latrine)

- Type B: Improved pit latrine
- Type C: Toilet with pipe
- Type D: Flushing system toilet
- Type E: Ecology toilet
- Type X: No toilet

**Table 19: KDC Hotel inspection and Food vendor's inspection**

<b>Business type</b>	<b>Inspected</b>	<b>Registered by TFDA</b>	<b>Medical</b>
Bar/grocery	126	252	252
Food vendors	205	253	253
Hotel	0	0	0
Restaurant	0	0	0
Saloon	25	0	0
Food processing	15	0	0
Slaughter	5	5	5
Local brews clubs	170	0	0
Whole sale shops	0	0	0
Retail shop shops	315	0	0
Pharmacy/	10	35	35
Cosmetics	18	64	64
Supermarket	0	0	0
Butchers	52	84	84
Milling machines	31	168	168
<b>Total</b>	<b>972</b>	<b>856</b>	<b>856</b>

**Source: KDC CMOs Office, (2022)**

## 2.2.6.12 Key partners and their area of operation

**Table 20: KDC Partners and their area of operation**

S/N	Agency/ Partner	Program/ Activity	Directors' name	Phone number	Email	Starting & Ending of the Programme
1.	TAYOA	HIV/AIDS controlling education to Adult Girls and Young Women	Dr. John Naser	0677016498 0682689198	<a href="mailto:John.nassary@tayo&lt;br/&gt;a.or.tz">John.nassary@tayo a.or.tz</a>	
2.	MARIE STOPES TANZANIA	Family Planning in the Health Facilities	Goryo Moris Kitege	0756085189	<a href="mailto:amdemu@mst.or.tz">amdemu@mst.or.tz</a> <a href="mailto:/gitege@mst.or.tz">/gitege@mst.or.tz</a>	2020 February to 2024 January
3.	SAVE THE CHILDREN (LISHE ENDELEVU) -SEDI	Strengthening Nutrition to pregnant women, breastfeeding women, Adolescent youth and under five children	Gidion Mganda	0787801147	<a href="mailto:Gideon.muganda@&lt;br/&gt;savethechildren.org">Gideon.muganda@ savethechildren.org</a>	2017 July to July 2022
4.	DCMC	Community service depending on the need	Dr. Mtabuzi	0754307768	<a href="mailto:mutabuzic@gmail.c&lt;br/&gt;om">mutabuzic@gmail.c om</a>	No limit
5.	WORLD VISION	Nutrition Services and Environmental sanitation	Michael Mbwambo	0788942327	<a href="mailto:Michael_Mbwamb&lt;br/&gt;o@wvi.org">Michael_Mbwamb o@wvi.org</a>	2011 July hadi 2026 July
6.	ENGENDER HEALTH	Scaling up Family Planning	Noel Chibanji	0762681002	<a href="mailto:Nchibanji@engende&lt;br/&gt;rhealth.org">Nchibanji@engende rhealth.org</a>	2019 November to 2024 November
7.	UNICEF	Birth certificate for Under five children		0622411662		
8.	UFUNDIKO	Malnutrition control to under five children	Rashid Mtalumba	0783077310	<a href="mailto:kibokokarasali@gm&lt;br/&gt;ail.com">kibokokarasali@gm ail.com</a>	No limit
9.	AMREF	HIV(KVP), TB & PMTCT	Lilian Msaki	0765593279	<a href="mailto:nginaruwa@gmail.c&lt;br/&gt;om">nginaruwa@gmail.c om</a>	

10	KTP	Blindness control	Harod Mkocha	0767313890	hmkocha476@gmail.com	September 2021 to November 2022
11	CBM (ofisi iko mvumi DCT)	Cataract Surgery	Jinasa	0673611669	rjinasa@yahoo.com	December 2020 to December 2023
12	CYSTNET AFRICA	Treatment of patient with active Neurocysticercosis	Dr. makasi	0755648847	<u>Charlesmakasi2021@gmail.com</u>	August 2019 to October 2022

Source: KDC CMO Office, (2022).

### 2.2.6.13 Challenges

The Kongwa District Council health department faces a number of challenges which hinder the effective deliver of quality services to the community. The following are among the challenges:-

- ✓ Limited budget allocation
- ✓ Unreliable transport facilities
- ✓ Inadequate medical supplies and equipments in health facilities
- ✓ Shortage of health skilled staff

### 2.2.3 Industry, Trade and Investment Division

The Kongwa DC Industry, Trade and Investment Division forms one among of the nine divisions established in 2022. The division was established following harmonization of functions that were previously performed under two department namely Health Department and Community Development, Social Welfare and Youth Development Department. The Health, Social Welfare and Nutrition Services Division has the following core functions;

- (i) Coordinate implementation of policies, laws, regulations and procedures related to industry, trade, marketing and investment;
- (ii) Promote industrial, trade, marketing and investments in the Council;
- (iii) Plan for and develop industrial sites and parks in collaboration with other key players;
- (iv) Plan incentives for industrial, trade, marketing and investment promotion;
- (v) Promote advancement of Small and Medium Enterprises (SMEs);
- (vi) Develop investment proposals and projects;
- (vii) Advance measures for private sector development;

- (viii) Establish and manage database for industrial, trade, marketing and investments;
- (ix) Oversee management of one stop business centres;
- (x) Undertake research on investment promotion;
- (xi) Coordinate business forum;
- (xii) Administer auctions and markets activities in the Council;
- (xiii) Implement Business Development Strategy for small vendors and small business providers; and
- (xiv) Provide conducive Business and investment Environment in order to promote Business and Investment.

The KDC Industry, Trade and Investment Division is made up by two sections namely Industry Development and Investment Section as well as Trade and Marketing Section

**(i) Industry Development and Investment Section**

**The Industry Development and Investment Section being one among of the two sections under Industry, Trade and Investment Division performs the following core functions;**

- a) Coordinate implementation of policies, laws, regulations and procedures on industry and investment sectors;
- b) Promote and coordinate implementation of Public Private Partnership;
- c) Allocate, develop and monitor industrial sites and parks;
- d) Provide advice on improvement of Industrial policies and coordinate sector meetings;
- e) Promote production of various raw materials for industrial use;
- f) Prepare and maintain registers of industries and investments;
- g) Plan and estimate tariffs for small industries;
- h) Develop and review investment profile;
- i) Promote private sector investments;
- j) Coordinate and provide advice to investors; and
- k) Create conducive environment for investment.

**(ii) Trade and Marketing Section.**

**The Trade and Marketing Section being one among of the two sections under Industry, Trade and Investment Division performs the following core functions;**

- a) Supervise implementation of trade and marketing policies, laws, rules and regulations;
- b) Provide entrepreneurial skills to business community;
- c) Coordinate and provide advice on trade registration activities;
- d) Analyze trade and marketing reports and advice accordingly;

- e) Coordinate District Business Council forum;
- f) Promote public private sector partnerships;
- g) Administer auctions and markets activities in the Council; and
- h) Collect and distribute marketing information of goods and services to interested parties;
- i) Implement Business Development Strategy for small vendors and small business providers; and
- j) Provide Conducive Business Environment.

### 2.2.3.1 Industry, Trade and Investment Division Staffing Level

The KDC Industry, Trade and Investment Division currently have a total of 03 staffs with different levels of education and professionalism.

**Table 21: KDC Industry, Trade and Investment Division Staffing Level**

S/N	Professional	Required	Available	Deficit
1	Investment Officers	2	0	2
2	Marketing Officers	2	1	1
3	Trade Officers	2	1	1
4	Economist	1	0	1
5	Industrial Officers	2	1	1

**Source: KDC Industry, Trade and Investment Division, (2022).**

### 2.2.4 Pre-Primary and Primary Education Division

The Pre-Primary and Primary Education Division forms one among of the nine divisions within KDC. The division was renamed in 2022 following inclusion of special needs, adult and non-formal education and life skills activities. Similarly following functions of pre-primary education activities being performed under the former known as primary education department. The Pre-Primary and Primary Education Division has the following core functions;

- (i) Plan for acquisition, distribution and use of resources in primary schools;
- (ii) Supervise administration of continuous assessments and primary schools National Examinations;
- (iii) Supervise the delivery of adult and non-formal education at pre - primary and primary level;
- (iv) Coordinate life skills education in primary schools;
- (v) Conduct needs assessment for special needs, adult and non-formal education;
- (vi) Provide advice on establishment and maintenance of special needs, adult and non-formal education centers;

- (vii) Monitor implementation of primary education plans and programs;
- (viii) Create and maintain database on pre-primary and primary education; and
- (ix) Coordinate and supervise sports and games activities in primary schools.

The Pre-Primary and Primary Education Division is made up by four sections namely Academic Section, Statistics and Logistics Section, Special Needs Education Section as well as Adult and Non-Formal Education Section.

**(i) Academic Section**

**The academic section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;**

- a) Coordinate implementation of Pre-Primary and Primary education policies, plans, circulars, and guidelines at school level;
- b) Coordinate and supervise administration of schools continuous assessments and national standard four and seven examinations;
- c) Monitor and evaluate the implementation of pre-primary and primary education plans;
- d) Prepare reports on implementation of education development plans and programs; and
- e) Coordinate provision of education for self-reliance and management of income generating activities/project in Primary schools.

**(ii) Statistics and Logistics Section**

**The statistics and logistics section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;**

- a) Collect, analyze and interpret Pre-primary and Primary education statistics;
- b) Coordinate acquisition, distribution and use of educational resources in primary schools;
- c) Coordinate enrolment statistics and logistics for schools;
- d) Prepare implementation reports on education development; and
- e) Determine resource needs for schools in the Council.

**(iii) Special Needs Education Section**

**The special needs section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;**

- a) Prepare and supervise special needs education implementation plans for primary education;
- b) Identify children with special needs and allocate them to schools;
- c) Collect information on pupils with special needs and advise accordingly;

- d) Coordinate acquisition, distribution and use of resources for special needs education.

**(iv) Adult and Non-Formal Education Section**

The adult and non-formal education section being one among of the four sections under Pre-Primary and Primary Education Division has the following core functions;

- a) Prepare and supervise adult and non-formal education implementation plans for primary education;
- b) Coordinate life skills education;
- c) Conduct needs assessment for adult and non-formal education;
- d) Advise on establishment and maintenance of adult and non-formal training centres; and
- e) Coordinate acquisition, distribution and use of resources for adult and non-formal education.

**2.2.4.1 Pre - Primary and Primary Education Division**

**Staffing Level**

The Pre - Primary and Primary Education Division has 07 staff members at council headquarters, 22 Ward Education Officers, 0 Pre - Primary and 1,121 Primary school teachers.

**Table 22: KDC Pre - Primary and Primary Education Staffing Level**

	<b>Position</b>	<b>Required</b>	<b>Available</b>	<b>Deficit</b>
Primary Education	District Primary Education Officer	1	1	0
	District Academic Officer	2	2	0
	Statistics and Logistics Officer	2	2	0
	Special Needs Education Officer	1	1	0
	Adult Education Officer	1	1	0
	Ward Education Officers	22	22	0
	Teachers	2,298	1,121	1,177
	<b>TOTAL</b>	<b>2,327</b>	<b>1,150</b>	<b>1,177</b>

Source: KDC Pre - Primary and Primary Education Division, (2022).



### 2.2.4.2 Number of Pre- Primary and Primary school and enrollment

Kongwa District Council has total of **126** Pre and Primary Schools (**121** are government owned and 05 schools are private owned) with a total of **106,147** pupils of which **51,407** being boys and **54,740** being girls. Similarly, the KDC has 09 centers for COBET pupils with 161 pupils, among them 90 are males and 71 are females.

**Table 23: KDC Pre-Primary and Primary School Enrollment**

KDC Primary School	Number of Pupils		
	Boys	Girls	Total
Pre Primary- Government	6,083	6176	12,259
Pre Primary- Private	131	118	249
<b>Sub Total - Pre Primary</b>	<b>6,214</b>	<b>6,294</b>	<b>12,508</b>
Primary -Government	44,777	48,049	92,826
Primary -Private	416	397	813
<b>Sub Total Primary</b>	<b>45,193</b>	<b>48,446</b>	<b>93,639</b>
<b>Grand Total</b>	<b>51,407</b>	<b>54,740</b>	<b>106,147</b>

Source: KDC Pre - Primary and Primary Education Division, (2022).

### 2.2.4.3 Availability of teachers

The KONGWA district primary school education department has **1,143** number of government teachers, attached in different ward within the district. Also, the department has 7 members of staff, 3 being female and 4 male located at the district headquarter.

**Table 24: Availability of Teachers and their levels of education**

Education Officials		Teachers		Sex	Teachers' Level Of Education				Grand Total
					Grade III B	Grade III A	Diploma	Degree	
Required	7	Required	2,298	Male	4	375	154	50	583
Available	7	Available	1,121	Female	2	381	138	39	560
Deficity	-	Deficity	1,177	Total	6	756	292	89	1143

Source: KDC Pre - Primary and Primary Education Division, (2022).

#### 2.2.4.4 Pre - Primary and Primary Education School Education Performance

The performance of national standard seven examinations in the past five years has been increasing significantly as shown in Table 13 below:

**Table 25: Primary School Education Performance**

Year	Registered			Examined			Absentees			Pass			Fail			% Of Pass
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	
2013	2,579	3,314	5,893	2,478	3,212	5,690	101	102	203	1,036	1,079	2,115	1,442	2,133	3,575	37
2014	2,579	3,314	5,893	2,165	3,065	5,230	414	249	663	1,036	1,079	2,115	1,129	1,986	3,115	40
2015	2,225	3,076	5,301	2,157	2,997	5,154	68	79	147	1,301	1,494	2,795	856	1,503	2,359	54
2016	3,445	4,092	7,537	2,464	3,235	5,699	981	857	1,838	2,419	3,185	5,604	45	50	95	98
2017	2,729	3,662	6,391	2,671	3,597	6,268	58	65	123	1,762	2,117	3,879	909	1,426	2,335	62
2018	3,164	3,908	7,072	3,081	3,828	6,909	83	80	163	2,259	2,689	4,948	822	1,139	1,961	72
2019	3,110	3,872	6,982	3,044	3,796	6,840	66	76	142	2,360	2,780	5,140	684	1,016	1,700	75
2020	3,343	4,098	7,441	3,282	4,038	7,320	61	60	121	2,618	2,994	5,612	664	1,044	1,708	77
2021	4,297	4,850	9,147	3,595	4,224	7,819	702	626	1,328	3,071	3,407	6,478	524	817	1,341	83
2022	4,861	5,811	10,672	4,400	5,476	9,876	461	335	796	4,153	3,596	7,749	247	1,880	2,127	78

Source: KDC Pre - Primary and Primary Education Division, (2022)

### 2.2.4.5 Primary Education Infrastructures

KONGWA DC has total of 881 classrooms (38%), 170 teachers house (7%), 1,359 pit latrines (32%), 18,430 Desks (50%), as well as 184 teachers offices (52%), 875 Tables (44%), 1138 chairs (57%) and 247 cupboards (69%).

**Table 26: KDC Pre-Primary and Primary School's infrastructures**

Description	Required	Available	Deficit
<b>PRE-PRIMARY</b>			
Class rooms	121	2	119
Teachers houses	121	0	121
Permanent pit latrines	121	0	121
Stores	121	0	121
Teachers offices	121	1	120
<b>PRIMARY SCHOOL</b>			
Class rooms	2,298	881	1,426
Teachers houses	2,298	170	2,135
Permanent pit latrines (Boys)	1905	657	1248
Permanent pit latrines (Girls)	2389	702	1687
Desks	37,200	18,430	18,770
Teachers offices	353	184	169
Library	121	0	121
Workshop	121	0	121
Counseling rooms	121	24	97
Stores	121	24	97
Table	1,987	875	1,112
Chairs	1,987	1,138	849
Cupboards	353	247	106
Shelf	976	159	817

**Source: KDC Pre - Primary and Primary Education Division, (2022).**

### 2.2.4.6 Challenges

Pre - Primary and Primary Education Division is constrained by number of challenges including: -

- i) Long distance from home to school.
- ii) Deficit of teachers

- iii) Deficit of school infrastructure
- iv) Shortage of classrooms
- v) Low social awareness on education issues.
- vi) Lack of food provision during school sessions.
- vii) Poor network in most of the schools that enhance poor submission of report on time.

#### **2.2.4.7 Critical Issue**

The major critical issues under primary education include: -

- i) Insufficient number of teachers in schools compared with number of pupils recruited.
- ii) Shortage of teachers' houses.
- iii) Shortage of classrooms.
- iv) No on job training provided.

#### **2.2.5 Secondary Education Division**

Secondary Education Division is one among 9 Divisions in Kongwa District Council. It was renamed in the year 2022 to coordinate implementation of secondary education policies, plans, laws and circulars and guidelines. The Secondary Education Division is headed by District Secondary Education Officer (DEOS), and assisted with District Academic Officer (DAOS), Statistics and Logistics Officer (SLOS) as well as Special Needs Education Officer and Adult and Non - Formal Education Officer. The core functions of Secondary Education Division include;

- (i) Supervise the administration of continuous assessments and national form two, four and six examinations;
- (ii) Conduct monitoring and evaluation on implementation of secondary education plans and programs;
- (iii) Supervise delivery of adult and non-formal education at secondary level;
- (iv) Create and maintain database on secondary education;
- (v) To coordinate life skills education in secondary schools;
- (vi) Coordinate and supervise secondary schools' sports and games;
- (vii) Conduct needs assessment for special needs, adult and non-formal education; and
- (viii) Provide advice on establishment and maintenance of special needs, adult and non-formal education centers.

The Secondary Education Division is made up by four sections namely Academic Section, Statistics and Logistics Section, Special Needs Education as well as Adult and Non-Formal Education.

**(i) Academic Section**

**The academic section being one among of the four sections under Secondary Education Division has the following core functions;**

- a) Supervise implementation of secondary education policies, plans, circulars, and guidelines in secondary schools;
- b) Supervise development of secondary schools academic performance;
- c) Coordinate and supervise administration of continuous assessments and National form two, form four and form six examinations;
- d) Monitor and evaluate implementation of secondary education plans and assess their strength and weakness; and
- e) Coordinate and supervise sports and games in secondary schools.

**(ii) Statistics and Logistics Section**

**The statistics and logistics section being one among of the four sections under Secondary Education Division has the following core functions;**

- a) Collect, analyze and interpret secondary education statistics;
- b) Coordinate acquisition, distribution and use of educational resources at secondary schools;
- c) Coordinate enrolment statistics and logistics for schools;
- d) Prepare implementation reports on education development; and
- e) Determine resource needs for schools in the Council.

**(iii) Special Needs Education**

**The special needs section being one among of the four sections under Secondary Education Division has the following core functions;**

- a) Prepare and supervise special needs education implementation plans for secondary education;
- b) Identify children with special needs and allocate them to schools;
- c) Collect information on pupils with special needs and advise accordingly;
- d) Coordinate acquisition, distribution and use of resources for special needs education.

**(v) Adult and Non-Formal Education Section**

The adult and non-formal education section being one among of the four sections under Secondary Education Division has the following core functions;

- a) Prepare and supervise adult and non-formal education implementation plans for secondary education;
- b) Coordinate life skills education;
- c) Conduct needs assessment for adult and non-formal education;
- d) Advise on establishment and maintenance of adult and non-formal education centres; and
- e) Coordinate acquisition, distribution and use of resources for adult and non-formal education.

**2.2.5.1 Secondary Education Division staffing level**

KDC secondary school division has a total of **04** staff located at the District Council headquarter and **499** in different secondary schools. Also, the KDC secondary school division has **teachers** among them **191** are science subjects and are **308** arts subjects. However, the council is experiencing surplus of **0** arts subjects' teachers and shortage of **168** science subjects teachers.

**Table 27: KDC Secondary School staffing level**

Name of School	Number of Science Teachers			Number of Arts Teachers			Total Teachers in the District		
	Required	Available	Shortage/Surplus	Required	Available	Shortage/Surplus	Required	Available	Shortage/Surplus
Banyibanyi	6	3	-3	12	12	0	18	15	-3
Chamkoroma	5	5	0	3	2	-1	8	7	-1
Dr Nkullo	7	4	-3	4	5	1	11	9	-2
Chitego	5	5	0	3	3	0	8	8	0
Chiwe	11	6	-5	9	6	-3	20	12	-8
Hembahemba	5	4	-1	9	9	0	14	13	-1
Hogoro	12	6	-6	11	9	-2	23	15	-8
Ibwaga	12	8	-4	10	13	3	22	21	-1
Iduo	7	3	-4	10	7	-3	17	10	-7
Job Ndugai	4	4	0	4	4	0	8	8	0
Kibaigwa	23	11	-12	25	25	0	48	36	-12
Kibaigwa Girls	9	9	0	5	2	-3	14	11	-3

Name of School	Number of Science Teachers			Number of Arts Teachers			Total Teachers in the District		
	Required	Available	Shortage/Surplus	Required	Available	Shortage/Surplus	Required	Available	Shortage/Surplus
Kongwa	14	7	-7	18	22	4	32	29	-3
Laikala	6	6	0	8	8	0	14	14	0
Lenjulu	5	2	-3	3	2	-1	8	4	-4
Makawa	6	4	-2	11	7	-4	17	11	-6
Manghaila	6	4	-2	10	7	-3	16	11	-5
Manghweta	14	8	-6	11	8	-3	25	16	-9
Mlali	19	7	-12	18	11	-7	37	18	-19
Mnyakongo	6	4	-2	10	14	4	16	18	2
Mtanana	7	6	-1	10	10	0	17	16	-1
Msunjilile	4	2	-2	3	2	-1	7	4	-3
Mumi	6	6	0	8	10	2	14	16	2
Ndalibo	9	4	-5	8	8	0	17	12	-5
Ndurugumi	16	5	-11	16	11	-5	32	16	-16
Nghumbi	7	5	-2	9	7	-2	16	12	-4
Ngomai	9	4	-5	12	12	0	21	16	-5
Njoge	3	3	0	3	3	0	6	6	0
Norini	14	7	-7	12	10	-2	26	17	-9
Pandambili	18	6	-12	20	13	-7	38	19	-19
Sagara	8	6	-2	10	6	-4	18	12	-6
Sejeli	16	6	-10	17	17	0	33	23	-10
Songambebe	14	8	-6	16	7	-9	30	15	-15
White Zuberi	5	6	1	3	6	3	8	12	4
Zoissa	18	7	-11	16	10	-6	34	17	-17
<b>Total</b>	<b>336</b>	<b>191</b>	<b>-145</b>	<b>357</b>	<b>308</b>	<b>-49</b>	<b>693</b>	<b>499</b>	<b>-194</b>

Source: KDC Secondary Education Division, (2022).

### 2.2.5.2 Non- Teaching Staff

Kongwa DC secondary school education division has a total of 39 supporting staffs with different level of education and qualification

**Table 28: KDC Non- Teaching Staff**

Sn	Category	Required	Available	Shortage
1	Accountants	35	0	-35
2	Storekeepers	35	0	-35
3	Nurses	3	0	-3
4	Drivers	0	0	0
5	Security	70	35	-35
6	Lab Technicians	35	1	-34
7	Cooks	6	2	-4
8	Secretary	35	1	-34
9	Registry	0	0	0
<b>Total</b>		<b>219</b>	<b>39</b>	<b>-180</b>

Source: KDC Secondary Education Division, (2022).

### 2.2.5.3 Number of Secondary Schools

Kongwa District Council has a total number of **40** Ordinary Level Secondary schools (form I-IV), **35** being government schools and **05** private schools. Also, KDC has **03** Advanced Secondary Schools (form V-VI) **03** owned by government.

**Table 29: KDC Number of Secondary Schools**

Level	Government	Private	Total
O - level	35	05	40
A - level	03	00	03

Source: KDC Secondary Education Division, (2022).

### 2.2.5.4 Students Enrolment

The Kongwa District Council currently has a total number of **18,248 students** among them **17,059** are for Public schools with **7,848** being boys and **9,211** being girls while **1,189** for private secondary schools with **303** being boys and **886** being girls.

**Table 30: KDC Students enrolled in Secondary Schools**

Owner	Number of students				
	2021/2022				
	O' Level	A' Level	O' Level	A' Level	Total
	Boys		Girls		
Government	7681	167	8936	275	17059
Private	303	0	886	0	1189
<b>Total</b>	<b>7984</b>	<b>167</b>	<b>9822</b>	<b>275</b>	<b>18,248</b>

Source: KDC Secondary Education Division, (2022).



### 2.2.5.5 Secondary School Infrastructure

Recently, KDC has **529** classrooms, **92** teachers' houses, **02** Libraries, **30** laboratories and **12** administration blocks. Also, there are **02** hostels, **09** dormitories, **63** teachers pit latrines, **458** students pit latrines as well as 02 kitchens. However, there is deficit in terms of school infrastructure pointed above as indicated in Table 19.

**Table 31: KDC Secondary School Infrastructure.**

Item		Required	Available	Shortage
Classrooms		529	529	00
Laboratories		105	30	75
Administration Blocks		35	12	24
Teachers' houses		501	92	409
Library		35	02	33
Pit Latrines Teachers	Male	35	32	03
	Female	40	31	09
Pit Latrines Students	Male	314	202	112
	Female	453	256	197
Stores		35	10	25
Admin Block		35	12	23
Dining Hall		35	03	32
Hostels	Male	70	01	69
	Female	70	01	69
Dormitories	Male	08	03	05
	Female	12	06	06

**Source:** KDC Secondary Education Division, (2022).

### 2.2.5.6 Secondary Schools Furniture and Facilities

KDC Secondary School Division is well resourced with various furniture and facilities in its secondary schools. Currently the district has 16,904 students' chairs, 16,904 students' tables as well as **438** teachers' chairs, and **35** strong rooms. Similarly, there are 00 shelves, 1,080 laboratory stools, 180 laboratory tables, 240 beds as well as 240 mattress and 00 benches. Also, the department experience shortage of various furniture and facilities to different secondary schools available in the district.

**Table 32: KDC Secondary Schools Furniture's and Facilities**

Type of Furniture	Required	Available	Shortage
Students Chairs	18,179	12,583	5,596
Students tables	18,179	12,583	5,596
Teachers chairs	501	501	0
Strong rooms	35	26	09
Shelves	0	0	0
Laboratory stools	3,780	1,080	2,700
Laboratory tables	630	180	450
Beds (decker's)	240	240	00
Mattresses	240	240	00
Benches	00	00	00

Source: KDC Secondary Education Division, (2022).

### 2.2.5.7 Availability of Books in Secondary Schools

The student book ratio is 1:6 in Science subjects and 1:5 in Arts Subjects.

**Table 33: KDC Book-Students Ratio in Secondary Schools**

School name	Science Books (ratio)	Arts Books (ratio)
Banyibanyi	01:01	01:03
Chamkoroma	01:02	01:04
Chitego	01:02	01:03
Chiwe	01:01	01:02
Chinangali	01:03	01:05
Hembahemba	01:03	01:05
Ibwaga	01:05	01:03
Hogoro	01:02	01:03
Iduo	01:03	01:05
Job Ndugai	01:03	01:05
Kibaigwa	01:05	01:10
Kongwa	01:01	01:02
Laikala	01:02	01:05

School name	Science Books (ratio)	Arts Books (ratio)
Makawa	01:03	01:05
Mang'haila	01:03	01:05
Manghweta	01:04	01:05
Mlali	01:03	01:05
Mnyakongo	01:01	01:02
Mtanana	01:03	01:05
Mumi	01:02	01:05
Ndalibo	01:01	01:03
Ndurugumi	01:05	01:02
Nghumbi	01:05	01:05
Ngomai	01:03	01:04
Norini	01:03	01:02
Pandambili	01:05	01:06
Sagara	01:03	01: 03
Sejeli	01:02	01:03
Songambebe	01:03	01:04
Zoissa	01:03	01:04
White Zuberi	01:03	01:05
Kibaigwa Girls	01:03	01:03
Msunjilile	01:02	01:04
Njoge	01:02	01:02

**Source:** KDC Secondary Education Division, (2022).

### 2.2.5.8 Academic Performance

Kongwa District Council is now experiencing 93% pass rate despite of 100% national rate for form IV; 92% pass rate for form II despite of 100% national rate and 100% form VI as of 100% national pass rate.

**Table 34: KDC Form four examination results from 2019-2021**

Year	Number of Schools	Number of Candidates	Division					% of Pass Rate
			I	II	III	IV	0	
2019	31	2125	70	245	355	1090	365	83
2020	31	2365	129	294	363	1382	197	92
2021	31	2082	165	365	506	1570	187	93

**Source:** KDC Secondary Education Division, (2022).

**Table 35: KDC Form VI examination results from 2019-2021**

School Name	Year	Division						Overall Pass Rate
		I	II	III	IV	0	Total	
Kongwa	2019	11	39	42	06	04	102	99%
	2020	12	41	25	03	0	81	
	2021	07	51	25	01	0	84	
Ibwaga	2019	05	11	33	09	0	58	
	2020	02	16	18	02	0	38	
	2021	10	29	22	0	0	61	
<b>TOTAL</b>		<b>47</b>	<b>187</b>	<b>165</b>	<b>21</b>	<b>04</b>	<b>424</b>	

**Source:** KDC Secondary Education Division, (2022).

### 2.2.5.9 Dropout rate

KDC has been experiencing students' dropout all over its available secondary schools. The core source of dropout is due to lack of mid- day meal.

**Table 36: KDC Secondary School Students Dropout Trend**

Class	Male	Female	Total
Form I 2019/2021	235	295	530
Form II	427	496	923
Form III	609	546	1155
Form IV	157	211	368
<b>TOTAL</b>	<b>1428</b>	<b>1548</b>	<b>2976</b>

**Source:** KDC Secondary Education Division, (2022)

### 2.2.5.10 Challenges

Kongwa District Council secondary school division faces number of challenges including;

- i. Shortage of teachers especially science teachers and English Language teachers.
- ii. Acute school dropout
- iii. Scarcity of mid-day meal.
- iv. Poor participation of parents in academic issues
- v. Drought climatic condition

### **2.2.5.11 Critical Issues**

The major critical issues of secondary education division include;

- ❖ Increase in number of students who engage in household works
- ❖ Drought climatic condition.
- ❖ High discrepancies in passrate among girls and boys in national examination.

### **2.2.6 Community Development Division**

Community Development Division is one of the 9 divisions of KDC established in 2022 following amendment of the former department known Community Development, Social Welfare and Youth Development Department. Similarly, some functions were transferred to the newly established unit Sports Culture and Arts Unit. The core functions of the Community Development Division include;

- (i) Analyze, interpret and supervise implementation of policies, laws and procedures related to community development;
- (ii) Facilitate communities to initiate, plan, implement and evaluate their own programs and projects;
- (iii) Prepare short and long term plans and projects in community development at LGA level;
- (iv) Conduct research and recommend on how to deal with various problems of development that uphold community development in collaboration with the Ministry responsible with community development and other stakeholders;
- (v) Regulate and supervise operations of Microfinance services providers tier four under directives of Bank of Tanzania (BOT);
- (vi) Coordinate and manage economic development activities for women, children and persons with disabilities;
- (vii) Coordinate provision of training on poverty alleviation, AIDS, drugs and gender equality;
- (viii) Coordinate and monitor NGOs and CBOs activities in community development; and
- (ix) Coordinate and manage community development activities in LGA.

Community Development Division is made up by two sections namely; Cross-cutting Issues Coordination Section as well as NGOs and CBOs Coordination Section.

#### **i. Cross-Cutting Issues Coordination Section**

**The Cross-Cutting Issues Coordination Section being one among of the two sections under Community Development Division its responsible with the following functions;**

- a) Analyze, interpret and supervise implementation of policies, laws and procedures related to community development;
- b) Supervise the implementation of plans and projects for Community Development;
- c) Prepare short and long-term plans and projects for Community Development;
- d) Conduct research and recommend on dealing with various development problems;
- e) Coordinate and manage the development of women and children; and persons with disabilities;
- f) Coordinate and provide training methods, help liberate society from poverty, AIDS, drugs and advocating gender equality;
- g) Promote community participation and volunteerism in development project/program;
- h) Coordinate and participate on awareness creation concerning community participation in community development;
- i) Coordinate and participate on community sensitization concerning participation on planning, decision making, implementation and evaluation of multispectral projects; and
- j) Undertake research on community development issues which hinder factors on community development.

## **ii. NGOs and CBOs Coordination Section**

**The NGOs and CBOs Coordination Section being one among of the two sections under Community Development Division it's responsible with the following functions;**

- a) Coordinate registration of NGOs and CBOs and monitor their activities in social development;
- b) Coordinate provision of citizenship education in the community;
- c) Establish and maintain partnerships with organizations, institutions inside and outside the Country dealing with the promotion of community development activities through the Ministry responsible for community development;
- d) Coordinate and manage all projects related to social community development;
- e) Manage implementation of all agreements relating to community development;
- f) Prepare regular reports on Community Development; and
- g) Regulate and supervise operations of Microfinance services providers' tier four (4) under directives of BOT.

### 2.2.6.1 Community Development Division Staffing Level

The Community Development Division has Nine (09) staffs, whereby Three (03) are at Ward level, Six (06) are at District level. However, the Division has a shortage of (110) One hundred and ten CDOs, (87) eighty seven at village level, (19) nineteen ward level and (04) at construction squad unit.

**Table 37: KDC Community Development Division staffing level**

Education Level	Working Station	Number of Staffs	Requirement
Masters	Head office	01	03
Bachelors	Head office	04	03
Bachelors	Ward level	0	06
Postgraduate	Ward level	0	03
Diploma	Ward level	02	20
Certificate	Ward level/village level	02	85
<b>TOTAL</b>		<b>09</b>	<b>120</b>

**Source:** KDC Community Development Division, (2022).

### 2.2.6.2 Community Development Division status

The KONGWA DC Community Development Division advocates amalgamation of Non-State Organizations to work within the Council for the purpose of economic empowerment of the people. So far, the Division works with thirty seven (37) NGOs, two (2) FBOs, two (02) CBOs, and Nine hundred and seven (907) Village Community Bank. Also, there are One hundred and eighty (180) women registered economic groups, One hundred and nine (109) registered youth economic groups and three (13) PLHIV economic groups.

**Table 38: KDC Composition of Non-State Actors**

No	Name	Total
1	NGOs	37
2	FBOs	02
3	CBOs	02
4	VICOBA	907
	<b>Total</b>	<b>948</b>

**Source:** KDC Community Development Division, (2022).

### 2.2.6.3 Gender Desk

The KONGWA District Council economic empowerment desk has been providing loans since the year 2014 and up to 2022 using the retained 10% of Councils own Source. Up to now a total of TZS 642,995,850 has been provided to 112 women economic groups. This fund is generated from 10% of total collection of own source and from Ministry of

Community Development, Gender, Women and Special groups. The aim is to improve women welfare by enabling them escape from marginalized economic state of economic life, as well as to improve their standard of living.

**Table 39: KDC Empowered Women Economic Groups**

<b>Year</b>	<b>Amount</b>	<b>Number of Groups</b>
2015/2016	6,000,000	6
2016/2017	6,000,000	6
2017/2018	10,000,000	10
2018/2019	60,485,000	10
2019/2020	135,687,270	19
2020/2021	196,393,500	36
2021/2022	228,430,080	25
<b>Total</b>	<b>642,995,850</b>	<b>112</b>

**Source:** KDC Community Development Division, (2022).

#### **2.2.6.4 Youth**

Youth Development Fund, Total TZS 400,347,270 has been provided to forty three (43) Youth economic groups. This fund is generated from 4% of total collection of own source and from Ministry of labor and Youth Development, this had the aim to improve youth from marginalized state of economic life, as the result to improve their standard life.

**Table 40: KDC Empowered Youth Economic Groups**

<b>Year</b>	<b>Amount</b>	<b>Number of Groups</b>
2017/2018	5,000,000	5
2018/2019	35,000,000	1
2019/2020	42,987,270	3
2020/2021	123,405,500	15
2021/2022	193,954,500	19
<b>Total</b>	<b>400,347,270</b>	<b>43</b>

**Source:** KDC Community Development Department, (2022).

#### **2.2.6.5 HIV and AIDS**

The Division has been supporting 03 KDC employees living with HIV by providing them with financial assistance for nutrition and fare to attend VCT and three (3) groups of PLHIV with knowledge about VCT and controls them from new HIV and AIDS infectious. The aim is to support them with loan in order to survive for their own.



**Table 41: KDC PLHIV Empowered Economic Groups**

Source	Number of Youth Groups	Total Amount Received
Own Source	03	5,700,00
TACAIDS	0	0
<b>Total</b>	<b>03</b>	<b>5,700,000</b>

Source: KDC Community Development Department, (2022).

### 2.2.6.6 Challenges

The KDC Community Development Division faces number of challenges including;

- i. Inadequate number of staff members.
- ii. Insufficient of office department tools i.e. Car, computers, office chairs and shelves.
- iii. Budget constraints.

### 2.2.7 Agriculture, Livestock and Fisheries Division

Agriculture, Livestock and Fisheries Division forms among the 9 divisions of Kongwa District Council. It was established in 2022 following the merge of the former two departments namely Agriculture, Irrigation and Cooperative Department as well as Livestock and Fisheries Department. Its core functions include;

- (i) Analyze, interpret and supervise implementation of policy, laws, and regulation of agriculture, irrigation, livestock and fisheries
- (ii) Propose standards and prices of products and services from agriculture, livestock and fisheries
- (iii) Prepare short and long plans and programs on development of agriculture, irrigation and fisheries.
- (iv) Oversee promotion and governance of cooperatives in the council
- (v) Provide technical advice to stakeholders concerned with agriculture, irrigation, livestock and fisheries
- (vi) Prepare reports on agriculture, irrigation, livestock and fisheries and
- (vii) Supervise collection and control of revenue from agriculture, irrigation, livestock and fisheries activities.

The Agriculture, Livestock and Fisheries Division is made up b tree sections namely; Agriculture Section, Livestock Section and Fisheries Section.

#### i. Agriculture Section

The Agriculture Section being one among of the three sections under Agriculture, Livestock and Fisheries Division it is responsible with the following functions;

- a) Prepare and implement programs for fertilizer supply in different sales points;
- b) Prepare programs for arranging and stocking of agriculture inputs;
- c) Carry out soil testing of farmer's field samples and advice accordingly;
- d) Provide advice to farmers on, post-harvest handling, agro-processing and value addition of agriculture produce;
- e) Estimate crop yield/production of important crops;
- f) Perform statistics and agriculture census work;
- g) Conduct demonstration of demo trials both varietal and fertilizer trials from the share of entire Council;
- h) Oversee promotion and governance of cooperatives;
- i) Coordinate stocking of fertilizer/plant protection measures at village level;
- j) Organize farmers training camps at village level;
- k) Prepare and implement crop diversification plan particularly for irrigated areas in block;
- l) Implement Biogas Development Program;
- m) Plan, design, construct and maintain irrigation schemes;
- n) Facilitate the formation of irrigators' organizations and ensure that organizations are equipped with required skills for effective and sustainable irrigation management;
- o) Support the formulation and enforcement of irrigation by-laws by the Irrigators Association in their areas; and
- p) Provide backstopping services to the farmers in the irrigation scheme by establishing irrigation scheme management support teams.

## **ii. Livestock Section**

**The Livestock Section being one among of the three sections under Agriculture, Livestock and Fisheries Division it is responsible with the following functions;**

- a) Translate and supervise implementation of policies, laws, regulations, and procedures for Livestock;
- b) Prepare short and long term plan and program for livestock development;
- c) Evaluate conservation and use of livestock resources;
- d) Oversee promotion and governance of cooperatives;
- e) Provide technical support to the stakeholders of livestock sector; and
- f) Coordinate and supervise all projects concerned with livestock.

### iii. Fisheries Section

The Fisheries Section being one among of the three sections under Agriculture, Livestock and Fisheries Division it is responsible with the following functions;

- a) Translate and supervise implementation of policy, laws, regulations, and procedures for fisheries;
- b) Prepare short and long term plan and program for fisheries resources development;
- c) Evaluate conservation and use of fisheries resources;
- d) Oversee promotion and governance of cooperatives
- e) Provide technical support to the stakeholders of fisheries sector; and
- f) Coordinate and supervise all projects concerned with fisheries.

#### 2.2.7.1 Agriculture, Livestock and Fisheries Division Staffing Level

Currently, the division has 44 staff where 07 serves at Council headquarters, wards and villages. The distribution of staff includes 07 staff at Headquarter and 19 staff they are at ward level as well as 37 at the village level.

**Table 42: KDC Agriculture, Livestock and Fisheries Division Staffing Level**

Sn	Professional	Required	Available	Deficit	Work place
1	Agricultural Officers	8	3	5	HQ
2	Irrigation Engineers	3	2	1	HQ &Ward
3	Cooperative Officers	2	1	1	HQ
4	Agro mechanization Officers	2	2	0	HQ &Ward
5	Agricultural Economists	2	1	1	HQ
6	Agricultural Field Officers	87	37	50	Village/Ward
7	Horticulturists	1	0	1	HQ
8	Veterinary Officer (BVM)	2	0	2	HQ
9	Livestock Officers(Degree)	7	1	6	HQ
10	Livestock Field Officers (Diploma)	22	7	15	Ward
11	Livestock Field Officers (Cert. Agriculture & Livestock Production)	87	2	85	Village
12	Fisheries Officer(Degree)	1	1	0	HQ
13	Fisheries Field Officer (Diploma)	2	0	2	Ward
<b>Total</b>		226	57	169	

Source: KDC Agriculture, Livestock and Fisheries Division, (2022).

### 2.2.7.2 Land for agriculture

Livestock farming in Kongwa form the fundamental sources of income to most households in Kongwa district and Tanzania at large. Local domesticated livestock are the main sources of proteins found in the meat, eggs, milk and livestock in most rural households. In Kongwa majority of families keep between ten and twenty cattle which can be used as source of immediate cash in time of emergency. Despite these advantages enjoyed by most farmers in Kongwa, there are number of problems that hinder them from commercializing livestock farming business. Some of the problems livestock farmers face includes; poor animal breeds, lack of area for livestock grazing, poor animal housing as well as lack of skills for proper animal feeds. Furthermore, lack of reliable market with best prices is the main factor hindering commercialization of the livestock sector as there are no markets that can absorb their produce timely and offer best prices.

KONGWA DC comprises a total area of **404,100Ha** of which available land for cultivation is **363,691Ha** (90% of total land area) and area under Cultivation is **258,690Ha** (70% of total arable land), suitable land for irrigation is about **5,811Ha** and area under irrigation is **372Ha**. (6.4% of total suitable land). The Council population is **312,000** (Census 2012) while the total number of farmers is **71,025** (22.7% of total population).

### 2.2.7.3 Crop Production

The produced food crops includes; Sorghum, Millet, Maize, Cassava and Sweet potato while Cash crops include Sunflower, Cashew, Ground nut, Simsim, and Pigeon pea, Also, the district produces Horticultural crops such as Cabage, Onion, Tomato, Green Bean, Fruits and a number of green vegetables.

**Table 43: KDC Crop production**

S/n	Crops	Estimated production 2020/2021			Actual production 2020/2021		
		Ha	Productivity	Tones	Ha	Productivity	Tone
<b>Main Food Crops</b>							
1	Sorghum	47,075.9	2	94,151.8	37,593.7	0.8	30,075
2	Millet	26,751.2	1	26,751.2	17,388.3	0.8	13,910.6
3	Maize	90,472.7	2	180,945.4	72,378.2	1.5	108,567.3
4	Cassava	18,716.7	5	93,583.5	9,358.4	5	46,792
5	S.Potato	7,763.8	4	31,055.2	3,881.9	4	15,527.6
	<b>Sub total</b>	<b>190,780.3</b>		<b>426,487.1</b>	<b>140,600.5</b>		<b>214,872.5</b>

<b>Leguminous Crops</b>							
6	Beans	186.5	0.75	139.9	127	0.5	63.5
7	Cow pea	6,792.8	0.75	5,094.6	2,327	0.5	1,163.5
8	Bambara nut	6,912.2	0.75	5,184.2	3,456.1	0.75	2,592.1
9	Pegion pea	11,481.2	1	11,481.2	5,740.6	0.8	4,592
10	Lentils	1,452.8	1	1,452.8	1,218	0.7	852.6
	<b>Sub total</b>	<b>26,825.5</b>		<b>23,352.7</b>	<b>12,868.7</b>		<b>9,263.7</b>
<b>Cash Crops</b>							
11	Sunflower	44,641.0	1.2	53,569.2	35,712.8	1.0	35,712.8
12	Sim sim	1,581.6	1	790.8	790.8	0.5	395.4
13	Groun nut	26,057.9	0.5	26,057.9	20,846.3	0.1	2,084.63
14	Cashew nut	1,079.9	1.05	1,133.9	863.92		17
	<b>Sub total</b>	<b>47,302.5</b>		<b>81,551.8</b>	<b>37,367.52</b>		<b>38,209.83</b>
	<b>G/ TOTAL</b>	<b>282,534.1</b>		<b>531,391.6</b>	<b>208,011.1</b>		<b>262,346.03</b>

Source: KDC Agriculture, Livestock and Fisheries Division, (2022).

#### 2.2.7.4 Implements for agriculture

KONGWA District Council has **213,075** hand hoe accounts for 36 % of the implements used by farmer within KDC. It has **45** Power tillers equal 12% of the requirements and **751** tractors equal to 52%. Also, KONGWA DC has **265** milling machines account for 70% of the requirements.

**Table 44: KDC Agricultural Implements**

Type of implement	Number available	% of utilization
Tractors	751	52
Power Tillers	45	12
Hand Hoes	213,075	36

Source: KDC Agriculture, Livestock and Fisheries Division, (2022).

#### 2.2.7.5 Cooperatives

The KONGWA District Council has 0 Cooperative Union, 05 saving and credit cooperative societies (SACCOS), 04 AMCOs. Members of cooperative societies are **1,542** (male 725, female 437), **380** Cooperative groups with total Share of **TZS 100,859,263**. Savings is **TZS. 53,439,888**. Loans provided by Cooperative societies are about **TZS. 390,250,653**

### **2.2.8.6 KDC Agriculture Infrastructure**

The Kongwa District Council is well resourced with some agricultural infrastructures available in the district. The district council has 02 irrigation schemes namely:-Tubugwe Juu and Mseta Bondeni Moreover, KDC has 2 Crop markets namely; Kibaigwa International Cereal Market, and Mkoka Market as well as 03 storage facilities/warehouse.

### **2.2.7.6 Challenges**

Currently the agriculture sector faces number of issues that affects development of agriculture, irrigation and cooperatives within KDC including; Climate change effects cause Drought, Shortage of Staffs and working tools, Shortage of budgets for the Agricultural operations.

### **2.2.7.7 Critical Issues**

The major critical issue includes:

- i. Establishment of Irrigation schemes at Chamkoroma Ward, Hogoro Ward, Kibaigwa Ward, and Mtanana Ward
- ii. Improving the environment extension service
- iii. Agricultural Inputs
- iv. Block farming
- v. Cooperative unions
- vi. Modern Abattoirs
- vii. Farming pasture
- viii. Establishment of Modern Fish Ponds

### **2.2.7.8 Livestock**

KONGWA District Council has 280 dairy cattle; 153,273 indigenous cattle; 101,881 goats; 30,223 sheep; 176,180 chickens; 840 cats; 32,508 pigs; ducks 5283 ; rabbits 232; dogs 3631; 1260 guinea fowls; 0 guinea pigs; 2603 donkeys and the products were meat (2,576.652 tons/year ), milk (9,380,962 liters/year), eggs (194,409.5 trays), Hides (10,348 pieces) and Skins (16,536 pieces). Households engaged in livestock farming are 38.5%.

**Table 45: KDC Livestock Population**

S/n	Ward	Livestock population				
		Dairy Cattle	Indigenous Cattle	Goats	Sheep	Chicken
1	Hogoro	12	7,327	4,163	815	1,437
2	Lenjulu	0	8,389	6,006	896	1,578
3	Ng'humbi	0	5,569	3,815	765	1,542
4	Chamkoroma	24	3,709	2,113	1	1,391
5	Chiwe	0	13,157	5,423	1,279	1,699
6	Kibaigwa	55	3,655	3,354	571	21,322
7	Iduo	0	5,017	3,786	1,417	5,731
8	Kongwa	31	2,995	3,393	721	22,467
9	Chitego	0	13,441	8,426	2,429	15,631
10	Njoge	5	3,641	3,576	1,011	8,068
11	Ngomai	11	6,494	2,647	1,007	2,408
12	Pandambili	4	5,556	6,498	1,494	11,119
13	Matongoro	0	4,577	2,571	834	11,902
14	Mkoka	29	5,052	2,589	1,361	15,323
15	Zoissa	0	5,314	2,689	1,209	233
16	Mlali	21	7,379	3,973	1,013	19,038
17	Ugogoni	0	6,535	7,112	1,897	14,234
18	Makawa	0	6,008	3,794	1,061	3,618
19	Songambebe	31	8,107	8,324	1,379	4,571
20	Sejeli	16	14,922	7,130	1,813	1,772
21	Sagara	6	8,645	6,265	4,013	5,115
22	Mtanana	35	8,064	4,234	3,237	5,981
23	<b>Total</b>	<b>280</b>	<b>153,553</b>	<b>101,881</b>	<b>30,223</b>	<b>176,180</b>

Source: KDC Agriculture, Livestock and Fisheries Division, (2022).

**Table 46: KDC Livestock Population Others**

S/n	Ward	Livestock Population -Others							
		Pigs	Ducks	Rabbits	Dogs	Cats	Guinea Pigs	Guinea Fowl	Donkeys
1	Hogoro	724	269	4	202	53		59	87
2	Lenjulu	353	157	0	109	15		29	69
3	Ng'humbi	386	144	0	109	16		26.	25
4	Chamkoroma	779	489	35	175	25		59	214

S/n	Ward	Livestock Population -Others							
		Pigs	Ducks	Rabbits	Dogs	Cats	Guinea Pigs	Guinea Fowl	Donkeys
5	Chiwe	1,183	168	0	125	19		23	108
6	Kibaigwa	1,600	489	31	241	105		109	125
7	Iduo	3,414	257	7	147	23		56	111
8	Kongwa	1,045	206	69	224	77		231	147
9	Chitego	360	109	0	129	21		29	325
10	Njoge	877	153	0	106	13		39	106
11	Ngomai	529	370	0	116	16		33	80
12	Pandambili	2,612	415	11	162	25		69	115
13	Matongoro	816	107	3	194	37		25	168
14	Mkoka	1,172	340	21	248	95		104	192
15	Zoissa	754	106	0	99	12		43	104
16	Mlali	7,089	304	11	210	75		68	116
17	Ugogoni	3,313	293	6	177	29		63	42
18	Makawa	1,124	81	0	104	12		59.	19
19	Songambebe	1,188	131	5	196	41		29	111
20	Sejeli	807	313	9	229	77		26	265
21	Sagara	2,003	90	12	188	33		58	65
22	Mtanana	380	292	8	141	21		23	9
	<b>Total</b>	<b>32,508</b>	<b>5,283</b>	<b>232</b>	<b>3,631</b>	<b>840</b>		<b>1260</b>	<b>2603</b>

Source: KDC Agriculture, Livestock and Fisheries Division, (2022)

### 2.2.7.9 Livestock production

Table 47: Livestock production

Year	Types	Number	Product	Planned/Year	Actual yield/year	Demand
2022	Lactating cow	58,910	Milk liter	9,400,000	9,380,962	200 L/ person/year
2021	Layers	218,493	Egg(Trays)	200,000	194,409.5	300/person/year
2020	Cattle	632	Meat(Tons)	2,600	2,576.652	50kg/person/year
2019	Cattle	10,348	Hide (Piece)	10,500	10,348	-
2018	Goat	16,536	Skin (Piece)	16,700	16,536	-

Source: KDC Agriculture, Livestock and Fisheries Division, (2022)



### 2.2.7.10 Grazing Land

KDC has facilitated allocation of Grazing lands in the 5 villages being utilized as communal grazing lands. All 5 villages have managed to prepare and register their Land Use Plans.

### 2.2.7.11 Livestock Infrastructure

**Table 48: KDC Livestock infrastructure**

Name of the infrastructure	Total
<b>Cattle dips</b>	
Working cattle dips	16
Cattle dips not working	12
<b>Total</b>	<b>22</b>
Milk collection centers	0
Slaughter slabs	9
Livestock markets	4
Fish ponds	15
Permanent crushes	4
Slaughter houses	5
Local chicken business center	1
Cold room	1
Milk processing industry	1
Cattle fattening center	1
Tubugwe Aquaculture Training Centre	1
Hide banda	2
Cattle trough	22
On and Off loading lump	3
Livestock check point	1

Source: KDC Agriculture, Livestock and Fisheries Division, (2022).

### Dairy farms

**Table 49: KDC Dairy Farms**

Sn	Name of Dairy Farm	Where Available (Ward)	Ownership
1	God Iema farm	Kibaigwa	Private
2	Kweka farm	Kibaigwa	Private
3	Hemedi Mwanan'gwalu	Kibaigwa	Private
4	Sakala farm	Kibaigwa	Private

<b>Sn</b>	<b>Name of Dairy Farm</b>	<b>Where Available (Ward)</b>	<b>Ownership</b>
5	Said farm	Kibaigwa	Private
6	Mama Mushi farm	Kibaigwa	Private
7	Msagara farm	Kibaigwa	Private
8	Kimaro farm	Mtanana	Private
9	Anwari Bhakamis farm	Mtanana	Private
10	Valentini Kombo Farm	Songambebe	Private
11	Elias Lyimu Farm	Mlali	Private
12	Nassari Farm	Mkoka	Private
13	Philipo Kimolo farm	Kongwa	Private
14	Nassoro Mbare farm.	Kongwa	Priavate
15	Roman Catholic Farm - Kongwa	Kongwa	Private
16	Juva holding company	Mkoka	Private

**Source: KDC Agriculture, Livestock and Fisheries Division, (2022).**

### **Beef Farms**

**Table 50: KDC Beef cattle Farm**

<b>S/N</b>	<b>Name of Beef cattle farm</b>	<b>Where available (village)</b>	<b>Ownership</b>
1	Kongwa Ranch	Ranch	Government
2	TALIRI Kongwa	PRC	Government
3	Mshandoo Farm	Chitego	Private
4	Mandubwa Farm	Mandumbwa	Private

**Source: KDC Agriculture, Livestock and Fisheries Division, (2022).**

### **Livestock Cooperatives/Associations**

**Table 51: KDC Beef Cattle Farm**

<b>S/N</b>	<b>Name of Cooperatives/Associations</b>	<b>Where available (Ward)</b>	<b>Registration status</b>
1	UWAMAKO	Kongwa	Registered
2	UWANG'OMAKO	Mtanana	Registered
3	UWAKUKO	Mbande	Registered
4	UVIKO	Kongwa	Registered

**Source: KDC Agriculture, Livestock and Fisheries Division, (2022).**

### **2.2.7.12 Fisheries**

Fishing sector is one of the important sector that provides income and nutritional. Households involved in Fish farming is 0.3 %. There are no water bodies for fishing activities, fishing is done through Fish Ponds owned by few farmers.

### **2.2.7.13 Fish Production**

The current Production of Fish is 1.5 tons

### **2.2.7.14 Challenges**

The livestock and fisheries development department faces a number of challenges which affect development of the sector and these includes;

- i. Low Production Coefficients
- ii. Inadequate livestock infrastructures for extension and veterinary services delivery
- iii. Overgrazing and lack of pasture management
- iv. Inadequate funds for day to day activities
- v. Inadequate working tools and few staffs
- vi. Inadequate or delay in release of fund for development projects

## **2.2.8 Planning and Coordination Division**

Planning and Coordination Division is one of the 9 divisions Kongwa District Council. The core functions of Planning and Coordination Division include;

- i. Prepare mid and long term strategies, plans and budget;
- ii. Monitor and evaluate implementation of strategies, plans and budget;
- iii. Prepare and review LGA's economic profile;
- iv. Coordinate implementation of private sector participation;
- v. Coordinate data collection, analysis, interpretation and Storage to LGAs;
- vi. Provide technical advice on monitoring and evaluation processes;
- vii. Coordinate Council Disaster Management; and
- viii. Coordinate LGA's activities implemented by other institutions such as land and water.

Planning and Coordination Division consists of two sections namely; planning and budgeting section as well as Monitoring and evaluation section.

### **(i) Planning and Budgeting Section**

**The Planning and Budgeting Section being one among of the two sections under Planning and Coordination Division is charged with the following functions;**

- a) Coordinate implementation of economic and productive sectors policies;

- b) Interpret and disseminate policies of Central and Sector Ministries with LGA;
- c) Coordinate mid-year and annual performance reviews;
- d) Coordinate formulation and preparation of LGA plans and budgets;
- e) Compile reports regarding projects, programmes and action plans and develop strategies for resource mobilization;
- f) Provide technical guidance and support for institutionalization of strategic planning and budgeting process within LGA; and
- g) Coordinate preparation of reports on the implementation of Ruling Party Manifesto.

**(ii) Monitoring and Evaluation Section**

**The Monitoring and Evaluation Section being one among of the two sections under Planning and Coordination Division is charged with the following functions;**

- a) Monitor and evaluate implementation of LGA plans;
- b) Prepare periodic performance reports;
- c) Provide inputs in preparation of plans, programs and budgetary activities including establishment of performance targets and indicators;
- d) Provide technical advice including institutionalization of Monitoring and Evaluation process;
- e) Undertake impact studies on plans, projects and programs undertaken by LGA;
- f) Coordinate production of routine data and statistics across all sectors;
- g) Collaborate with NBS in data collection, data coding/entry, analysis and interpretation;
- h) Coordinate preparation and dissemination of socio-economic profiles;
- i) Develop and design data collection instruments;
- j) Coordinate production of routine data and statistics across all sectors;
- k) Coordinate preparation and dissemination of socio-economic profiles;
- l) Develop and design data collection instruments;
- m) Collaborate with NBS in data collection, data coding/entry, analysis and interpretation;
- n) Provide statistical backstopping support during planning and budget preparation;
- o) Provide statistical backstopping support during planning and budget preparation;
- p) Coordinate implementation of performance contracting; and
- q) Undertake service delivery surveys.

### 2.2.8.1 Planning and Coordination Division Staffing Level

The Planning and Coordination Division currently has 5 members of staff with different levels of education and qualifications as shown in Table 8 here under.

**Table 52: KDC Planning and Coordination Division Staffing Level**

Position	Required	Actual	Deficit
Head of Department	1	1	0
Economist	2	1	1
Planning Officer	3	3	0
Statistician	1	0	1
<b>Total</b>	<b>7</b>	<b>5</b>	<b>2</b>

Source: KDC Planning and Coordination Division, (2022).

### 2.2.8.2 Planning and budgeting section

The Kongwa DC Planning section deals with identification of council development needs and potentials for investments; preparation of Council's short, medium and long term strategic plans and budgets; analyzing sectoral policies and advising district departments on the issues pertaining to planning and budgeting; and coordinating other departments. Other roles are conducting researches for the purpose of problem identification, solving and decision making; coordination, monitoring and implementation of district strategic plans and budgets; preparation of project proposals for internal and external funding as well as budgetary activities of the cooperation.

### 2.2.8.3 Monitoring and Evaluation

The Kongwa DC Monitoring and evaluation section deal with Frequent supervision to the lower level governments; identification of community initiatives (O&OD); provision of technical support to the lower level governments on project planning, implementation, monitoring and evaluation; supervision and inspection of the project progress; preparation of monitoring and evaluation reports (i.e. Quarter and Annual) on the implementation of council plans and budgets.

During financial year 2018/19 - 2020/21 the section has conducted monitoring and evaluation in the following activities:

- Construction of 30 laboratories in 26 secondary schools of which 19 laboratories were completed
- Construction of 26 teachers' houses in 26 secondary schools of which 15 houses were completed.
- Construction of 483 pit latrines of which 397 pit latrine were completed

- Collection of data in 87 villages and 22 wards for planning purpose.
- Coordinating the review of O&OD from 87 villages and 22 wards
- Reviewing and preparation of Council social economic profile.
- Construction of classrooms 430 in secondary and primary schools where by 246 completed

#### 2.2.8.4 Kongwa District Council Budget Trend for FY 2018/19 – 2020/21

Kongwa District Council is financing its activities from different sources. The main funding are sourced from Government subvention, Own source revenue and Development partners.

**Table 53: KDC budget trend for three years period FY 2018/19-2020/21**

Funder	2018/19		2019/20		2020/21	
	Budget	Actual Receipts	Budget	Actual Receipts	Budget	Actual Receipts
Own Source	2,895,221,000	2,084,964,965	3,305,363,200	3,223,908,221	3,237,667,000	2,206,257,875
HSBF	655,323,000	662,683,200	706,860,174	0	702,652,487	351,326,000
NRWSSP	376,525,000	377,025,000	0	0	0	0
Jimbo	64,719,000	62,719,000	64,719,000	64,719,000	64,717,000	64,717,000
Global Fund (Malaria)	17,970,000	3,220,620	0	1,073,540	2,147,000	2,147,000
Equip T	493,955,000	529,123,082	0	0	0	0
Capitation Sec	508,420,000	479,783,243	508,420,000	503,329,000	549,370,000	567,650,000
Capitation Pri	853,447,000	783,732,870	785,645,000	779,750,000	782,150,000	789,328,000
MSD	594,689,000	613,333,636	594,688,483	0	594,689,000	0
EGPAF	221,000,000	163,383,122	458,812,000	120,000,000	165,000,000	165,000
HPSS	51,732,000	0	13,500,000	0	0	0
SRWSS	13,500,000	13,500,000	0	0	0	0
CUAMM	57,201,000	0	77,558,000	0	0	0
USAID	0	2,727,644,845	0	0	0	0
Central Govt	0	325,000,000	0	600,000,000	0	0
NRWSSP	0	971,929,592	0	14,592,660	0	0
AGYW	0	213,350,000	0	744,714,437	0	258,256,000
TASAF III	0	1,127,912,340	0	292,411,085	1,588,896,000	907,162,170
TEA	0	60,000,000	0	0	0	120,000,000

EP4R	0	978,255,544	0	577,600,000	0	84,000,000
UNICEF	0	126,311,660	7,500,000	0	10,000,000	1,735,000
Global Fund	0	400,000,000	0	0	0	0
NTD	0	37,045,660	0	33,589,304	33,478,000	0
LIC	0	325,422,595	0	0	0	0
Chinese Embassy	0	65,460,696	0	0	500,000,000	500,000,000
DSTV	0	0	0	23,040,000	0	0
Rubela	0	0	0	54,566,660	0	0
PEDP	75,000,000	0	75,000,000	0	0	0
Central Gvt- hosp buildings	0	0	500,000,000	0	1,150,000,000	1,000,000,000
Nelson Mander University	97,100,000	0	97,100,000	0	0	0
DFID	0	0	0	0	37,000,000	0
REA	0	0	0	0	0	75,848,742
Central gvt- School Buildings	0	0	0	0	479,853,502	479,853,000
CIC	0	0	0	0	0	60,000,000
<b>Total</b>	<b>6,975,802,000</b>	<b>13,131,801,670</b>	<b>7,195,165,857</b>	<b>3,809,389,131</b>	<b>9,897,619,989</b>	<b>7,468,445,787</b>

**Source: KDC Planning and Coordination Division, (2022).**

### Challenges

Planning and Coordination Division despite servicing 87 villages, 22 Wards faces number of challenges including:

- i. Absence of statistician .
- ii. Inadequate working facilities
- iii. Inadequate funds for day to day activities
- iv. Inadequate or delay in release of fund for development projects
- v. Inadequate funds from own sources and central government.
- vi. Low motivation to staffs
- vii. Unstable internet connectivity to run PlanRep

### **2.2.9 Administration and Human Resource Management Division**

The KDC Administration and Human Resource Management Division forms one among of the nine divisions its core functions include;

- (i) Interpret Public Service Regulations; Standing Orders and other Labour laws;
- (ii) Oversee the implementation of ethics and value promotion activities including corruption prevention education;
- (iii) Administer and oversee implementation of activities such as recruitment, selection, orientation, training and employee development, promotion, discipline, retention, motivation, performance management and general staff welfare;
- (iv) Ensure optimal, efficient and effective management and utilization of human resource;
- (v) Coordinate Workers Council and Trade Union affairs;
- (vi) Oversee the development and implementation of effective policies, procedures and guidelines for recruitment, training and development, deployment, retention of staff, promotions, performance management;
- (vii) Conduct regular human resources audit and inventory of current and needed skills;
- (viii) Provide registry, messengerial and courier services; and manage Office records;
- (ix) Handle protocol matters;
- (x) Facilitate provision of security services, transport and general utilities;
- (xi) Facilitate maintenance of Office equipment, buildings and grounds;
- (xii) Coordinate implementation of ethics and value promotion activities;
- (xiii) Coordinate implementation of diversity issues;
- (xiv) Coordinate implementation of Private Sector Participation, Business Process Improvement and Client Service Charter; and
- (xv) Provided advice on organizational efficiency of the Office.
- (xvi) Coordinate election activities in Council; and
- (xvii) Supervise General and LGAs elections.

The Administration and Human Resources Division is made up by two sections namely Human Resource Management Section and Administration Section.

#### **(i) Human Resource Management Section**

The Human Resource Management Section being one among of the two sections charged under Administration and Human Resource Division is responsible with the following functions;



- a) Interpret and ensure adherence to Public Service Regulations, Standing Orders and other Labour laws;
- b) Carry out human resources planning and development;
- c) Coordinate staff recruitment, selection, orientation, placement, confirmation, training and employee development, promotion, motivation and transfer;
- d) Prepare Annual Personnel Emolument estimates and administer salaries and process payrolls;
- e) Coordinate implementation of Open Performance Review and Appraisal System (OPRAS);
- f) Oversee employee's benefits (pension, allowances, retirement, resignation, deaths etc) and other entitlements;
- g) Oversee services related to separation from service (retirement, resignation etc);
- h) Facilitate employee relations and welfare including employee health and safety, sports and culture;
- i) Process and update leave records such as vacation, sick, maternity, study and terminal;
- j) Coordinate complaints and grievances handling;
- k) Serve as a Secretariat to the Appointment Committee; and
- l) Coordinate Workers Council and Trade Union affairs.

**(ii) Administration Section.**

The Administration Section being one among of the two sections charged under Administration and Human Resource Division is responsible with the following functions;

- a) Facilitate maintenance of office equipment, buildings and grounds;
- b) Coordinate implementation of ethics and value promotion activities including prevention of corrupt practices;
- c) Coordinate implementation of diversity issues;
- d) Provide registry, messengerial and courier services and manage office records;
- e) Handle protocol matters;
- f) Facilitate provision of security services, transport and general utilities;
- g) Coordinate implementation of Private Sector Participation, Business Process Improvement and Client Service Charter in the Office;
- h) Advise on organizational efficiency of the Office;
- i) Coordinate election activities in Council;

- j) Coordinate General elections and LGAs elections; and
- k) Monitor implementation of principles of good governance.

### 2.2.9.1 Administration and Human Resource Management Division Staffing Level

The Administration and Human Resource Management Division currently is resourced with 96 Staffs (1 Master’s Degree, 16 Bachelor Degree, 4 Diploma, 29 Certificate, 23 Form Four and 23 Standard Seven)

**Table 54: KDC Administration and Human Resource Management Division Staffing Level**

S/N	Designation	Required	Available	Deficit
1.	District Executive Director	1	1	0
2.	Head of Admin & HR Management Division	1	0	1
3.	Human Resource Officers	7	5	2
4.	Administrative Officer	6	2	4
4.	Ward Executive	22	14	8
5.	Village Executive	87	57	30
6.	Transport Officers	1	0	1
7.	Records Management Assistant	5	1	4
8.	Office attendants	7	5	2
9.	Personal Secretaries	5	2	3
10.	Security Guards	10	6	4
11.	Drivers	10	3	7
<b>Total</b>		<b>162</b>	<b>96</b>	<b>57</b>

Source: KDC Administration and Human Resource Management Division (2022).

### 2.2.9.2 Office Layout

Kongwa District Council under Administration and Human Resource Management Division ensures all divisions/units have offices, furniture and other working tools so as to fulfill their regular duties and responsibilities. Kongwa District Council has 9 divisions 9 units, 22 wards, 87 villages and 2 Township Authorities.

**Table 55: KDC Number of employees in Divisions/Units and Other Offices**

S/N	Division and Units
1	Infrastructure, Rural and Urban Development Division
2	Health, Social Welfare and Nutrition Services Division
3	Industry, Trade and Investments Division
4	Pre-Primary and Primary Education Division
5	Secondary Education Division
6	Community Development Division

S/N	Division and Units
7	Agriculture, Livestock and Fisheries Division
8	Planning and Coordination Division
9	Human Resource Management and Administration Division
10	Waste Management and Sanitation Unit
11	Natural Resources and Environment Conservation Unit
12	Sports, Culture and Arts Unit
13	Finance and Accounts Unit
14	Legal Services Unit
15	Internal Audit Unit
16	Procurement Management Unit
17	ICT Unit
18	Government Communication Unit
19	Ward Executive Office
20	Village Executive Office
21	Kongwa Township Executive Office
22	Kibaigwa Township Executive Office

**Source:** KDC Administration and Human Resource Management Division (2022).

### 2.2.9.3 Challenges

The Kongwa District Council Administration and Human Resource Management Division faces number of challenges include;

- i. Shortage of fund
- ii. Hard working environment
- iii. Shortage of staff employees

### 2.2.10. Natural Resources and Environment Conservation Unit

Natural Resources and Environment Conservation Unit **is one among** 9 Units in Kongwa District Council. It was established in 2022, following restructuring of different departments. Its core functions are;

- i. Environmental management
- ii. Environmental Conservation and protection
- iii. Natural resources management
- iv. Climate change mitigation and adaptation
- v. Wetland management

- vi. Forest management
- vii. Promotion and enhancement of environmental friendly activities including Beekeeping
- viii. Wildlife management
  - ix. Biodiversity conservation, protection and management
  - x. Water sources protection and management
  - xi. Soil conservation
  - xii. Air and noise pollution control and management

#### 2.2.10.1 Natural Resources and Environment Conservation Unit Staffing Level

The unit has 2 staff at Council Headquarter making a deficit of 12 staffs which compromises the environmental management interventions at the lower level of government (i.e Village and Ward level) as indicated in Table 52 below.

**Table 56: KDC Natural Resources and Environment Conservation Unit Staffing Level**

S/N	Designation	Required	Available	Deficit
1	Environmental Health Scientists	1	0	1
2	Environmental Scientists	1	0	1
3	Natural Resource Management Scientists	1	0	1
4	Aquatic Environmental Conservation and Management scientists	1	0	1
5	Environmental Conservation and Management Scientists	12	2	10
6	Forestry Scientists	1	0	0
7	Gardeners scientists	1	0	0
<b>Total</b>		<b>18</b>	<b>2</b>	<b>14</b>

**Source:** KDC Natural Resources and Environment Conservation Unit (2022).

#### 2.2.10.3 Tree Nurseries

In implementing the Government initiative of planting trees, there are about 10 nurseries managed by 6 groups with the capacity of producing 400,000 seedlings. Each year the Council is planned to plant 1,500,000 trees. From February to June 2017 number of trees planted was 350,000.

#### 2.2.10.4 Environmental Conservation and Biodiversity

The Kongwa District Council environmental conservation and biodiversity include protection of water sources and forests, town beautification, pollution control, conducting environmental audit, environmental protection plan and environmental impact assessment, providing environmental education to the community and

reducing, mitigating and adapting impacts of climate changes. The district had established by-laws with 2017 status.

### 2.2.10.5 Challenges

The Natural Resources and Environment Conservation Unit faces various challenges including;

- i. Inadequate fund to run unit activities,
- ii. Inadequate number of experts(staff) employed,
- iii. Lack of Unit transport to deliver service to community,
- iv. Lack of understanding and interference from other politicians cause difficult in planning and management of the environment.

### 2.2.11 Waste Management and Sanitation Unit

The Waste Management and Sanitation Unit is **one among 9** Units in Kongwa District Council. It was established in 2022, following restructuring of different departments. Its core functions include;

- (i) Prepare short and long term plans and programs for waste management and sanitation;
- (ii) Interpret and supervise implementation of policies, laws and procedures on provision of waste management and sanitation service;
- (iii) Coordinate training on waste management and sanitation issues;
- (iv) Coordinate and supervise waste management and sanitation projects;
- (v) Supervise implementation of waste management and sanitation contracts;
- (vi) Create awareness on hygiene and sanitary issue in communities and public facilities;
- (vii) Develop techniques for waste management and sanitation issues; and
- (viii) Develop and manage database on waste management and sanitation.

#### 2.2.11.1 Waste Management and Sanitation Unit Staffing Level

The Waste Management and Sanitation Unit currently has a total of 01 staff situated at the District Council headquarter.

**Table 57: KDC Waste Management and Sanitation Unit Staffing Level**

S/N	Designation	Required	Available	Deficit
1	Public Health Scientists	1	0	1
2	Assist. Public Health Scientists	1	1	0
3	Environmental Officer	1	0	1
4	Assistant Environmental Officer	1	0	1

5	Forest Officer	1	0	1
6	Forestry Scientists	1	0	1
7	Gardeners scientists	1	0	1
<b>Total</b>		<b>7</b>	<b>1</b>	<b>6</b>

**Source: KDC Waste Management and Sanitation Unit (2022).**

### 2.2.11.2 Solid Waste Current Situation

KDC Currently produces almost 10 tons of solid wastes daily, whereby a single household produces almost 2.5 kg of solid wastes per day. Solid waste production has surpassed the ability of the district to carry solid wastes which is about 30 tones (about 2 Lorries of 9 tones) per week. The situation also is expected to be more serious due to population increase and solid waste production is in high rate.

### 2.2.11.3 Solid Waste Management

Solid and liquid management are organized by community leaders at village/ sub village/street level. There are about 2 dumpsites in 4 sub urban wards, in other 20 wards, they use refuse pits to dispose solid waste. The existing of 2 dumpsites are not properly managed. Solid waste from different sources are stored temporarily in bags, from generation points waste are transported to dumpsites by hired wheel barrows and vehicles.

### 2.2.11.4 Equipment and Facilities for Waste Management

The council has no solid waste collection vehicles. However, there are no cesspit emptying vehicles.

**Table 58: KDCs Waste Equipments**

S/N	Item	Needed	Available	Deficit
1	Tipper Trucks	2	0	2
2	Tricycles	3	0	3
3	Gum boots (pairs)	5	0	5
4	Masks	5	0	5
5	Gloves	5	0	5
6	Uniforms	5	0	5

**Source: KDC Waste Management and Sanitation Unit (2022)**

### 2.2.11.6 Challenges

The Waste Management and Sanitation Unit faces various challenges including;

- i. Lack of Land sanitary systems

- ii. Shortage of staffs
- iii. Lack of fund to installs sanitary systems
- iv. Lack of community awareness

#### **2.2.11.7 Critical Issues**

**The major critical issues are**

- i. Enforcement of environmental impact assessments (EIAs), strategic Environmental impact assessments (SEIAs) and other environmental laws.
- ii. Combating climate change and its impacts; by putting more emphasis on Emission reduction.

#### **2.2.12 Internal Audit Unit**

The internal audit unit is one among six units and thirteen departments in Kongwa District Council. It is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps accomplish council's objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes (International Professional Practices Framework (IPPF) 2009). The internal audit unit was established in according to section 48 of the Local Government Finance Act, 2001 and order 14 (1-2) of Local Authority Financial memorandum, 2009. These requires "every local authority to employ its own internal auditors who shall work closely with Head of Departments and shall be an independent appraisal of internal control within a Local Government Authority done by examining and evaluating the effectiveness and adequacy of such control. The Internal Auditor shall report directly to the Accounting Officer. The main functions of the internal audit unit include;

- i. Prepare annual risk based audit Plan
- ii. Prepare audit charter
- iii. Review and assess the adequacy and reliability of financial and nonfinancial, management and performance systems, and quality of data that support the controls (including those for risk management and corporate governance) established for the proper administration of the Council's activities.
- iv. Review and assess the effectiveness of internal controls and make recommendations to improve where appropriate.
- v. Review and assess procedures to check that the Council's assets and interests are properly accounted for, adequately protected and risks are identified and effectively managed.

- vi. Check for the extent of compliance with legislation, Council policies, plans and procedures to ensure that good standards of management are maintained and that decisions taken by Council, its Committees and Management are correctly applied.
- vii. Promote and assist the Council in the economic, efficient and effective use of resources in the achievement of its objectives. This includes the provision of any consultancy (advice, facilitation, and training) work as well as assurance services.
- viii. Prepare four audit reports and submit them to the required authorities.

**2.2.12.1 Internal Audit Unit staffing level**

Internal audit office comprised of 2 qualified Internal Auditors as shown in the table xx

**Table 59: KDC Internal Audit Unit staffing level**

No.	Position	Requirement	Available
1.	Chief Internal Auditor	1	0
2.	Senior Internal Auditor	1	1
3	Internal Auditor I	1	0
4	Internal Auditor II	2	1

Source: KDC Internal Audit Unit, (2022).

**2.2.12.2 Current Situation**

**2.2.12.3 Challenges**

The Internal Audit Unit faces number of challenges including;

- i. Shortage of qualified staffs
- ii. Untimely relies of fund to enable internal audit staffs to execute its annual audit plan
- iii. Insufficient working tools such as computers, and stationeries.
- iv. Insufficient budget
- v. Lack of technical knowhow, on systems Audit.
- vi. Insufficient capacity buildings on technical audit and system audit

**2.2.13 Information, Communication Technology Unit**

The KDC ICT Unit form one among of the 9 units its core functions include;

- (i) Implement National ICT and e-Government Policy;
- (ii) Oversee development of internal ICT initiatives, policies and their implementation;
- (iii) Design and maintain web-based applications and database;
- (iv) Monitor ICT hardware and software utilization in the Council;



- (v) Provide inputs in training needs assessment on ICT; and
- (vi) Develop and maintain Council website.

### 2.2.13.1 ICT Staffing Level

The ICT Unit currently has xx number of staff situated at District Council headquarter with different level of qualifications.

**Table 60: KDC Internal Audit Unit staffing level**

No.	Position	Required	Available	Deficit
1.	Computer Engineering	1	0	
2.	System Analyst	1	1	
3	Programmer	1	0	
4	Software Engineer	2	1	

Source: KDC Internal Audit Unit, (2022).

### 2.2.17.2 ICT Infrastructure in KDC

**Table 61: KDC ICT Infrastructure**

Sn	Type of Asset/Category	Required	Available	Deficit
1.	Desktop Computers	6	1	5
2.	Laptops	6	1	5
3.	Photocopier Machine	1	0	1
4.	Printer	1	0	0
5.	Typewriter Machine	1	0	1
6.	Scanner	1	0	0
7.	Fax Machine	1	0	1
8.	Switch for network	9	5	4
9.	Router	3	1	2
10.	Network Cabinet	8	5	3
11.	Mobile Electronic Device/Point of Sale (POS)	150	82	68
12.	Digital Camera	3	0	3
13.	IC Digital Recorder	9	0	9
14.	UPS	9	0	9
15.	Wireless Access point	9	4	5
16	Wide Screen 32"	2	0	2
17	KONGWA Domain	1	0	1
18	KONGWA DC Website	1	1	0
19	LAN	16	8	8
20	Video Camera	2	0	2
21	USB Modem	3	0	3
22	GPS	6	3	3

Sn	Type of Asset/Category	Required	Available	Deficit
23	Plotter Printer	2	0	2
24	Projector	2	0	0
25	Video Conference Facilities	2	0	2
26	CCTV Camera	10	0	0
27	Attendance software system	2	1	1

**Source:** KDC ICT and Statistics Unit, (2022).

### 2.2.17.1 Challenges

- i. Shortage of staffs
- ii. Limited Budget

## 2.3 External Environment

Preparation of Kongwa District Council five years strategic plan 2021/22-2025/26 considered analysis of external environment for the purpose of mainstreaming it with national and global planning framework.

### 2.3.1 The Third National Five Year Development Plan 2021/22 - 2025/26

The Third National Five-Year Development Plan (FYDP III) 2021/22-2025/26 gears a Long-Term Perspective Plan (LTPP) 2011/12 - 2025/26 which is the road for realizing the Tanzania Development Vision 2025. The FYDP III Plan is the final phase in the implementation of the DTV 2025 and the last part of the LTPP). It aims to put up a specific environment for building on the achievements obtained since the launching of the TDV 2025. For that reason, FYDP III will continue to implement the projects and programmes aimed at opening up economic opportunities, build an industrial economy, strengthen competitiveness in domestic, regional and global markets as well as strengthen human development.

The theme of the FYDP III (2021/22-2025/26) has changed from Realising Competitiveness-led Export Growth as stipulated in the LTPP to “Realising Competitiveness and Industrialization for Human Development. The changes has been made in order to reflect the goals of the vision which include building a strong, competitive economy, of middle-income status and semi-industrialized economy that can compete regionally and internationally without losing the goal of strengthening human development. Consequently, the FYDP III seek to enable the country to more effectively use her geographical opportunities and resources for production and economic growth, while, ensuring that the outcomes benefit all citizens in line with the Vision's goals of a high quality of life.

FYDP III provides guidance and insights for the country's next long-term development vision. In view of that, the Government recognizes the importance of the use of Science and Technology and Innovation (STI) and digitalization, attendant skills development, creative potential, and the use of digital issues to ensure that Tanzania does not lag behind. Additionally, FYDP III aims to implement sectoral strategic plans, agreements and regional and international strategic plans including the implementation of the Sustainable Development Goals - SDGs to accelerate economic growth and social development.

KDC Strategic Plan has considered the aspiration stated under page 159 of the FYDP III that spells "Since the FYDP III will be cascaded down to strategic plans at the MDAs, RS, LGAs, private sector and civil society then developed strategic plans will reflect the M&E actions guided by the FYDP III M&E. In that regard the annual performance of the FYDP III will be gauged on monitoring and evaluation of FYDP III through implemented development projects as articulated in ADP. The FYDP III calls for increase in own sources of revenue in LGAs, encouraging the use of PPP, capacity of LGAs in preparing bankable projects is enhanced as well management of financial resources is revealed and quality service delivery being realized. The Preparation of KDC has taken into account the aspiration stated in FYDP III by translating them into council strategic projects and through departments/units.

### **2.3.2 The Tanzania Development Vision 2025**

The Vision is an articulation of a desirable future condition or situation which Tanzania envisages to attain and the plausible course of action to be taken for its achievement. The Vision was adopted by the Government in 1999 and its implementation started in 2000. The objective of the vision is to awaken, coordinate and direct the people's efforts, minds and national resources towards those core sectors that will enable us to attain our development goals. The aspects of Tanzania's Development Vision (TDV) 2025 which aspires to have Tanzania transformed into a middle income and semi industrialized nation by 2025, characterized by the year 2025: (i) high quality and sustainable livelihoods; (ii) peace, stability and unity; (iii) good governance and the rule of law; (iv) an educated and learning society; and (v) a strong and competitive economy. The Kongwa District Council played a fundamental role in mainstreaming the TDV 2025 into its Strategic Plan 2016/17-2020/2021.

### **2.3.3 Ruling Part Manifesto 2020-2025**

Tanganyika National African Union (TANU) and Afro Shiraz Part (ASP) and later Chama Cha Mapinduzi (CCM) has been trusted by citizens and emerged victoriously

during and after colonial elections. CCM is built on the foundations of socialism and self-reliance based on dignity, equality and justice. Given these foundations, clean politics and good CCM leadership have been a catalyst for sustaining peace, unity and national solidarity in Tanzania.

CCM being the ruling party, its manifesto 2020- 2025 has a vital role in setting guidelines for development frameworks across the nation. This Manifesto aims to build on the gains made by the implementation of the 2015 CCM Election Manifesto. Similarly, the content of this Manifesto is in line with the Policy Vision of Chama Cha Mapinduzi of 2020-2030, the National Development Vision 2025 and the Zanzibar Development Vision 2020-2050.

In subsequent five years, CCM's goal is to continue to improve the lives of every Tanzanian, eradicate poverty and consolidate the country's middle economy status. In achieving this goal, the main priorities of CCM governments in the next five years are as follows: -

- a) Protect and strengthen the principles of dignity, equality, justice and good governance in order to maintain peace, unity and solidarity of our Nation;
- b) Promoting modern, integrated, inclusive and competitive economy built on the foundation of industry, economic services and enabling infrastructure;
- c) Transforming agriculture, livestock and fisheries to ensure food security and self-reliance in food at all times and contribute fully to economic development;
- d) Enhancing access to quality health care, education, water, electricity and housing in rural and urban areas;
- e) Encourage the use of research, science, technology and innovation as a tool for rapid socio-economic development; and
- f) Create at least 7,000,000 (seven million) jobs in the formal and informal sectors for youth.

### **2.3.4 Sustainable Development Goals (SDGs) 2030**

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member head of states adopted global Sustainable Development Goals from 25th Septembers, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member of state has committed to achieve 17 goals by 2030 deadline. Therefore, Kongwa District Council strategic plan shall serve as one of the national vehicles in realizing the goals, thus it also deserves the global and national support in that endeavour. The Sustainable Development Goals which Kongwa District Council should contribute to achieve in long term are summarized below.

- Goal 1:** End poverty in all its forms everywhere
- Goal 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3:** Ensure healthy lives and promote well-being for all at all ages
- Goal 4:** Ensure inclusive and quality education for all and promote lifelong learning
- Goal 5:** Achieve gender equality and empower all women and girls
- Goal 6:** Ensure access to water and sanitation for all
- Goal 7:** Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8:** Promote inclusive and sustainable economic growth, employment and decent work for all
- Goal 9:** Build resilient infrastructure, promote sustainable industrialization and foster innovation
- Goal 10:** Reduce inequality within and among countries
- Goal 11:** Make cities inclusive, safe, resilient and sustainable
- Goal 12:** Ensure sustainable consumption and production patterns
- Goal 13:** Take urgent action to combat climate change and its impacts
- Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16:** Promote peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17:** Revitalize the global partnership for sustainable development

The sustainable development goals (SDGs) have highlighted critical issue of major concern that has to be taken into board by any country or government organ. Therefore, Kongwa District Council does not operate in isolation, thus during preparation of its strategic plan 2016/17-2020/21 considered the SDGs.

### **2.3.5 African Agenda 2063**

Throughout 50 years (1963-2013) Africa committed to the main agenda of decolonization, the struggle against apartheid and attainment of political independence for the continent. The Golden jubilee in May 2013, African Union re-committed to the achievement of the Pan African Vision of “An integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international

arena". The Golden Jubilee Summit of African Union committed seven aspirations to realize the Africa We Want namely Africa Agenda 2063;

Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development.

Aspiration 2: An integrated continent; politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance.

Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law.

Aspiration 4: A peaceful and secure Africa.

Aspiration 5: An Africa with a strong cultural identity, common heritage, shared values and ethics.

Aspiration 6: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.

Aspiration 7: Africa as a strong, united, resilient and influential global player and partner. The KDC Strategic Plan has considered the aspirations of the Africa Agenda 2063 through departments and units by taking into account the national strategic objectives, policies, strategies, legislations and Guidelines.

### **2.3.5 East African Vision 2050**

The East African Community (EAC) is an inter-governmental association formed by the governments of Kenya, Tanzania, Uganda, Rwanda, Burundi and South Sudan aiming to spearhead the East African economic, social and political integration agenda. EAC Vision 2050 envisages that East African Community will be transformed into an upper middle income region within a secure and politically united East Africa based on the principles of inclusiveness and accountability. This vision focuses on socio-economic development transformation that entails; managed change process that respects ownership; ensures sustained political commitment; honors good governance and accountability; and promotes social cohesion. The EAC Vision 2050 covers the AU Agenda 2063 and the Sustainable Development Goals 2030. The KDC Strategic Plan has considered the aspirations of the East Africa Vision 2025 through departments and units by taking into account the national strategic objectives, policies, strategies, legislations and Guidelines.

## **2.4 SWOC and Stakeholders Analysis**

### **2.4.1 SWOC Analysis**

During preparation of Kongwa District Council five years strategic plan SWOC analysis was done to establish what potentials the council has to support its efforts as well as the

bottlenecks that slowdown its efforts. SWOC analysis is very crucial in assessing the strategic position of district council. It enables the councils that want to build on strengths needs to show up the weakness, capitalizing on the opportunities and recognize the challenges.

**Table 62: KDC SWOC Analysis**

<b>Internal Environment</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>✓ Existence of District Council by-laws</li> <li>✓ Existence of competent staff</li> <li>✓ Existence of previous Strategic Plan</li> <li>✓ Existence of reasonable social services including education, water and health services</li> <li>✓ Existence of passable roads</li> <li>✓ Existence of public buildings</li> <li>✓ Availability of internal sources of funds</li> <li>✓ Existence of clearly defined administration set-up</li> <li>✓ Availability of water for various uses</li> </ul>	<ul style="list-style-type: none"> <li>✓ Inadequate working facilities</li> <li>✓ Low level of commitment to some staff resulting into low performance</li> <li>✓ Low commitment to team work due to inadequate transparency</li> <li>✓ Inadequate capacity to identify new internal sources of revenue</li> <li>✓ Weak revenue collection</li> <li>✓ Inadequate of own sources revenue</li> <li>✓ Lack of permanent capacity building programmed for staff</li> <li>✓ Improper allocation of funds</li> <li>✓ Improper control of funds at lower level (Village and Ward level)</li> </ul>
<b>External Environment</b>	
<b>Opportunities</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>✓ Availability of arable land for agriculture, livestock and other investments</li> <li>✓ Existence of public and private institutions</li> <li>✓ Existence of national electricity power grip</li> <li>✓ Existence of Kiboriani mountain ranges</li> <li>✓ Existence of communication companies (TIGO, VODACOM,</li> </ul>	<ul style="list-style-type: none"> <li>✓ Inadequate qualified staff</li> <li>✓ Delays in funds disbursement from the Central Government and development partners</li> <li>✓ Climate change resulting in recurring natural disasters like flood and drought</li> <li>✓ Transfer of some internal revenue sources to the Central Government</li> <li>✓ Inconsistent directives from the top on revenue collection from internal sources</li> <li>✓ Existence of traditional practices</li> </ul>

<b>Internal Environment</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<p style="text-align: center;">AIRTEL, TTCL AND HALOTEL)</p> <ul style="list-style-type: none"> <li>✓ Existence of National Ranching Company – the Kongwa Ranch</li> <li>✓ Existence of minerals, quailing and mining sites at Suguta, Mautya, Msunjilile, Njoge, Mlanga and Mageseni</li> <li>✓ Existence of financial institutions including banks and microfinance institutions</li> <li>✓ Existence of Religious institutions and Non-Government Organization</li> <li>✓ Being close to Dodoma National Capital City</li> <li>✓ Being close to two main high ways, the Dar to Central Africa and the Cape Town to Gairo high ways</li> <li>✓ Existence of Kibaigwa International Market</li> <li>✓ Existence of peace and security within the District</li> </ul>	<ul style="list-style-type: none"> <li>supporting women and girl’s subordination</li> <li>✓ Lack of incentives to attract and retain science subjects’ teachers</li> <li>✓ Existence of corruption practices</li> </ul>

**Source: KDC SWOC analysis report, (2022).**

#### **2.4.2 Stakeholders Analysis**

Stakeholders’ analysis was conducted in the course of preparation of the five years strategic plan of Kongwa District Council for the purpose to draw down the available potential stakeholders. Since the council has diverse number of stakeholders, which collectively with the council may promote or hinder development of the council. Therefore, understanding their interest, capacities as well as their group concerns were important.



**Table 63: KDC Stakeholder Analysis**

<b>S N</b>	<b>Name of Stakeholder</b>	<b>Role of Stakeholder</b>	<b>Expectations of stakeholders</b>	<b>Potential Impact if expectations are not met</b>	<b>Rank H- High M -Medium L - Low</b>
1	Community	<ul style="list-style-type: none"> <li>- Tax payer</li> <li>- Producers of farm and livestock Products.</li> <li>- Participation in the planning process</li> <li>- Labor force in implementation of development projects</li> </ul>	<ul style="list-style-type: none"> <li>- Quality service delivery</li> <li>- Their priorities reflected in the Strategic Plan</li> <li>- Good market price for their products</li> <li>- Improved infrastructures</li> <li>- Improved living standards</li> </ul>	<ul style="list-style-type: none"> <li>- Despair</li> <li>-Tax avoidance</li> <li>- Poor production of farm and livestock products</li> <li>- Passive resistance</li> <li>-poor participation in development projects,</li> </ul>	H
2	Councilors	<ul style="list-style-type: none"> <li>- By laws makers</li> <li>- Approve Council budget</li> <li>-Community mobilization in development matters</li> <li>-Participation in Monitoring and Evaluation of</li> </ul>	<ul style="list-style-type: none"> <li>- Quality service delivery</li> <li>- Timely provision of their statutory benefits</li> <li>- Value for Money</li> <li>- Proper utilization of resources</li> </ul>	<ul style="list-style-type: none"> <li>-Termination</li> <li>- Distortion of some government directives</li> <li>- Poor implementation of development projects</li> </ul>	H

S N	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectations are not met	Rank H- High M -Medium L - Low
		Development projects - Community representatives			
3	Staff	- Implementation of Council activities	- Conducive working environment - Supportive acts	- Poor performance - Labor turn over - Low morale to work	H
4	Central Government	- Provision of rules, regulations, policies, guidelines, and directives, - Provision of financial resources, technical advice, and employment. - Supportive supervision - Maintain peace and tranquility	- Be trusted - Value for money - Observance of laws, policies, guidelines and regulations	- Stern punishment - Ban of business - No disbursement of funds	H
5	Financial Institutions (NMB,	- Provision of savings service	- Widen coverage of financial	- Refuse to provide loans and all other services	H

S N	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectations are not met	Rank H- High M -Medium L - Low
	CRDB, PBT, SACCOS, ABC, FAIDICA, BAYPORT, VICOBA	to the community - Provision of loans to the community - Simplified financial services delivery	services - Make profit - To get more customers		
6	NGOs and CBOs	- Support Government in provision of services to the community - Provision of employment opportunities - Support Government in Community capacity building	- Availability of supportive and good policies - Positive impact of social services they have provided - Project sustainability - Conducive working environment	- Refuse to supporting development projects	H
7	Religious Institutions and their FBOs	- Ensure people leave in peace and harmony - Support in provision of social services	- Government support - Conducive working environment	- Unethical society - Increase of crimes in the community - Limited entry point to the community	H

S N	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectations are not met	Rank H- High M -Medium L - Low
		- Inculcate ethical conduct among the community			
8	Contractors and Suppliers	- Provision of services based on TOR	- Fairness in tender process - Timely payment	- Delayed services provision - Withdrawal - Poor service Delivery	H
9	Development Partners (e.g. UKAID, IFAD, USAID, DANIDA, JICA, and FAO)	- Financial support - Capacity building - Monitoring and evaluation of development projects	- Improvement of living standard - Value for money - Conducive environment, - Proper utilization of funds they have provided	- Reduce/ withdraw financial support - Unimplemented or poorly implemented projects - Bad reputation	H
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	
11	Telecommu	- Provision of	- Conducive	- Close their	M

S N	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectations are not met	Rank H- High M -Medium L - Low
	communications companies	access to mobile and internet Networks - Facilitate money services i.e. mobile money	environment - Make profit - Increased subscribers	business - Limited access to internet and mobile services - Lost revenue	
12	Neighboring Councils	- Collaboration in disaster management, - maintain peace and security, - Competition,	- Sharing experience - Good relations/ collaboration,	- Bad reputation - Conflict - Increased crime	H

Source: KDC Stakeholder analysis report, (2022).

**CHAPTER THREE**  
**PERFORMANCE REVIEW OF KONGWA DISTRICT COUNCIL FIVE YEARS**  
**MEDIUM TERM STRATEGIC PLAN 2017/18-2021/22**

**3.1 Introduction**

The performance review of Kongwa District Council was based on assessment of the implementation of the past five years' strategic plan 2017/18-2021/22. The major focus of the performance review was to see how far Kongwa District Council managed to achieve its targets, as well as possible factors that constrained the achievements. The performance review was fundamental towards revitalizing the next Kongwa District Council five years' strategic plan 2021/22-2025/26. The review took into account every target that was set in each service area.

**3.2 Results Area**

**3.2.1 Result Area: Human Resource and Administration Department**

Strategic Objective

A: Service Improved and HIV/AIDS Infections Reduced

B: Effectively Implementation of the National Anti-corruption Strategy Enhanced and Sustained

C: Good Governance and Administrative Services Enhanced

<b>Objective</b>	<b>Targets</b>	<b>Achivements</b>	<b>Constraint</b>	<b>Way foward</b>
A: Services Improved and HIV/AIDS Infections Reduced	Provision of education on HIV/AIDS prevention increased from 80 to 110 employees by June 2022	All 110 staff members were trained on HIV/AIDS infections	No constraints	Sustained in the next five years strategic plan
B: National anti-Corruption Implementati on Strategy Enhanced and Sustained.	Education on to administer according to the laws and regulations to provided to 70 employees by June 2022	70 staff members trained on prevention and combating corruption by June 2022	No constraints	Sustain in the next five years strategic plan

Objective	Targets	Achivements	Constraint	Way foward
C: Good Governance and Administrative services Enhanced	Transparent and accountability in the council maintained by June 2022	3 statutory meeting and 2 training meeting were conducted	No constraints	Sustained in the next five years plan
	Obeying rules and regulations guides public services attained from 50 to 90 employees by June 2022	89% members of staff obey rules and regulation	11% refuse to obey rules and regulation as stated.	Provide education on the need of complying rules and regulation in the next five years strategic plan.
	Records management efficiency improved from 70% to 90% by June 2022	75% of record keeping are well handled and with efficiency	Lack of fund	Continuing mobilizing funds in the next five years strategic plan
	Conducive working environment to KDC staff improved from 50% to 80% by June 2022	Improvement of service delivery	No constraints	Sustain in the next five years strategic plan
	Training programme KDC staff increased from 20 to 30 by June 2022	10 members of staff attended short and long term training.	Inadequate fund	Mobilize funds in the next five years strategic plan
	Efficient and effective community participation in general and by elections enhanced by June 2022	1 by election was conducted	Poor awareness of the people.	Provide education in the next five years strategic plan

Objective	Targets	Achivements	Constraint	Way foward
	Conducive working environment of 3 staff for Kongwa Township Authority ensured by June 2022	3 staff members were facilitated with statutory benefits	Lack of enough fund	Continue mobilizing funds in the next five years strategic plan
	Conducive working environment of 4 staff for Kibaigwa Township Authority ensured by June 2022	3 staff members were facilitated with statutory benefits	Lack of enough fund	Continue mobilizing funds in the next five years strategic plan

### 3.2.2 Result Area: Finance and Trade Department

#### Strategic Objective

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

A: Service Improved and HIV/ AIDS Infections Reduced

B: Effectively Implementation of the National Anti-corruption Strategy Enhanced and Sustained

C: Good Governance and Administrative Services Enhanced

Objective	Target	Achievements	Constraints	Way forward
A: Service Improved and HIV/ AIDS Infections Reduced	HIV/ AIDS knowledge at Workplace strengthened to 17 staff by June 2022	HIV/ AIDS Knowledge provided at Workplace to 10 staff	Limitation of time at work place and fixed timetable,	Sustained in the next five years strategic plan
B: Effectively Implementation of the National Anti-corruption Strategy Enhanced and Sustained	Anti-Corruption knowledge to 17 staff strengthened by June 2022	Anti-Corruption knowledge provided to 17 staff	Time limit due to Ant-Corruption is a cross cutting knowledge	Sustained in the next five years strategic plan



Objective	Target	Achievements	Constraints	Way forward
C: Access, Quality and Equitable Social Services Delivery Improved	Proper own source Revenue collection increased from Tsh.695,554,646/= In 2016/2017 to Tsh. 1,500,000,000/= by June 2022.	Procured 60 POS machine, Proper own source revenue collected TZS. 2,942,979,174	Insufficient Working tools, man power, low education to business man,	Sufficient efforts to be deployed in the next five years strategic plan
C: Access, Quality and Equitable Social Services Delivery Improved	17 Staff in 5 sections of the Finance Department facilitated with working tools by June2022	Procured working tools 2-Printers, 4- Desk tops	Insufficient Council budget,	Annual budget plan increases by June 2026
	5 Staff facilitated to Attend short courses and 8 facilitated to attend long courses by June2022.	5 staff attended short courses and 1 attended long course	Insufficient budget, limited number of staffs	Solicit sufficient funds in the next five years strategic plan
	Council expenditure Estimates and legal payments timely prepared by June 2022	Council expenditure and legal payments paid, change of EPICOR to MUSE TAUSI system	Insufficient budget, limited number of staffs, low MUSE network system	Sufficient efforts to be deployed in the next five years strategic plan regarding timely payment and its systems
	Council workers' salaries timely	Introduced of HCIMS Salary system,	Low network HCIMS Salary	Strengthened performance of HCIMS

Objective	Target	Achievements	Constraints	Way forward
	prepared and paid by June 2022		system,	Salary system in the next five years strategic plan
	Council financial statement accounting timely prepared by June 2022	Timely Council financial statement accounting prepared	Insufficient working tools, limited number of staffs, inadequate performance MUSE system	Strengthened MUSE system performance in the next five years strategic plan
	Increase percentage of businessman with license from 70% to 90% by June 2022	Business man with license increased up to 90%	Insufficient working tools, limited number of staffs, close of business	Increases budget procure working tools in the next five years strategic plan
	Create conducive Environment for growth of private sector in the District by June 2022	Introduced one stop centre for business license, allocation of industrial areas,	Limited availability of internet system, Council web site	Introduce Council website, advertise potentiality allocation of industrial areas in the next five years strategic plan

### 3.2.3 Result Area: Planning, Statistics and Monitoring Department Strategic Objective

A: Services Improve and HIV/AIDS Infection Reduced

B: Effective Implementation of the National Anti-Corruption Strategy Improved and Sustained

C: Access, Quality and Equitable Social Services Delivery Improve

D. Improve quantity and quality of economic services and infrastructure

E. Enhance good Governance and Administrative services

Objective	Target	Achievement	Constraints	Way forward
A. Improve services and reduce HIV/AIDS infection	HIV/AIDS knowledge at Workplace strengthened to 6 staff by June 2022	Seminars conducted to 6 staffs on HIV/AIDS in collaboration with CHAC& DAC.	Staffs are not ready for checking HIV/AIDS	More seminars and counsels are needed
B. Improve sustain and effective implementation of the national anti-corruption strategy.	Anti - Corruption knowledge to 6 planning staffs strengthened by June 2022	Seminars conducted to staffs in collaboration with PCCB	No funds allocated for such semina	To plan Corruption activities into coming budgets
C. Improve access, quality and equitable social services delivery	22 ward planning teams capacitated with Planning and community facilitation skills by June 2022	Not yet done	Fund not yet released from Central Government.	Solicit funds in the next five years strategic plan
	Community initiated projects and economic groups in 2 townships and 87 Villages supported by June 2022	65% of community initiated projects supported	Shortage of fund to support the 87 villages and 2 townships	Solicit funds in the next five years strategic plan

<b>Objective</b>	<b>Target</b>	<b>Achievement</b>	<b>Constraints</b>	<b>Way forward</b>
	All Council SP targets implemented by June 2022	Strategic plan is on progress	Nil	Strategic plan on progress
D. Improve quantity and quality of economic services and Infrastructure	1 Conference hall for income generating investment purpose constructed by June 2022.	Not yet done	Lack of enough fund	Solicit funds in the next five years strategic plan.
E. Enhance Good Governance and Administrative Services	20 Monitoring & Evaluation of development Projects conducted by June 2022	Monitoring and Evaluation done in every financial year	Nil	Nil
	Council projects database established by June 2022	Completed projects updated in every financial year	Nil	Nil
	Council Administrative, social and economic database established by 2022	Not yet done	Lack of enough fund	Solicit funds in the next five years strategic plan.
	Working tools and Equipments (4computers, 1 printer, 1shelves, 6 chairs, 1 cupboard and 1			

Objective	Target	Achievement	Constraints	Way forward
	photocopy machine) purchased by June 2022			

### 3.2.4 Result Area Primary Education Department

#### Strategic Objective

- A. Services improved and HIV/ AIDS infection reduced
- B. Effective implementation of the National Anti-Corruption Strategy enhanced, and sustained
- C: Access to Quality and Equitable Social Services Delivery Improved
- D: Quantity and Quality of Socio-Economic services and infrastructure increased
- G. Improve Emergency and Disaster Management
- Y. Multi-Sectorial Nutrition Services improved

Objectives	Target	Achievements	Constraints	Way Forward
A. Services improved and HIV/ AIDS infection reduced	Counseling and voluntary testing on HIV/ AIDS conducted to 500 teachers by June 2022	Voluntary and awareness seminar to 415 teachers conducted	In adequate fund	To be continued in the next strategic plan
B. Effective implementation of the National Anti-Corruption Strategy enhanced, and sustained.	Enhance 250 teachers in combating petty and grand corruption by June 2026	Conduct seminars on combating petty and grand corruption to 170 primary school teachers	Lack of Consumable materials Lack of Fuel	To be sustained in the next strategic plan
C. Access to quality and equitable social services delivery improved.	Working Environment improved to 30 Education department staff by June	Improve working environment especially accommodation (House) for 50 teachers	Delay and Un-materialized budget for teachers houses construction	To be carried the next five strategic plan

	2022			
	Statutory benefits improved to 22 Ward Education Officers department June 2022	22 motorcycles for WEC serviced to easier daily work performance	In adequate fund	To be carried the next five strategic plan
	Three Nutrition intervention implemented to 105 primary schools by June 2022	Disbars fund through capitation grants to 5 primary schools with pupils with special needs		To be sustained in the next five strategic plan
	Education standards Pass rate for standard VII improved from 83% to 100% by June 2022	Pass rate increased to 83 % for 2021 up to 100%	Shortage of teachers with special needs skills	Re allocation of teachers in the next five years strategic plan.
	Service delivery to 3 special need units improved by June 2022	Disbars capitation grants to 3 special need units at Mkoka, Kongwa and Mlali.	Shortage of fund for special need equipment	Solicit fund in the next five years strategic plan
	Monitoring and supervision to 120 primary schools	120 primary schools to supervised intensively	Shortage of fund for follow up especially Diesel	To be sustained in the next five strategic plan

	improved by June 2022			
	Pupil drop out ratio reduced from 1:70 to 1:10 by June 2022	Drop out reduced to 1:10. Train head teachers, ward education coordinators, pre-primary and primary teachers on 3Rs	Shortage of fund for follow up	To be sustained in the next five strategic plan
	Illiteracy rate in adults reduced from 20% to 10% by June 2022	Train head teachers, ward education coordinators, pre-primary teachers on 3Rs	Shortage of fund for follow up	Solicit fund in the next five years strategic plan
D. Quantity and Quality of socio-Economic services infrastructure increased.	Teachers houses increases from 163 to 500 by June 2022	06 teacher houses constructed	Un-released budget for teaches house construction	To be sustained in the next five strategic plan
G. Improve Emergency and Disaster Management	Responding to any emergencies that may occur in 120 Primary School by June 2022	Communicate with MOEVT and PMO-RALG to allocate 15 Education Officials how to respond to emergency and disaster.	Shortage of fund for seminars and workshops for taskforce enhancement	To be carried the next five strategic plan
Y. Multi-Sectorial Nutrition Services improved	Nutrition services enhanced and established to 120 Primary schools by June 2022	Facilitate and provide awareness to School Committees, members, WEO, VEO, WDCs and Councilors on the importance of nutrition to early child learning process	-Unhealthy yearly harvest due to deprived rain level.  -illiteracy of many communities	To be sustained and sensitized in the next strategic plan

			on the importance of nutrition supply to school child	
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### 3.2.5 Result Area: Secondary Education Department

#### Strategic Objective

A: Improve services and reduce HIV/ AIDS infections.

B: Improve sustain and effective implementation of the national ant-corruption strategy

C: Access to Quality and Equitable Social Services Delivery Improved

D: Quantity and Quality of Socio-Economic services and infrastructure increased and

E. Enhance good governance and administrative services

F: improve Emergency and Disaster Management

Y: Multi-Sectorial Nutrition services improved.

Objectives	Targets	Achievement	Constrain	Way Forward
A.Improve services and reduce HIV/AIDS infections.	516 teachers and 9569 students in 31 secondary schools provided with HIV/AIDS education by June 2022	Improvement in HIV/AIDS education to teachers and students	No fund disbursed from Central government	Solicit fund in the next five years strategic plan
B. Improve sustain and effective implementation of the national ant-corruption strategy	516 teachers and 9569 students in 31 secondary schools provided with education in ant-corruption strategies by June 2022.	Formation of ant-corruption clubs in all secondary schools	No fund disbursed from central government	Solicit fund in the next five years strategic plan



<b>Objectives</b>	<b>Targets</b>	<b>Achievement</b>	<b>Constrain</b>	<b>Way Forward</b>
C. Access to quality and equitable social services delivery improved.	Pass rate for form two students in 31 schools increased from 95% to 99% by June 2022	Improvement in academic performance.	No fund disbursed from Central government	Solicit fund in the next five years strategic plan
	Pass rate for form four students in 31 schools increased from 75% to 95% by June 2022	Improvement in academic performance	Moderate disbursement of form four national examination expenses funds	Sustained in the next five years strategic plan
	Division IV in form four and six final examinations results reduced and form two national examinations failures reduced to 90% by June, 2022.	National Examinations for Form 2, 4 and 6 were carried out.	Moderate disbursement of form six national examination expenses funds leading to debits.	Sustained in the next five years strategic plan
	Industrialization agenda at 31 schools and school clubs raised by June 2022	Sensitization of students in studying of science subject	Insufficiency of laboratory rooms and science teachers	Recruit adequate number of science teachers and equip laboratories with all necessary equipments , chemical and materials

Objectives	Targets	Achievement	Constrain	Way Forward
	Students truancy and dropout in 26 schools reduced from 2% to 0.9% by June 2022	Improvement in performance academically	Parents to support the programme	Collaboration with parents in eliminating truancy.
	26 schools provided with meals to all students by June 2022	Reduction of truancy and improve academic performance	Sensitize and collaborate with parents in provision of school meals	Provision of education to parents on the importance of meals to students.
	Conducive teaching and learning environment to 35 special need students and 0 disadvantageous students ensured by June, 2022.	NONE	No fund disbursed from Central government	Solicit fund in the next five years strategic plan
	Smooth running of sports and games in 40 secondary schools ensured by June, 2022.	UMISETTA was done at minimum costs	No fund disbursed from Central government	Solicit fund in the next five years strategic plan
D: Quantity and Quality of Socio-Economic services and infrastructure increased	Secondary school furniture's procured by June 2022.	NONE	No fund disbursed from Central government	Solicit fund in the next five years strategic plan
	50 teachers houses constructed in 25 schools by June 2022	Improvement in working conditions to teachers	No fund disbursed from Central government	Solicit fund in the next five years strategic

Objectives	Targets	Achievement	Constrain	Way Forward
				plan
	To upgrade Zoissa and Mlali secondary schools to A level by June 2022	Increase number of advanced level in Kongwa Dc	No Fund allocation for satisfactory infrastructure	Solicit fund in the next five years strategic plan
	Menstrual hygiene management rooms built in 26 schools by June 2022	Improvement of female student performance	No Fund allocation for satisfactory infrastructure	Solicit fund in the next five years strategic plan
E. Enhance good governance and administrative services	Secondary department administration functions in 31 facilitated by June 2022	Improvement in academic performance.	No fund disbursed from Central government	Solicit fund in the next five years strategic plan
	31 schools examinations supervision facilitated by June 2022	Improvement in academic performance.	Moderate disbursement of form four national examination expenses funds	Sustained in the next five years strategic plan
F. improve Emergency and Disaster Management	Emergency and Disaster Management facilities procured and maintained in 31 schools by June 2022	Disaster Management facilities and disaster	No fund for procuring disaster management and facilities	Sustained in the next five years strategic plan
Y: Multi-Sectorial Nutrition services improved.	Enhancement of nutrition delivery in 35 Secondary schools by June 2022.	Nutrition training was done at minimum costs	Moderate disbursement of service training from the budget	Solicit enough fund in the next five years strategic plan

### 3.2.6 Result Area: Health Department

#### Strategic Objective

##### C: Access to Quality and Equitable Social Services Delivery Improved

Objective	Target	Achievement	Constraints	Way Forward
Access to quality and equitable social services delivery Improved	Infant mortality rate reduced from 5/1000 to 3/1000 by June 2022	Constant supply of medicine and supplies throughout the year to ensure good health of infant hence enabling reduction from 5/1000 to 4/1000	In adequate skilled personnel Instability of vaccine e.g. measles. Infrastructures are not user friendly.	To be carried forward in the next five years strategic plan
	Malaria prevalence reduced from 48.9% to 35% by 2022	Constant supply of Artemisinin combination therapy and rapid diagnostic test for malaria throughout the year enabled to reduce from 30.4% to 28%	Lack of larvicides	To be carried forward in the next five years strategic plan

### 3.2.7 Result Area: Water Department

#### Strategic Objective

A. Improve Services and reduce HIV/ AIDS infections

B. Enhance, sustain and effective implementation of the National anticorruption strategy

C: Access to Quality and Equitable Social Services Delivery Improved

D: Quantity and Quality of Socio-Economic services and infrastructure increased

E. Enhance Good Governance and Administrative Services

Objective	Target	Achievements	Constraints	Way forward
A. Improve Services and reduce HIV/AIDS	8 Staff members trained on HIV/AIDS infections	No training have been conducted to staff, but in site	There is no fund allocated for training	Drop the target mandate has been shifted

Objective	Target	Achievements	Constraints	Way forward
infections	by June 2022	project through sing board		
B. Enhance, sustain and effective implementation of the National anticorruption strategy	8 Staff members trained on Prevention and Combating Corruption by June 2022	No training have been conducted	There is no fund allocated for training	Drop the target mandate has been shifted
C: Access to Quality and Equitable Social Services Delivery Improved	Access to clean water increased from 54% (2017) to 65% by June 2022	Access to clean and safe water improve and maintained from 65% to 72.2% by 2022	Delay in payment to Contractors and Insufficient fund for supervision and monitoring.	Drop the target mandate has been shifted
D.Improve quantity and quality of social services and infrastructure	15 water schemes constructed by June 2022	15 water schemes constructed by June 2022 at Ijaka,Suguta, Makawa,chiwe, Laikala B, Mang'hweta, Mtanana B, Mnuku, Mvungurumo, Matongoro, Machenje, Kiteto, Masinyeti,Mkoka,Mgoloka, some potential water source in some villages.	1. Slow pace on Construction works due to delay in payments. 2. Fund allocation for Water scheme infrastructure Construction was not enough to cater for Construction of 15 Water Projects	Drop the target mandate has been shifted

Objective	Target	Achievements	Constraints	Way forward
	10 Boreholes constructed by June 2022	Up to June 2022 12 boreholes constructed at Ijaka, Mang'hweta, Masinyeti, Laikala B, Saigoni, Chilanjilizi, Idilo, Mbande, Ihanda, Lobilo, Matanga, Mgoloka	<ul style="list-style-type: none"> <li>• Unsuccessful due to water quality which is not suitable for human consumption</li> <li>• Delay in payment to Contractors</li> </ul>	Drop the target mandate has been shifted
E. Enhance Good Governance and Administrative Services.	Working environment to 8 staffs improved by June 2022	Working environment staffs improved	Slow working environment due to material shortages	Drop the target mandate has been shifted
H. Improve management of natural resources and environment	Community Owned Water Supply Organizations (COWSO) increased and strengthened from 21 (2017) to 60 by June 2022	Up to June 2022 Formulate 41 CBWSOs	Some communities reluctant to establish CBWSOs	Drop the target mandate has been shifted
	Registered COWSO increased from (7) 2017 to 60 by June 2022	Registered CBWSOs 41 by June 2022	Lack of education to some of Community about new Laws of CBWSOs	Drop the target mandate has been shifted

Objective	Target	Achievements	Constraints	Way forward
	Monitoring and evaluation for water project conducted by June 2022	Monitoring and evaluation done	Insufficient fund for supervision and monitoring	Drop the target mandate has been shifted

### 3.2.8 Result Area: Agriculture, Irrigation and Cooperative Department

#### Strategic Objective

- A. Improve services and reduce HIV/ AIDs infection
- B. Enhance, sustain effective implementation of National AntiCorruption strategy
- C. Improve access, quality and equitable social services delivery
- D. Quantity and Quality of Socio-Economic services and infrastructure increased

Objective	Target	Achievements	Constraints	Way forward
A. Improve services and reduce HIV/ AIDs infection	60 extension officers trained on HIV/ AIDS by June 2022	From 60% to 100%		
B. Enhance, sustain effective implementation of National ant Corruption strategy	60 extension officers trained on Ant-corruption strategies by June 2022	From 55% to 100%		
C. Improve access, quality and equitable social services delivery	100 farmers facilitated to perform Cash Crops QDS seeds multiplication (Sunflower and Sorghum)@ 2ha by June 2022	From 10% to 30%	Inadequate fund	Solicit fund in the next five years strategic plan

Objective	Target	Achievements	Constraints	Way forward
	To improve the community economy by introducing new cash crop(cashew nut) 6,000 acres by June 2022	From 18% to 40%	Inadequate fund	Solicit fund in the next five years strategic plan
	500 Farmers in 11 villages facilitated to plant 1 acre of Cassava each by June, 2022	From 60% to 100%	Inadequate fund	Solicit fund in the next five years strategic plan
	500 Farmers in 11 villages facilitated to practice Cassava crop husbandry by June, 2022	From 60% to 100	Inadequate fund	Solicit fund in the next five years strategic plan
	500 farmers facilitated to plant 1 acre of improved Sorghum each by June 2022	From 70% to 100%	Adequate fund from Stakeholders	Solicit fund in the next five years strategic plan
	500 Farmers trained in QDS by June, 2022	From 10% to 30%	Inadequate fund	Solicit fund in the next five years strategic plan
	500 Farmers trained in food and cash crop husbandries by June, 2022	From 60% to 80%	Inadequate fund	Solicit fund in the next five years strategic plan



Objective	Target	Achievements	Constraints	Way forward
	500 farmers provided with Sweet Potatoes cuttings to plant 1 acres each by June, 2022	From 70% to 104%	Adequate fund from Stakeholders	Solicit fund in the next five years strategic plan
	500 Farmers trained in Sweet Potatoes crop husbandry by June, 2022	From 70% to 104%	Inadequate fund	Solicit fund in the next five years strategic plan
	100 Farmers identified and facilitated to participate in Nanenane Exhibition by June, 2022	From 20% to 50%	Inadequate fund	Solicit fund in the next five years strategic plan
	10,000 small scale farmers provided with agriculture inputs including improved seed, Fertilizer and pesticide by June 2022	From 50% to 87%	Inadequate fund	Solicit fund in the next five years strategic plan
	Crop pests to include Armyworm and Quelea bird controlled in 87 villages by June 2022	From 27 to 58%	Inadequate fund	Solicit fund in the next five years strategic plan

Objective	Target	Achievements	Constraints	Way forward
	50 trainings @200 farmers on improved storage and postharvest management techniques in 87 villages conducted by June 2022	From 36% to 100%	Inadequate fund	Solicit fund in the next five years strategic plan
	10,000 PIC, 5,000 AZ bags and 50 Metal silo; improved storage facilities supplied to small scale farmers by June 2022	From 25% to 60%	Inadequate fund	Solicit fund in the next five years strategic plan
	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	From 13% to 55%	Inadequate fund	Solicit fund in the next five years strategic plan
	15,000 farmers get trained in fungus poison control and 300 trials on fungus poison control on	From 23% to 100%	Inadequate fund	Solicit fund in the next five years strategic plan

Objective	Target	Achievements	Constraints	Way forward
	maize and groundnuts conducted by June 2022			
	300 acres of grape vines in Sejeli ward facilitated to farmers by June 2022	From 0% to 5%	Inadequate fund	Solicit fund in the next five years strategic plan
	200 community groups trained on agric marketing by June 2022	From 36% to 100%	Inadequate fund	Solicit fund in the next five years strategic plan
	2000 farmers in 20 villages trained on Agriculture processing by June 2022	From 36% to 67%	Inadequate fund	Solicit fund in the next five years strategic plan
	2000 farmers sensitized in crop value chain by June 2022	From 36% to 100%	Inadequate fund	Solicit fund in the next five years strategic plan
	150 famer groups indentified, mobilized and trained on good agricultural crop husbandry practices by June 2022	From 35% to 75%	Inadequate fund	Solicit fund in the next five years strategic plan

Objective	Target	Achievements	Constraints	Way forward
	Farmers in 87 villages facilitated in market information and value chain by June 2022	From 36% to 100%	Inadequate fund	Solicit fund in the next five years strategic plan
	87 villages linked to actors in crop value chain by June 2022	From 36% to 100%	Inadequate fund	Solicit fund in the next five years strategic plan
D. Increase quantity and Quality of social services and Infrastructure	2 Feasibility studies on irrigation scheme construction along banyibanyi conducted by June 2022	From 0% to 35%	Inadequate fund	Solicit fund in the next five years strategic plan
	4 irrigation infrastructures in 4 villages at Chamkoroma ward constructed by June 2022	From 40% to 85%	Inadequate fund	Solicit fund in the next five years strategic plan
	1 market building at Mkoka Village completed and 1 constructed at Mlali by June 2022	From 50% to 100%	Inadequate fund	Solicit fund in the next five years strategic plan

<b>Objective</b>	<b>Target</b>	<b>Achievements</b>	<b>Constraints</b>	<b>Way forward</b>
	3 farmers training centers constructed and maintained by June 2022	From 0% to 15%	Inadequate fund	Solicit fund in the next five years strategic plan
	87 Staff houses in 87 villages constructed by June 2022	From 3.5% to 12%	Inadequate fund	Solicit fund in the next five years strategic plan
	To facilitate community youth with 6 bore hole drip irrigation in 6 villages (Banyibanyi, Mkutani, Matongoro, Mkoka, Chiwe and Songambe) by June 2022	From 0.5% to 7%	Inadequate fund	Solicit fund in the next five years of strategic plan
	To facilitate 5 village community with 5 dams water harvesting for supplementary irrigation during dry spell by June 2022	From 6% to 13%	Inadequate fund	Solicit fund in the next five years of strategic plan
	22 Agriculture resource centers in 22 wards constructed by	From 0% to 5%	Inadequate fund	Solicit fund in the next five years of strategic plan

Objective	Target	Achievements	Constraints	Way forward
	June 2022			
E. Enhance Good Governance and Administrative Services.	51 staff facilitate with necessary allowances (Leave, field ect) by June 2022	From 0% to 40%	Inadequate fund	Solicit fund in the next five years strategic plan
	Procurement of office stationeries by June 2022	From 50% to 100%	Inadequate fund	Solicit fund in the next five years strategic plan
	Procurement of 1 Department cars by June 2022	From 0% to 100%	Inadequate fund	Solicit fund in the next five years strategic plan
	25 Extension Officers facilitated with motor bikes by June 2022	From 18% to 100%	Adequate fund from Central Government	Solicit fund in the next five years strategic plan
	Procurement of working tools (4 desktop and 5 laptop computers, 4 printers, 55 extension kit) by June, 2022	From 20% to 70%	Inadequate fund	Solicit fund in the next five years strategic plan
	Agriculture and cooperative development projects monitored and evaluated by June, 2022	From 13% to 25%	Inadequate fund	Solicit fund in the next five years strategic plan

Objective	Target	Achievements	Constraints	Way forward
	200 Farmer Field Schools established in 50 villages by June 2022	From 17% to 51%	Inadequate fund	Solicit fund in the next five years strategic plan
	52 cooperative societies registered by June 2022	From 9.6% to 25%	Inadequate fund	Solicit fund in the next five years strategic plan
	10 AMCOS trained on Value addition by June 2022	From 42% to 67%	Inadequate fund	Solicit fund in the next five years strategic plan
	100 cooperative societies trained on effects of projects on environment by June 2022	From 5% to 20%	Inadequate fund	Solicit fund in the next five years strategic plan

### 3.2.9 Result Area: Works Department

Strategic Objective

- A. Improved services and reduce HIV/ AIDS Infection
- B: Improve sustain and effective implementation of the national ant-corruption
- D: Quantity and Quality of Socio-Economic services and infrastructure increased
- E. Enhance good governance and administrative services

Objective	Target	Achievement	Constrains	Way forward
A: Improve services and reduce HIV/AIDS infection	Awareness on HIV/AIDS Infections and prevention to 9 Staff creates by June 2022	A bit of awareness on HIV/AIDS infections	No enough awareness creating seminars to staff.	Target be shifted to the newly division in the next five year strategic plan
B. Improve sustain and effective	Awareness on corruption practices and	A bit of awareness on corruption	No enough seminars by PCCB to	Target be shifted to the newly division in the next

Objective	Target	Achievement	Constrains	Way forward
implementation of the national ant-corruption	anti-corruption strategies to 9 Staff by June 2022	practices and anti-corruption strategies to staff	provide awareness to staffs	five year strategic plan
	Service and maintenance of 23 Council motor vehicles coordinated by June 2022	Still 60%	Inadequate fund for supervision, lack of supervision vehicle, lack of tools and equipment	Solicit fund in the next five years strategic plan under newly established division
D: Quantity and Quality of Socio-Economic services and infrastructure increased	Service and maintenance of 23 Council motor vehicles coordinated by June 2022	bb	bb	Bb
	All Buildings/infrastuctures constructed by the Council are supervised by June 2022	Bill of Quantities and Drawing documents have been prepared	Inadequate fund release from central Government	Solicit fund in the next five years strategic plan under newly established division
E. Enhance good governance and administrative services	Conducive working environment for four Staff enabled by 2022	Still not conducive	Inadequate fund release from central Government	Solicit fund in the next five years strategic plan

### 3.2.10 Result Area: Community Development Department

Strategic Objective

B. Services Improved and HIV/AIDS Infection Reduced.

C. National Ant-corruption implementation strategy enhanced and sustained.



D. Access to quality and equitable social services delivery improved

F. Social Welfare, Gender and Community Empowerment Improved

Objective	Target	Achievement	Constraint	Way Forward
A. Services Improved and HIV/AIDS Infection Reduced.	Awareness on HIV/AIDS Infections and prevention to 12 Staff created by June 2022	95% achieved	Inadequate fund, lack of transport	Awareness campaign to be continued in the next five year strategic plan
	Nutritious food to 1000 PLHIV provided by June 2022	72% achieved	Inadequate fund	Solicit fund in the next five year strategic plan
	Supervision and assistance to establishment 95% of HIV/AIDS committee in 22 wards provided by June 2022	Not achieved	Inadequate fund	Solicit fund in the next five year strategic plan
B. National Ant-corruption implementation strategy enhanced and sustained	Awareness on corruption practices and anti-corruption strategies to 12 Staff by June 2022.	86% achieved	Lack of transport	Awareness campaign to be continued in the next five year strategic plan
C. Access to quality and equitable social services delivery improved.	430 VICOBA, 200 youth, 230 and 41 TOMSHA groups formed and registered by June 2022	96% achieved	In adequate of fund, lack of transport	Awareness campaign to be continued in the next five year strategic plan
	Special groups	95% achieved	In adequate	Awareness

Objective	Target	Achievement	Constraint	Way Forward
	in 22 wards identified and attached to service providers by June 2022		of fund, lack of transport	campaign to be continued in the next five year strategic plan
	436 counseling meetings to family member conflicts conducted by June 2022	91% achieved	lack of transport	Awareness campaign to be continued in the next five year strategic plan
	66 groups building teams in 22 wards empowered on the use of appropriate technology by June 2022.	97% achieved	In adequate of fund, lack of transport	Campaign on group building to be continued in the next five year strategic plan
	100 IGA groups capacitated on reports, minutes, constitution and projects writing by June 2022.	98% achieved	Inadequate fund, lack of transport	Sustain the efforts in the next five year strategic plan
	220 cases of abused women resolved at office level by June 2022.	10% achieved	lack of transport	Sustain the efforts in the next five year strategic plan
	432 cases of abused women resolved in court by June	45% achieved	Inadequate fund, lack of transport	Sustain the efforts in the next five year strategic plan

Objective	Target	Achievement	Constraint	Way Forward
	2022			
	200 cases of child abuse resolved at District office level by June 2022.	60% achieved	Inadequate fund, lack of transport	Sustain the efforts in the next five year strategic plan
	112 cases of child abuse resolved at primary courts by June 2022.	71% achieved	lack of cooperation from community	Sustain the efforts in the next five year strategic plan
	women groups empowered with loan and entrepreneurship skills in 22 wards by June 2022	98% achieved	Inadequate fund, lack of transport	Sustain the efforts in the next five year strategic plan
F. Improve social welfare, Gender and Community Empowerment	128 PLHIV groups empowered by 2022	82% achieved	Inadequate fund	Sustain the efforts in the next five year strategic plan
	400 elderly and 78 disabled groups supported by 2022	72% achieved	Inadequate fund	Sustain the efforts in the next five year strategic plan
	Day Care Centers increased from 5 to 15 by 2022	98% achieved	Poor participation	Sustain the efforts in the next five year strategic plan
	5 children districts	58% achieved	Inadequate fund	Sustain the efforts in the next five

Objective	Target	Achievement	Constraint	Way Forward
	forums on their light and various development issues organized by June 2022			year strategic plan

### 3.2.11: 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.

Strategic Objective	Target	Achievements	Constraints	Way forward
A. Improve services and reduce HIV/AIDS infection	Awareness on HIV/AIDS Infections and prevention to 2 Staff creates by June 2022	Awareness on HIV/AIDS Infections and prevention to 2 Staff was achieved	Non	Target to be shifted in respective service area in the next five year strategic plan
B. Improve sustain and effective implementation of the national anti-corruption strategy.	Awareness on corruption practices and anti-corruption strategies to 2 Staff by June 2022	Awareness on corruption practices and anti-corruption strategies to 2 Staff was achieved by June 2022	Non	Target to be shifted in respective service area in the next five year strategic plan

Strategic Objective	Target	Achievements	Constraints	Way forward
E: Enhance good governance and administrative services	Provide working facilities for Staffs (computers, printers, photocopy machine	Not achieved	Low Fund and low budget allocation	Target to be shifted in respective service area in the next five year strategic plan
H. Improve management of natural resources and environment	Conduct 435 Community awareness meetings on environmental conservations at Village level and 140 Community awareness Meetings on environmental conservations at Township level by June 2022.	35 Community awareness meeting conducted and 2 Community awareness meetings on environmental conservation at Township leve.	Lack of fund Staff shortage	Target to be shifted in respective service area in the next five year strategic plan
	Planted trees increased from 564,300 trees to 2,500,000 trees by June 2022	423517 trees were planted	Low fund Climate change	Target to be shifted in respective service area in the next five year strategic plan

Strategic Objective	Target	Achievements	Constraints	Way forward
	Household using improved local cooking stove increased from 5% to 50% by June 2022.	20% of household using improved local cooking stove achieved	Low fund Lack of knowled ge	Target to be shifted in respective service area in the next five year strategic plan
	Households using refuse pit increased from 68% to 95% by June 2022.	Households using refuse pit increased from 68% to 85%	Lack of awarene ss Lack of transport	Target to be shifted in respective service area in the next five year strategic plan
	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	Land degradation were reduced from 90% to 65%	Lack of awarene ss Lack of transport	Target to be shifted in respective service area in the next five year strategic plan
	Selection and construction of solid waste dumping sites as well as liquid waste ponds in 2 Township {Kongwa & Kibaigwa}, Mkoka, Mlali and Mbande by June	No achievement	No capital for constructio n of waste dumping sites	Target to be shifted in respective service area in the next five year strategic plan

Strategic Objective	Target	Achievements	Constraints	Way forward
	Water sources and catchments areas	20 water sources were protected	Low fund Low community awareness	Target to be shifted in respective service area in the next

### 3.2.12 Result Area: Land and Natural Resource Department

#### Strategic Objective

A. Improve Services and reduce HIV/ AIDS infections

B. Enhance, sustain and effective implementation of the National anti - corruption

C. Improve access, quality and equitable social services delivery

Objectives	Target	Achievements	Constrains	Way Forward
A. Improve Services and reduce HIV/ AIDS infections	9 Staff members trained on HIV/ AIDS infections by June 2022	Sensitization meetings to create awareness on HIV/ AIDS infection to the staff members was carried out	The frequency of conducting the meetings is not sufficient	Target to be shifted in respective service area in the next five year strategic plan
B. Enhance, sustain and effective implementation of the National anti - corruption strategy	9 Staff members trained on Prevention and Combating Corruption by June 2022	Sensitization meeting conducted for the awareness On anti-corruption to the staff members from different department in the Kongwa District Council	The frequency of conducting the meetings is not sufficient	Target to be shifted in respective service area in the next five year strategic plan

<b>Objectives</b>	<b>Target</b>	<b>Achievements</b>	<b>Constrains</b>	<b>Way Forward</b>
C. Improve access, quality and equitable social services delivery	10,000 plots to be surveyed at Kibaigwa, Mkoka, Mbande, Mlali and Kongwa by June 2022	6,500 plots have been surveyed	Lack of reliable fund, lack of modern equipment and shortage of man power	Target to be shifted in respective service area in the next five year strategic plan
	Residents with Certificates of Right of Occupancy to be increased from 274 to 1,774 by June 2022	624 residents acquired right of occupancy certificates	Insufficient awareness on acquiring right of occupancy certificates, Shortage of stationary equipment, shortage of reliable fund and shortage of man power	Target to be shifted in respective service area in the next five year strategic plan
	Integrated Land Management System (ILMS) to be established by June 2022	-	-	-



Objectives	Target	Achievements	Constrains	Way Forward
	villages with Land use plans increased from 6 (2017) to 10 by June 2022	No village with land use plan increased from June 2017 to June 2022	Shortage of facilitating fund	Target to be shifted in respective service area in the next five year strategic plan
	Land use conflicts dissolved by 90% come June 2022	36 conflicts out of 39 conflicts have been dissolved	Shortage of transport facilities, many people have no sufficient knowledge on land laws and shortage of sufficient fund	Target to be shifted in respective service area in the next five year strategic plan

### 3.2.13 Result Area: Livestock and Fisheries Department

#### Strategic Objective

A: Improve services and HIV/ AIDS infections

B: Enhance sustain and effective implementation of the National ant-corruption strategy

C: Improve access, quality and equitable social services delivery

D: Quantity and Quality of Socio-Economic services and infrastructure increased

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievement	Constraint	Way Forward
A. Improve services and HIV/ AIDS infections	25 staff members trained on HIV/ AIDS infections by June 2022	All available 16 staff members were trained on HIV/ AIDS Infections	Nil	Target to be shifted in respective service area in the next five year strategic plan
B. Enhance	25 staff members	All available 16	Nil	Target to be

<b>Objective</b>	<b>Target</b>	<b>Achievement</b>	<b>Constraint</b>	<b>Way Forward</b>
sustain and effective implementation of the National anti-corruption strategy.	trained on prevention and combating corruption by June 2022	staff members were trained on prevention and combating corruption.		shifted in respective service area in the next five year strategic plan
C. Improve access, quality and equitable social services delivery	600,000 local chickens, 126, 672 cattle, 85,256 goats, 1,562 dogs; in 383 Hamlets vaccinated by June 2022	120,765 Chickens, 70,000 cattle, 45,000 goats, 678 dogs were vaccinated in 383 Hamlets	Low awareness among farmers	Target to be shifted in respective service area in the next five year strategic plan
	3 Microscope and chemicals for laboratory investigation procured by June 2022	No achievement	Lack of fund	Target to be shifted in respective service area in the next five year strategic plan
	3 egg incubators procured by June 2022	No achievement	Lack of fund	Target to be shifted in respective service area in the next five year strategic plan.
	500 acres of pasture field established and 200 kg of Pasture seeds procured and distributed to	2 acres of Pasture was established and 14 kg of Pasture seeds were procured and distributed to 20 farmers	Lack of enough funds from Local government , central government	Target to be shifted in respective service area in the next five year strategic plan

<b>Objective</b>	<b>Target</b>	<b>Achievement</b>	<b>Constraint</b>	<b>Way Forward</b>
	100 farmers by June 2022		and development partners.	
	95 farmers facilitated to participate in Nanenane exhibitions by June 2022	20 farmers facilitated to participate in Nanenane exhibition	Lack fund	Target to be shifted in respective service area in the next five year strategic plan
D. Quantity and quality of social service and infrastructure increased	1 cattle dip tank at Matongoro , 1 at Mautya , and 1 at Mkutani villages constructed by June 2022	Only one cattle dip tank was constructed at Mkutani,	Late disbursement of money	- Target to be shifted in respective service area in the next five year strategic plan
	4 Loading rumps at Mbande, Majawanga, Pingalame and Kibaigwa are constructed and rehabilitated by June 2022	No achievement	Lack of fund	Target to be shifted in respective service area in the next five year strategic plan

<b>Objective</b>	<b>Target</b>	<b>Achievement</b>	<b>Constraint</b>	<b>Way Forward</b>
	1 cattle dip at Makawa, 1 at Lenjulu, 1 at Kongwa, 1 at Mtanana, 1 at Ndurugumi, 1 at Mseta, 1 at Tubugwe and 1 at Pandambili village rehabilitated by June 2022.	Cattle dip tanks of Makawa, Lenjulu, Ndurugumi, mseta and Tubugwe were rehabilitated.	Kongwa diptank and Mtanana dip has been invaded by human settlements therefore unfit for dipping activities	- Target to be shifted in respective service area in the next five year strategic plan
	14 charcoal dams for livestock constructed by June 2022	No achievement	Lack of Fund	Target to be shifted in respective service area in the next five year strategic plan
	2 modern livestock markets constructed at Mbande and Pandambili villages by June 2022	1 Livestock market was constructed at Mbande village. Only toilet has been constructed at Pandambili livestock market	Lack of fund	Target to be shifted in respective service area in the next five year strategic plan
	Livestock farmer field school established by June 2022	No achievement	Lack of fund	Target to be shifted in respective service area in the next five year strategic plan
E. Good Governanc	25 allowance and other Statutory	No achievement	Lack of fund	Target to be shifted in

Objective	Target	Achievement	Constraint	Way Forward
e and Administrative Services Enhanced	benefits paid by June 2022			respective service area in the next five year strategic plan
	Office and Other Administrative Expenses for 25 staff met by June 2022	Office and other administrative expenses for 5 staff were met.	Lack of fund	Target to be shifted in respective service area in the next five year strategic plan
	13 development projects monitored and evaluated by June 2022	No achievement	Lack of fund	Target to be shifted in respective service area in the next five year strategic plan
	Vehicles and 20 Motor cycles for extension services purchased by June 2022.	2 Motorcycle were purchased	Lack of fund	Target to be shifted in respective service area in the next five year strategic plan

### 3.2.14 Result Area: Legal Unit

Strategic Objective

A: Improve services and reduce HIV/ AIDS infections.

B: Enhance, sustain and effective implementation of the National anticorruption strategy

C: Improve access, quality and equitable social services delivery

E: Good Governance and Administrative Services Enhanced.

G. Improve management of natural resources and environment

H.

Objectives	Target	Achievements	Constraints	Way forward
A. Improve services and reduce HIV/AIDS infections.	2 legal section Staff provided with HIV/AIDS by June 2022	Sensitization meetings to create awareness on HIV/AIDS infection to the staff members was carried out	The frequency of conducting the meetings is not sufficient	Efforts to be sustained in the next five year strategic plan
B. Enhance, sustain and effective implementation of the National anticorruption strategy	2 legal section Staff provided with education on corruption by June 2022	Sensitization meeting conducted for the awareness On anti-corruption to the staff members from different department in the Kongwa District Council	The frequency of conducting the meetings is not sufficient	Efforts to be sustained in the next five year strategic plan
C: Improve access, quality and equitable social services delivery	750 citizens provided with Free legal aid and advice by June 2022	Over 750 citizens have provided legal aid and advice		Efforts to be sustained in the next five year strategic plan
	Court cases for and against the Council, 2 townships, 87 villages and 22 wards attended by 2022	All cases of the council attended	The unit lacks its vehicle to facilitate court issues	Efforts to be sustained in the next five year strategic plan
E: Good Governance and Administrative Services	87 villages leaders, Township leaders and 22 WEOs trained on	Not conducted	Transport constraint	Efforts to be sustained in the next five year strategic plan

Enhanced.	formulation of general by laws by June 2022			
	Training of 22 Ward tribunals on their functions and responsibilities	All 22 ward tribunals were trained		Efforts to be sustained in the next five year strategic plan
H. Improve management of natural resources and environment	87 Village councils facilitated with natural resources protection by laws by June 2022	Not conducted	Transport constraint	Efforts to be sustained in the next five year strategic plan

### 2.3.15 Result Area: Procurement and Management Unit

#### Strategic Objective

A: Improve services and reduce HIV/ AIDS infections.

B: Enhance, sustain and effective implementation of the National anticorruption strategy

C: Improve access, quality and equitable social services delivery

E: Good Governance and Administrative Services Enhanced.

Objectives	Target	Achievements	Constraints	Way forward
A. Improve services and reduce HIV/AIDS infections.	HIV/AIDS knowledge at Workplace strengthened to 6 staff by June 2022	Sensitization meetings to create awareness on HIV/AIDS infection to the staff members was carried out	The frequency of conducting the meetings is not sufficient	Efforts to be sustained in the next five year strategic plan
B. Enhance, sustain and effective implementation of the National	Anti -Corruption knowledge to 6 staffs strengthened by June 2022	Sensitization meeting conducted for the awareness On anti-corruption to the	The frequency of conducting the meetings is not sufficient	Efforts to be sustained in the next five year strategic plan

<b>Objectives</b>	<b>Target</b>	<b>Achievements</b>	<b>Constraints</b>	<b>Way forward</b>
anticorruption strategy		4 staff members		
C: Improve access, quality and equitable social services delivery	3 computers, 2 printers, 1 photocopy machines procured by June 2022	1 Laptop and 1 scanner procured by June 2022	Insufficient budget	Solicit enough fund for the next five years strategic plan
	2 Fuel tanks with 20,000 liters of diesel and 10,000 liters of petrol installed for council uses by June 2022	No achievement	Lack of fund	Solicit enough fund for the next five years strategic plan
E: Good Governance and Administrative Services Enhanced.	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	Achieved for 50%	Lack of fund	Solicit enough fund for the next five years' strategic plan
	Procurement services to 13 councils Departments and 6 units facilitated and managed by June 2022	Achieved for 100%	NIL	NIL



### 3.2.16 Result Area: Internal Audit Unit

#### Strategic Objective

C: Access to Equitable Social Services Delivery Improved

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievements	Constraints	Way Forward
C: Access to Equitable Social Services Delivery Improved	Conducive working environment to 2 internal audit staffs improved by June 2022	75% achieved	Funds from own source recurrent not received as budgeted	Increase own source budget to internal audit unit in the next five years strategic plan
	87 villages 105 Primary schools, 26 secondary schools, 51 health facilities 134 youth and 120 women economic groups are audited by June 2022	79% achieved	Insufficient working tools specifically motor vehicles, computers, and stationeries	Procure new motor vehicle and making maintenance on the old one in the next five years strategic plan
E: Good Governance and Administrative Services Enhanced	Proper use of public fund in all council departments audited by June 2022	80% achieved	Shortage of staffs to internal audit units. Unit has only two staffs	Employ more internal audit staffs in the next five years strategic plan
	Council clean Audit reports obtained every year until June 2022	75% achieved	Shortage of staffs and working tools which lead to under implementation of the annual Audit plan	Sustain the efforts in the next five years strategic plan

### 3.2.17 Result Area: ICT and Public Relations Unit

#### Strategic Objective

A: Improve services and reduce HIV/ AIDS infections

B: Enhance, sustain and effectively implement the National anti-corruption strategy and effectively implement the National anti-corruption strategy

C: Access to Quality and Equitable Social Services Delivery Improved

D: Improve quantity and quality of economic services and Infrastructure

E: Enhance good Governance and Administrative services

G: Improve emergence preparedness and disaster management

I: Improve information and communication technology

Objective	Target	Achievement	Constraints	Way forward
A. Improve services and reduce HIV/AIDS infections	2 ICT section Staff provided with HIV/AIDS education by June 2022	100% Achieved	Nil	Efforts to be sustained in the next five year strategic plan
B. Effectively implement of the National anti-corruption strategy Enhanced and Sustained	2 ICT section Staff provided with education on corruption by June 2022	100%achieved	Nil	Efforts to be sustained in the next five year strategic plan
C. Access to Quality and Equitable Social Services Delivery Improved	Improve Information Dissemination Using Websites and other multimedia from 0% to 90% by June 2022	30% achieved	Un reliable internet, Insufficient fund, lack of working facilities and working force	Solicit fund in the next five year strategic plan
D. Improve quantity and quality of		70%achieved	Lack of funds	Solicit fund in the next five year strategic plan

economic services and Infrastructure	Council's Data Center built maintained by June 2022.	Not yet implemented	Lack of Funds	Solicit fund in the next five year strategic plan
	Adequate internet bandwidth to meet Council needs provided and maintained by June 2022.	Availability of adequate internet bandwidth in the council reached to 65%	Shortage of funds allocated	Solicit fund in the next five year strategic plan
E. Enhance Good Governance and Administrative Services	Council ICT unit equipped with ICT working tools by June 2022.	Only 1 ICT tool purchased	Limited availability of funds	Solicit fund in the next five year strategic plan
G. Improve emergence preparedness and disaster management	ICT data recovery and backups Facilities; genuine anti-virus programs; and drivers Operating systems procured and installed by June 2022.	Councils' information Online established	Low number of visitors	Solicit fund in the next five year strategic plan
	Working condition of 2 ICT staff improved and maintained by June 2022.	Working condition for ICT staffs has improved by 50%	Financial constraints	Solicit fund in the next five year strategic plan

	Policy and standards on ICT developed and implemented by June 2022.	Policy and ICT standards developed	Policy and ICT standards have not implemented due to lack of funds	Solicit fund in the next five year strategic plan
	ICT data recovery and backups Facilities; genuine anti-virus programs; and drivers Operating systems procured and installed by June 2022.	Anti-virus programs and drivers operating systems have been installed	ICT data recovery and backups not yet installed due to financial constraints	Solicit fund in the next five year strategic plan
	CCTV Surveillance System; and Biometric Access Control Systems Applications procured and installed by June 2022.	Have not been implemented	Financial constraints	Solicit fund in the next five year strategic plan
I. Improve information and communication technology	IT efficient systems to support ease of doing business facilitated by June 2022.	IT efficient systems facilitated	Many IT systems are not user friendly	Sustain efforts in the next five year strategic plan
	Dynamic database driven Council website developed and	Council database has not been developed	Council has not met standards for establishing	Solicit fund in the next five year strategic plan

	implemented by June 2022.		its own database facility	
	Telephone system that embraces VOIP technology upgraded by June 2022.	Not yet developed	Is not council's priority	Solicit fund in the next five year strategic plan
	Communication facilities - Video Conference System and Electronic Notice boards installed by June 2022.	Not yet installed	There is no conducive environment for installing video conference system	Solicit fund in the next five year strategic plan
	Conference hall sound system installed by June 2022	Not yet installed	There is no conducive environment for installing sound system	Solicit fund in the next five year strategic plan

### 3.2.18 Result Area: Election Unit

Strategic Objective

A: Improve services and reduce HIV/ AIDS infections.

B: Enhance, sustain and effective implementation of the National anticorruption strategy

E: Good Governance and Administrative Services Enhanced.

Objectives	Target	Achievements	Constraints	Way forward
A. Improve services and reduce HIV/ AIDS infections.	One staff provided with HIV/ AIDS education by June 2022	HIV/ AIDS education was provided to Election officer.		Target to be shifted to respective service area in the next five year strategic plan
B. Enhance, sustain and effective	One Staff provided with education	Corruption Education was provided to all		Target to be shifted to respective service area in the next five year

<b>Objectives</b>	<b>Target</b>	<b>Achievements</b>	<b>Constraints</b>	<b>Way forward</b>
implementation of the National anticorruption strategy	on corruption by June 2022	staff participated into election activities		strategic plan
	22 sensitization meetings to community members on corruption and bribes during election conducted by June 2022	22 Sensitization meetings to Community members on Corruption and bribes was provided to all staff participated into election	Insufficient Fund	Target to be shifted to respective service area in the next five year strategic plan
	15 seminars to political leaders on effects of corruption during election conducted by June 2022.	15 Seminars to political leaders on effects of corruption during election have been conducted.		Target to be shifted to respective service area in the next five year strategic plan
E: Enhance Good Governance and Administrative Services	Sub village and Village leaders elections supervised by June 2022	Sub village and village leaders elections have been supervised		Target to be shifted to respective service area in the next five year strategic plan
	The 2020's general election supervised by June 2022	The 2020 general election have been supervised		

Objectives	Target	Achievements	Constraints	Way forward
	Emerging leaders vacancies filled by June 2022	One vacancy of Sagara ward councillor have been filled		Target to be shifted to respective service area in the next five year strategic plan

### 3.2.19 Result Area: Beekeeping Unit

#### Strategic Objective

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.

Strategic Objective	Target	Achievements	Constraints	Way forward
A. Improve services and reduce HIV/AIDS infection	Awareness on HIV/AIDs Infections and prevention to one Staff created by June 2022	Awareness on HIV /AIDs Infections and preventions to one staff was achieved	NONE	Target to be shifted to respective service area in the next five year strategic plan
B. Improve sustain and effective implementation of the national anti-corruption strategy.	Awareness on corruption practices and anti-corruption strategies to one Staff created by June 2022	Awareness on corruption practices and anti-corruption strategies to one staff achieved Staff created by	NONE	

<b>Strategic Objective</b>	<b>Target</b>	<b>Achievements</b>	<b>Constraints</b>	<b>Way forward</b>
C. Improve access, quality and equitable social services delivery.	Training of 10 groups of beekeepers in proper method of keeping and harvesting honey conducted by June 2022.	Three groups of beekeepers were trained on proper methods of keeping and harvesting honey.	Low ceiling Lack of capital	Target to be shifted to respective service area in the next five year strategic plan
	100 modern beehives provided to 10 groups by June 2022	20 beehives provided to 2 beekeepers group	Low ceiling	Target to be shifted to respective service area in the next five year strategic plan
E. Enhance Good Governance and Administrative Services.	Provide adequate beekeeping knowledge to the community by June 2022	Beekeeping knowledge were given to 5 groups by June 2022	Low ceiling	Target to be shifted to respective service area in the next five year strategic plan
	Adequate working facilities (2 m/cycles, computer, printer) available by June 2022			Target to be shifted to respective service area in the next five year strategic plan



<b>Strategic Objective</b>	<b>Target</b>	<b>Achievements</b>	<b>Constraints</b>	<b>Way forward</b>
H. Improve management of natural resources and environment.	District vegetation cover improved by June 2022	District vegetation cover increased by 28%	Low capita to establish number of tree nurseries Lack of community awareness	Target to be shifted to respective service area in the next five year strategic plan

## CHAPTER FOUR

### THE PLAN 2021/22-2025/26

#### 4.1 Overview

This Chapter presents the revitalized f Kongwa District Council five years strategic plan for the period of 2021/22-2025/26. The chapter begins with the agreed vision, mission and core values that will provide guidance during execution of this strategic plan. Further, it presents strategic issues that the districts council considers most fundamental to be achieved in the specified duration of this plan. Also, the strategic objectives, services output, targets as well as strategies and key performance indicators in every division/unit are clearly articulated. The chapter further shows how various strategic interventions will be undertaken during the five (5) years of the strategic planning cycle that will contribute towards realization of National Third Five Year Development Plan 2021/22-2025/26, ruling part manifesto 2020-2025, cross-cutting policies, sectoral policies as well as Sustainable Development Goals 2030, African Agenda 2063 and East Africa Vision 2050.

#### 4.2 KDC Vision, Mission and Core Values

##### 4.2.1 Vision

*KDC intends to be “A Council with quality client-based services delivery and conducive investment environment for sustainable community development”*

##### 4.2.2 Mission

*Kongwa District Council commits to “facilitate the provision of quality client – based services and create conducive investment environment through utilization of available resources in collaboration with development partners for sustainable community development”*

##### 4.2.3 Core Values

Realization of Kongwa DC vision and mission will mainly be guided by the following values:

- **Transparency and Accountability:**  
Kongwa District Council staff will be responsible, honesty, diligent, ethical, accurate, and professional and having human respect in decision making.
- **Teamwork:**  
Kongwa DC staff will work and treat one another with compassion, humility, and respect

- **Client-Based:**

KDC strives to dedicate efforts in client centered manner in all ways and its services area.

- **Creativity and Innovation:**

We strive to improve our operational capacity by introducing new ways, ideas and products tailor made to suit the customer

- **Integrity**

In all its undertakings, the KDC staff will uphold and observe accuracy, professional ethics, honesty, corporate social responsibility and human respect.

#### 4.3 Strategic Issues

Strategic issues entail non-routinely undertakings that presents significant changes to the respective organization once implemented effectively and they drill a significant share of the available organization resource envelop. Strategic issues in other ways are viewed as stand-alone projects or flagship projects of the organization to be achieved over a given period of time. Kongwa DC in the next five years of strategic planning 2021/22 - 2025/26 dedicates to realize five key stand-alone projects of the council that will depend with both internal and external financing mechanism.

S/N	Strategic Issue	Financing Mechanism	STRATEGIES				
			2021/22	2022/23	2023/24	2024/25	2025/26
1.	Construction of Kongwa DC Bus Stand	Development Grants and Own Source	Feasibility Study and Proposal Write-Up	Feasibility Study and Proposal Write-Up	Construction	Facilities in use	Facilities in use
2.	Construction of Dip Tank	Own Sources and Government Subsidies		Feasibility Study and Proposal Write-Up	Construction	Construction	Facilities in use
3.	Rehabilitation of Kibaigwa market	Own Sources	Rehabilitation preparation process	Rehabilitation takeoff	Finalization and kick off.		
4	Establishment	Own	Feasibility	Feasibility	Construction	Construction	Facilities

S/N	Strategic Issue	Financing Mechanism	STRATEGIES				
			2021/22	2022/23	2023/24	2024/25	2025/26
	ent of Block Farming	Sources	y Study and Proposal Write-Up	Study and Proposal Write-Up	ion	ction	in use
5.	Constructi on of Dam	Own Sources	Feasibilit y Study and Proposal Write-Up	Feasibility Study and Proposal Write-Up	Construct ion	Constru ction	Facilities in use

#### 4.3.1 Construction of Kongwa District Council Bus Stand

Modern stand presents an important area of the council to commit resources. Given the strategic location of Kongwa District Council along the high way running from Dodoma to Dar es Salaam it records high rate of on trans buses thus a need for a favourable place to handle them is important within the council. The KDC bus stand will act as a catalyst for revenue enhancement and support quality service delivery within the district council. Therefore, Kongwa District Council will strive to develop and construct a bus stand within this period of five years of its strategic plan.

#### 4.3.2 Construction of Dam

The council has realized an increase of the irrigation and fishing activities that places the need for dam.

#### 4.3.3 Rehabilitation of Kibaigwa Market

Kibaigwa market is considered one of the reliable own sources of revenue in the council. Given the fact that it contributes significance share of the council resource envelope but it has not been rehabilitated for number of years which is not healthy for the existing infrastructure. Thus, the need to have function infrastructure is fundamental and the way for quality services delivery.

#### 4.3.4 Establishment of Block Farming

Kongwa DC is one among of the council with potential land that can be used for irrigation system in terms of block farming.

#### **4.3.5 Construction of Dip Tank**

The council has realized an increase of the livestock keepers that places the need for dip tank.

#### **4.4. Strategic Objectives, Strategic Service Outputs, Targets, Strategies and Performance Indicators**

In the five years planning cycle Kongwa District Council has adopted nine (9) national harmonized strategic objectives that are to be realized. The objectives are interrelated to the Third National Five-Year Development Plan 2021/22-2025/26, Sustainable Development Goals 2030, CCM Election Manifesto 2020-2025, Africa Agenda 2063, East Africa Vision 2050 and other Sectoral and cross-cutting Policies. The adopted strategic objectives include;

- ✓ **Objective A:** Services Improved and HIV/AIDS Infections Reduced
- ✓ **Objective B:** National Anti-Corruption Implementation Strategy Enhanced and Sustained.
- ✓ **Objective C:** Access to Quality and Equitable Social Services Delivery Improved
- ✓ **Objective D:** Quality and Quantity of Social Economic Services and Infrastructure Increased
- ✓ **Objective E:** Good Governance and Administrative Services Enhanced,
- ✓ **Objective F:** Social welfare, Gender and Community Empowerment Improved
- ✓ **Objective G:** Management of Natural Resources and Environment Improved
- ✓ **Objective H:** Local Economic Development Coordination Enhanced
- ✓ **Objective I:** Emergence and Disaster Management Enhanced

#### **Strategic Service Area: Human Resource Management and Administration Division**

This service will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives;

A: Services Improved and HIV/AIDS Infection Reduced

E: Governance and Administrative Services Enhanced

**HRMA Division Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators**

<b>Strategic Objective</b>	<b>Service Outputs</b>	<b>Targets</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
A:Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS Services Ensured	Employees with support for HIV/AIDS Infection Services Ensured by June 2026	Facilitate statutory benefits, create awareness	Number of employees supported
B:Effective Implementation of the National Anti-Corruption Strategy Enhanced and Sustained	Anticorruption strategy at work place strengthened	Education on regulations and guidelines on combat against corruption to 2,183 council staffs provided by June 2026	Facilitate capacity building, create awareness	Number of staff capacitated
E:Governance and Administrative Services Enhanced	Complains among the community and public servants reduced	Working facilities to enable 2200 employees to operate effectively and efficiently in place by June 2026	Allocate funds in annual plans and budgets	Number of working tools and equipment purchased
	Participation in decision making enhanced	Council's statutory meetings ensured by June 2026	Facilitate statutory benefits, Training of public servant on	Number of statutory meetings conducted

	Participation in decision making enhanced	Participation in general election, local government election and by-election in council ensured by June 2026	Create awareness, capacity building, facilitate statutory benefits	Number of elections supervised
	Transparency and Accountability Maintained	Transparency and Accountability in wards and villages enhanced by June 2026	Train workers at the level of ward and village	State of accountability and transparency in place
	Transparency and Accountability Maintained	Transparency and Accountability in the District election matters ensured by June 2026	Train returning officers, assistant returning officers and general election Clerk	State of election transparency and accountability in place
	Participation in decision making enhanced	Conducive working environment to 3 staff of Kongwa Township Authority ensured by June 2026	Facilitate Office working tools and equipment, facilitate statutory benefits, capacity building	Number of staff facilitated
	Participation in decision making enhanced	Conducive working environment to 3 staff of Kibaigwa Township Authority ensured by June 2026	Facilitate Office working tools and equipment, facilitate statutory benefits, capacity building	Number of staff facilitated

### Strategic Service Area: Finance and Accounts Unit

This strategic service area is responsible for implementation of the following strategic objective E: Good Governance and Administrative Services Enhanced. The service area will contribute to the achievement of the council strategic issues as the service Division.

### Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators

Strategic Objective	Service Output	Targets	Strategies	Key Performance Indicators
E: Good Governance and Administrative Services Enhanced	Conducive working environment ensured	Conducive working environment to 11 Finance and Accounts Unit ensured by June 2026	Facilitate working tools and equipment, facilitate statutory benefits	Number of staff supported
	Transparency and Accountability Maintained	Council financial statements/reports timely prepared and maintained by June 2026	Facilitate capacity building	Council financial statements/reports in place
	Transparency and Accountability Maintained	Council own source revenue collection increased from 75% to 90% by June 2026	Facilitate capacity building, awareness creation	% of revenue collection in place

### Strategic Service Area: Planning and Coordination Division

This service area is responsible for implementing the following strategic objectives C: Access to Quality and Equitable Social Services Delivery Improved E: **Good Governance and Administrative Services Enhanced**, H: **Local Economic Development Coordination Enhanced** and Y: **Multi-Sectorial Nutrition Services Improved**. Through these strategic objectives the service area will contribute to the 5 Kongwa District Council strategic issue identified in this strategic plan by coordinating all sectors towards realization of the expected ultimate results by June 2026.



**Strategic Objectives, Service Outputs, Key Targets, Strategies and Performance Indicators**

<b>Strategic Objectives</b>	<b>Service Outputs</b>	<b>Targets</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
C: Access to Quality and Equitable Social Services Delivery Improved	Community Initiative- CIS Ensured	Community priorities accommodated in terms of CIs in council plans and Budgets accommodated by June 2026	Facilitate use of Improved O&OD, create awareness, capacity building	Number of community initiatives project supported
	Monitoring and Evaluation of development projects improved	Community participation in Plans and Budget strengthened by June, 2026	Mobilize funds and Organize trainings to Village leaders and WEOs	Number of development actors involved
	Monitoring and Evaluation of development project improved	Preparation of timely Monitoring and Evaluation reports of development projects ensured by 2026	Preparation of M & E in every financial year.	Monitoring and Evaluation development project reports in place

<b>E: Good Governance and Administrative services Enhanced</b>	Participation in decision making Enhanced	Participation of community in budget preparation, implementation and monitoring from villages to council level enhanced from 75% to 100% by June 2026	Allocate fund, solicit fund, sensitize community	Percentage of community priorities accommodated in council plan and budget increase
	<b>Conducive working Environment improved</b>	Conducive working environment to 6 Planning and Coordination Division Staffs ensured by June, 2026	Allocate fund solicit fund Number of staffs facilitated	Number of staffs facilitated
<b>H: Local Economic Development Coordination Enhanced</b>	Projects Implementation strengthened	Capacity building on projects implementation to 9 division and 9 units in the council enhanced by June 2026	Conducting capacity building on projects implementation	Number of capacity building conducted
<b>Y: Multi-Sectorial Nutrition Services Improved</b>	<b>Improved effectiveness and efficiency of nutrition governance</b>	Multi sectoral Nutritional Plans and Budget Coordinated by June 2026		Council budget allocated to each sector in terms of percentage

**Strategic Service Area: Pre-Primary and Primary Education Division**

This service area will utilize the following strategic objectives to contribute on the achievements of the council five years strategic plan C: Access to quality and equitable social services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased, E: Good Governance and Administrative services enhanced and Y. Multi-Sectorial Nutrition Services improved

**Strategic Objectives Service Outputs, Key Targets, Strategies and Performance Indicators**

<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
<b>C: Access to Quality and Equitable Social Services Delivery Improved</b>	Monitoring and evaluation capacitated	Monitoring and evaluation to 124 pre and primary schools ensured by June 2026	Facilitate monitoring and evaluation tools and equipment	Number of pre-primary and primary monitored and evaluated
	Monitoring and evaluation capacitated	Awareness to 120 primary schools committee members on monitoring and evaluation created by June 2026	Facilitate capacity building	Number of school committee members capacitated
<b>C: Access to Quality and Equitable Social Services Delivery Improved</b>	Illiterate people reduced.	Enrolment rate of children with official school age in primary education increased from 85% to 100% by June 2026	Sensitize and conduct census of children in 114 villages. create awareness to 120 school committee members,	% of enrollment in place
	Pass rate increased	Pass rate increased from 83% to 90% for STD VII and 90% to 100% for STD	Site visiting, Organize training and seminars to primary teachers	% of pass rate of the respective levels attained

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
		IV by June 2026	on complex topics. Conducting Mock examination and conducting quarter evaluation. Whole school inspection and supervision for 120 primary school	
	Culture, sports and games activities enhanced.	Culture, sports and games activities of primary schools enhanced from 85% to 100% by June 2026	Facilitate sports materials, conducting various sports competition at all levels	% of schools and pupils participating in games and sports
<b>E: Good Governance and Administrative services enhanced</b>	Conducive working environment ensured	Working environment of education staff improved from 85% to 95% by June 2026	Training and supporting education staff moving and levee expenses	% of staff facilitated
	Efficient/Effective Management and leadership.	Managerial and leadership skills for education staff increased from 91% 100% by the year 2025	Providing relevant and adequate stock of knowledge and professional skills to teachers.	% of leadership skills in place
	leadership and administration	Managerial skills to Primary school	Conduct one-day training to 22	% of WECs and Head teachers

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
	in schools Improved	teachers and school Supervision increased from 40% 100% through <b>GEP LANES</b> programme provided by June 2026	WECs and 120 Head teachers on management skills	trained
<b>D: Quantity and Quality of Social Economic Services and Infrastructure Increased</b>	Primary school teachers supported in various expenses.	Facilitate teachers' motivations monthly test exams and endowment student's camp classes by June 2026	Improving teaching and learning environment that appraising and motivating high quality performance and rewarding	Standard seven passing rate
	Conducive Teaching and Learning Environment ensured	Primary schools' classrooms increased from 872 classrooms to 1500 by June 2026	Improving quality human and fixed assets. Construction, rehabilitation and maintenance of primary school infrastructures	Number classrooms in place
	Conducive Teaching and Learning Environment ensured	School teachers' houses increased from 163 to 1500 by June 2026	Construction, rehabilitation and maintenance of primary school infrastructures	Number of teacher's house in place

<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
	Conducive Teaching and Learning Environment ensured	Primary school desks increased from 18,370 to 25620 by June 2026	Purchase and maintenance of primary school finitudes	Number of desks available in primary schools
	Conducive Teaching and Learning Environment ensured	Pit latrines to 120 primary schools increased from 1,341 to 1,800 by June 2026	Construction, rehabilitation and maintenance of primary school infrastructures	Number of pit latrines constructed.
<b>D: Quantity and Quality of Social Economic Services and Infrastructure Increased</b>	Standard Seven National Exams facilitated	Standard Seven National Examinations (PSLE) conducted to 116 primary schools by June 2026	Facilitate standard seven National examinations to 116 primary schools	Number of PSLE examination conducted
	Standard Four National Assessment Exams facilitated	Standard four National Examinations (SFNA) conducted to 118 primary schools by June 2026	Facilitate Standard Seven National Examination to 118 Primary school	Number of standard four pupils sat for National Assessment
	Annual leave for primary school teachers and staffs enhanced	Statutory leave for 625 primary school teachers and staff facilitated by June, 2025	Facilitate statutory leave benefits	Number of teachers and staffs facilitated with leave fringe benefits
	Moving expenses for primary school	Moving expenses for 380 primary school teachers	Facilitate statutory moving expenses	Number of teachers and staffs facilitated

<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
	teachers and staffs facilitated	and staff facilitated by June 2026		with moving fringe benefits
	Statutory benefits for primary Education staffs facilitated	Statutory benefits for 22 primary school teachers and staff facilitated by June 2026	Facilitate statutory benefits	Number of staff facilitated
<b>Y. Multi-Sectorial Nutrition Services improved</b>	Nutrition services enhanced and established	Nutrition delivery to 120 Primary schools enhanced by June 2026	Facilitate and provide awareness to School <b>Committees, members, WEO, VEO, WDCs and Councilors</b>	Number of primary schools provide lunch to pupils

### **Strategic Service Area: Secondary Education Division**

This service area is responsible for the following strategic objectives

C: Access to quality and equitable social services Delivery Improved,

D: Quantity and Quality of Social Economic Services and Infrastructure Increased and

Y. Multi-Sectorial Nutrition Services improved

#### **Service Outputs, Key Targets, Strategies and Performance Indicators**

<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
C: Access to Quality and Equitable Social Services Delivery	Access to secondary education enhanced.	595 staffs met administrative statutory benefits in 40 secondary schools by June, 2025	Creating good working environment, Adequate provision of motivation to teachers	Number of staffs motivated

<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
C: Access to Quality and Equitable Social Services Delivery Improved	Quality of education improved	Form six National examination in two secondary schools conducted by June, 2025	Construct Pre – Mock and Pre – National, facilitate tools and equipment	Number of schools seat for form six examination
	Quality of education improved	Form four National examinations in 31 secondary schools conducted by June, 2025	Construct Pre – Mock and Pre – National, facilitate tools and equipment	Number of schools seat for form four examination
	Quality of education improved	Form two National Assessment for 31 secondary schools conducted by June 2026	Construct Pre – Mock and Pre – National, facilitate tools and equipment	Number of schools seat for form two national assessment
	Conducive working environment ensured	Conducive working environment for 560 secondary school teachers ensured June 2026	Facilitate statutory benefits, provide working tools and equipment	Number of teachers supported
	Moving expenses for primary school teachers and staffs facilitated	Moving expenses for 140 secondary school teachers and staff facilitated by June 2026	Facilitate statutory moving expenses	Number of teachers and staffs facilitated with moving fringe benefits
	School infrastructure for basic education increased	Pit-latrines in secondary schools increased from 366 to 760 by June 2026	Facilitate construction, create awareness	Number of latrines in place



<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
	Conducive Teaching and Learning Environment improved	Classrooms in secondary schools increased from 439 to 738 by June 2026	Facilitate construction, create awareness	Number of C: Access to Quality and Equitable Social Services Delivery Improved classrooms in place
	Quality buildings and infrastructure constructed and renovated	120 Laboratory rooms in secondary schools constructed by June 2026	Facilitate construction, create awareness	Number of laboratory rooms constructed
Y. Multi - sectorial Nutrition services improved	Increased processing, value addition and consumption of nutrient dense/rich food	Enhancement of nutrition delivery in 35 secondary schools by June 2026	Improving quality human and fixed assets. Construction, rehabilitation and maintenance of secondary school infrastructures	Number of schools facilitated

**Strategic Service Area: Health, Social Welfare and Nutrition Services Division**

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan A: Services Improved and HIV/AIDS Infection Reduced C: Access to Quality and Equitable Social Services Delivery Improved D: Quantity and Quality of Social Economic Services and Infrastructure Increased E: Good Governance and Administrative Services Enhanced F: Social welfare, Gender and Community Empowerment Improved I: Emergency and Disaster Management Improved Y: Multi Sectoral Nutritional Services Improved

**Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators**

<b>Strategic Objective</b>	<b>Service Outputs</b>	<b>Targets</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
A: Services Improved and HIV/AIDS Infections Reduced	HIV test and care improved	Prevalence rate of HIV among OPD case is reduced from 1.95 to 1% by June 2026	PITC, VCT	% of HIV prevalence reduction in place
C: Access to Quality and Equitable Social Services Delivery Improved	Medicines /Medical supplies/Medical equipment/laboratory reagents and vaccines services improved	Availability of medicine, medical equipment and medical supplies improved from 95.6% to 100% by June 2026	Medicine, medical equipment's and medical supplies facilitated	% of improvement in place
	Reproductive and Child Health care improved	Maternal mortality rate reduced from 2 to 1 by June 2026	Focused antenatal care (includes PMTCT, Birth preparedness, iron, folic acid supplementation, IPT, syphilis screening, TT, etc.	Status of Maternal mortality rate in place
	Communicable diseases Managed and Controlled	Malaria prevalence reduced from 4.31% to 2% by	community awareness on prevention of malaria	% of malaria prevalence reduction in place

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved		June 2026		
	Non - Communicable Disease Control Managed and Controlled	Prevalence of eye diseases among OPD cases reduced from 4% to 2% by June 2026	Community sensitization, eye screening and surgery	% of reduction of eye diseases in place
	Treatment and care of other common diseases of local priority improved	Prevalence of oral diseases among OPD reduced from 1% to 0 by June 2026	Community awareness, mobile clinics and Dental chair,	% of reduction of oral diseases in place
	Non - Communicable Disease Control Managed and Controlled	Mental health conditions reduced from 2 % to 1% and substance abuse from 24% to 12% by June 2026	Community awareness, health education	% of reduction of mental health and substance abuse in place
	Treatment and care of other common diseases of local priority improved	Prevalence of soil transmitted helminthiasis reduced from 6.9% to 3.9% by June 2026	Community and school screening	% of intestinal worms reduced
	Human	Shortage of skilled and	Statutory benefit	% of reduction in place

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
	Resource for health in terms of number professional Mix at all levels improved	mixed human resource for health reduced from 52 .1 % to 50% by the June 2026	(allowances, burial services, subsistence allowances, disturbance allowances, uniform allowances and leave allowances and training)	
<b>D</b> Quantity and Quality of Social Economic Services and Infrastructure Increased	Environmental Health and Sanitation	Environmental health, hygiene practices and sanitation capacity at all HFs strengthened from 65% to 85% by June 2026	Solicit and allocate fund, provide set of prevention and control (IPC)	% of increased hygiene practices
<b>E:</b> Good Governance and Administrative Services Enhanced	Supportive supervision (including cascade system), mentorship and coaching	Organizational structure and institutional management capacity at all levels improved from 75% to 95% by June 2026	supportive supervision, cascade supervision	% increased in supportive supervision

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
	Community health	Community participation and involvement in health promotion actions to be strengthened from 95% to 100% by June 2026	HFGC, CHSB	% of Community participation and involvement in place
F: Social welfare, Gender and Community Empowerment Improved	Exemptions and waivers of the vulnerable groups in HFs and social protection system	Access to health and social welfare services to vulnerable groups increased from 40% to 60% by June 2026	Sensitize the community, produce identity cards for elderly people,	%of increase in place
I: Emergency and Disaster Management Improved	Safe blood transfusion services, instructional capacity building and Mapping of susceptible areas for emergencies in the council	Capacity on management of emergency/di saster preparedness and response strengthened from 26% to 53% by June 2026	Staff training and community awareness	% of strengthened in place

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
Y: Multi Sectoral Nutritional Services Improved	Growth Monitoring and Promotion of optimal breast feeding, complementary feeding, responsive feeding & stimulation	Stunting level in the council reduced from 38% to 30% by June 2026	Community health education and management	% reduced in stunting

### Strategic Service Area: Agriculture, Livestock and Fisheries Division

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives

C. Access to Quality and Equitable Social Services Delivery Improved,

D: Quantity and Quality of Social Economic Services and Infrastructure Increased,

E: Good Governance and Administrative Services enhanced

G: Emergency and Disaster Management improved and

Y: Multi - sectorial Nutrition Services Improved

### Strategic Objective, Service Outputs, Targets, Strategies and Key Performance Indicators

Strategic Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Food security enhanced	Area under cultivation of crops production increased from 150,000Ha to 252,000 Ha by June 2026	Facilitate use of improved Seed, Provide training to farmers, enhance the use of Good Agricultural Practices (GAP)	Number of cultivated Ha in place

Strategic Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	Reliable data base for Agriculture activities planning	Availability of reliable agriculture data for decision making annually ensured by June 2026	Provide capacity building, provide working tools and transport	Nature of data for decision making in place
	Agriculture extension services improved	Agriculture Division daily operations in 22 wards ensured by June 2026	Provide operations equipment, conduct capacity building for extension services	46 extension workes provided equipments for operatios and training
	Crop production increased	Area under irrigation increased from 372 Ha to 472Ha by June 2026	Capacity building, facilitate availability of irrigation scheme, create awareness, facilitate rehabilitation of irrigation scheme	Number of irrigated Ha in place
D. Quantity and Quality of Social Economic Services and	Crop productivity increased	Agricultural Input to 28,410 farmers provided by June 2026	Facilitate solicitation of farmers input, Provide training to farmers	Number of farmers provided with agricultural input

<b>Strategic Objectives</b>	<b>Service Outputs</b>	<b>Targets</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
Infrastructure Increased		200 Ha of land to be owned by district by June 2026	To acquire 50Ha of land every financial year	Number of Ha owned by District in place
	Number of extension staff attended different training programs improved	20 Extension Officers through Fresher courses/trainings capacitated by June 2026	To organize and conducting fresher courses to Extension Officers	Number of Fresher course/trainings conducted
	Crop production increased	Improved Council irrigation scheme increased from 2 to 4 by June 2026	Facilitate construction, create collaboration with stakeholders	Number of improved irrigation scheme in place
G. Emergency and Disaster Management improved	Agricultural infrastructures improved	Warehouses increased from 3 to 5 by June 2026.	Facilitate construction, facilitate rehabilitation	Number of warehouse in place
Y. Multi - sectorial Nutrition Services Improved	Processing value addition and consumption of nutrient dense/rich food increased	Household sensitized on importance of consuming nutrient dense food increased from 40% to 60% by June, 2025	Facilitate sensitization, conduct capacity building, create awareness on the production of high Nutritional value crops	% of Household increase in place



## LIVESTOCK

<b>Strategic Objective</b>	<b>Service Output</b>	<b>Targets</b>	<b>Strategies</b>	<b>Key Performance Indicator</b>
C: Access to Quality and equitable social services Delivery Improved	Livestock production and productivity increased	Genetic potentials of 50,000 livestock improved by June 2026	Provide training, provide improved livestock, Artificial insemination.	Number of livestock improved
	Livestock extension services improved	10 land conflicts settled by June 2026	Awareness campaign, Facilitating measuring of grazing areas	Number of conflict settled
		5 Livestock shows and exhibition facilitated by June 2026	Facilitating livestock keepers to show case their livestock and technologies and to learn different technologies from other stakeholders.	Number of livestock farmers attended different training programmes.
C: Access to Quality and equitable social services Delivery Improved	Livestock production and productivity increased	Livestock productivity facilitated to 100,000 livestock by June 2026.	Provide training, Provide awareness campaign.	Number of livestock facilitated
	Livestock extension services improved	Extension services facilitated to 3000 livestock keepers by June 2026	Providing training, create awareness, facilitate collaborations	Number of livestock keepers facilitated

Strategic Objective	Service Output	Targets	Strategies	Key Performance Indicator
	Livestock production and productivity increased	Processing of livestock products (Milk, Hides and skin and Meat) increased from 25 % to 65% by June 2026	Awareness campaign on dipping, Mobilizing fund from central governments, local government and developing partners	% / number of increase in place
	Prevalence of livestock diseases controlled	1,000,000 doses of vaccines facilitated by June 2026	Procurement of Different livestock vaccines, awareness campaign on dipping, Using private sectors	Number of doses vaccines facilitated
	Prevalence of livestock diseases controlled	Dipping of 500,000 Livestock facilitated by procuring of 900 liters of dips by June 2026	Awareness campaign on dipping, mobilizing fund from central governments, local government and developing partners	Number of dipped livestock in place

<b>Strategic Objective</b>	<b>Service Output</b>	<b>Targets</b>	<b>Strategies</b>	<b>Key Performance Indicator</b>
	Prevalence of livestock diseases controlled	Procurement of 11 animal health apparatus and reagents facilitated by June 2026	Mobilizing fund from central governments, local government and developing partners.	Number of animal health apparatus precured
	Livestock data collection and reporting system strengthened.	Livestock data collection and reporting system facilitated by June 2026	Allocate fund, solicit fund Facilitate training.	Number of reports timely submitted
		Facilitation traceability of livestock (cattle 153,553 goats 101,881 sheep 30,223 and donkey 2,691) are registered by June, 2025.	Conducting awareness campaign with stakeholder on livestock identification, registration and traceability to all livestock keepers	Number of livestock registered.
D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Livestock Infrastructure Improved	4 livestock markets at Matanga, mkutani, Pandambili, and Chitego constructed by June 2026	Mobilize funds from central government, local government and developing partners, conduct survey, build livestock infrastructure,	Number of livestock market constructed

Strategic Objective	Service Output	Targets	Strategies	Key Performance Indicator
			community sensitization	
	Livestock Infrastructure Improved	10 Livestock infrastructure (slaughter houses, Livestock markets, Dip tanks, Loading Lumps, milk processing industry) rehabilitated by June 2026	Allocate fund, solicit fund, sensitize community	Number of livestock infrastructure rehabilitated
	Livestock Infrastructure Improved	3 livestock markets at Matanga, Mbande and Kongwa rehabilitated by June 2026	Allocate fund, solicit fund, sensitize community	Number of livestock markets rehabilitated
	Livestock Infrastructure Improved	Construction of 2 Slaughter houses in the district Facilitated by June 2026	Mobilize funds from central government, local government and developing partners, conduct survey, build livestock infrastructure, rehabilitate	Number of slaughter houses/slabs constructed
	Livestock Infrastructure Improved	Construction of 5 Loading Rumps in the District Facilitated by June	Mobilize funds from central government, local	Number of Loading Rumps in place

Strategic Objective	Service Output	Targets	Strategies	Key Performance Indicator
		2026	government and developing partners, conduct survey, build livestock infrastructure,	
	Livestock Infrastructure Improved	3 Milk collection centers at Mbande, Mtanana and Pandambili constructed by June 2026	Mobilize funds from central government, local government and developing partners , conduct survey, build livestock infrastructure	Number of Milk collection centers constructed.
	Livestock Infrastructure Improved	2 fattening centers at Msunjulile and Chitego constructed by June 2026	Mobilize funds from central government, local government and developing partners, conduct survey	Number of fattening centers constructed
E: Good Governance and Administrative Services enhanced	Conducive Working Environment Improved	Conducive working environment to 20 livestock staff and 10 labours facilitated by June 2026	Allocate fund, facilitate statutory benefits	Number of livestock staff and labours supported

Strategic Objective	Service Output	Targets	Strategies	Key Performance Indicator
Y: Multi - sectorial Nutrition Services Improved	Improved availability of nutrition commodities	To facilitate nutrition sensitives activities by promoting consumption of small animals, milik and eggs to 500 households by June, 2025	Creation awareness campaign on consumption of small animal and animal products.	Number of household consuming eggs, milk products and small animnals.

**Strategic Service Area: Infrastructure, Rural and Urban Development Division**

This service area will contribute to the council’s five years strategic plan and other national and global planning framework through implementation of the following strategic objectives

D: Quantity and Quality of Social Economic Services and Infrastructure Increased.

**Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators**

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicator
D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased  -	Planned activities /projects implemented and monitored	Maintaining Quality council buildings at 100% by June 2026	Preparation of BOQ, Design and drawings, site visiting, conduct quarterly monitoring, report preparation, involvement of stakeholders.	% of quality buildings in place
	Revenue enhancement infrastrucur	Monitoring of 21 council vehicles and 7 Plants annually enhanced by June	Conduct quarterly monitoring, report	Number of vehicles and plants monitored

<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicator</b>
	e increased	2026	preparation.	
	Land infrastructure services improved	Training on land laws to 26 villages council conducted by June 2026	Mobilize resources, facilitate transport logistics, conduct trainings	Number of villages council trained on Land Law
	Land infrastructure services improved	Insuring District Council properties in 26 wards surveyed by June 2026	Declare land survey, solicit fund, conduct survey	Number of wards surveyed
	Land infrastructure services improved	200 plots at Kongwa district Headquarter surveyed by June 2026	Allocate and solicit funds, procure surveying equipment	Number of plots surveyed
	Land infrastructure services improved	Community Land use plan in 120 villages prepared by June 2026	Sensitize community, solicit funds, facilitate survey	Number of villages with Land use plans
	Land infrastructure services improved	650 customary certificate right of occupancy to 87 villages and 100 granted certificate right of occupancy to 4 planned areas prepared by June 2026	Sensitize community, solicit funds,	Number of CCRO'S prepared and granted
	Quality buildings constructed and	2251 Teachers houses Constructed for primary schools by June 2026.	Preparation of BOQ, Design and drawings, site visiting, conduct	Number of Teachers' houses built

<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicator</b>
	renovated		quarterly monitoring, report preparation, involvement of stakeholders.	
		Construction of 1443 classrooms for primary schools Completed by June 2026	Allocate funds proper supervision of construction activities	Number of classrooms built
		Construction of 268 Teachers' offices for primary schools Completed by June 2026	Allocate funds proper supervision of construction activities	Number of Teachers offices constructed
		3414 Pit-Latrines for Primary School constructed by June 2026	Allocate funds proper supervision of construction activities	Number of Pit Latrines built
		346 Teachers' houses Constructed for Secondary schools by June 2026.	Allocate funds proper supervision of construction activities	Number of Teachers houses constructed
		Construction of 19 classrooms for Secondary schools Completed by June 2026	Allocate funds proper supervision of construction activities	Number of classrooms constructed
		Construction of 24 Administration blocks for	Allocate funds proper supervision of	Number of Administratio n blocks



<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicator</b>
		Secondary schools Completed by June 2026	construction activities	constructed
		446 Pit-Latrines for Secondary Schools constructed by June 2026	Allocate funds proper supervision of construction activities	Number of Pit Latrines constructed
		25 Stores Constructed for Secondary schools by June 2026.	Allocate funds proper supervision of construction activities	Number of Stores constructed
		Construction of 32 Dining Halls for Secondary schools Completed by June 2026	Allocate funds proper supervision of construction activities	Number of Dining Halls constructed
		Construction of 138 Hostels for schools Completed by June 2026	Allocate funds proper supervision of construction activities	Number of Hostels constructed
		9 Dormitories for Secondary School constructed by June 2026	Allocate funds proper supervision of construction activities	Number of Domitories constructed
		Construction of 4 livestock markets at Matanga, mkutani, Pandambili, and Chitego facilitated by June 2026	Allocate funds proper supervision of construction activities	Number of livestock markets constructed

<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicator</b>
		Rehabilitation of 5 livestock infrastructures ( slaughter houses, Livestock markets, Dip tanks, Loading Lumps, milk processing industry) facilitated by June 2026	Allocate funds proper supervision of construction activities	Number of Livestock infrastructures rehabilitated.
		Bus stop and Lorry Parking Infrastructure constructed at Mbande area by June 2026	Allocate funds proper supervision of construction activities	Status of bus stop and lorry parking in place
		Administration Block for KDC constructed by June 2026	Allocate funds proper supervision of construction activities	Status of administration Block in place
	Land infrastructure services improved	Kongwa district council Land use master plan prepared by June 2026	Sensitize the community, solicit and allocate funds	District Land use master plan in place
E. Enhance good governance and administrative services	Conducive working environment improved	Working environment of 13 staff for infrastructure, rural and urban development division ensured by June 2026	Facilitate timely statutory benefits, provide working tools and resources	Number of staffs facilitated

### Strategic Service Area: Community Development Division

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives A: Services Improved and HIV/AIDS Infection Reduced, B: National Ant-corruption Implementation Strategy Enhanced and Sustained. C: Access to Quality and Equitable Social Services Delivery Improved, E: Good Governance and Administrative Services Enhanced, F: Social Welfare, Gender and Community Empowerment Improved, H: Local Economic Development Enhanced and Y: Multi - Sectoral Nutrition Service improved

### Strategic Objectives, Service Outputs, Key Targets, Strategies and Performance Indicators

Strategic Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
A: Services Improved and HIV/AIDS Infections Reduced	People aware on HIV/AIDS increased	Awareness of HIV/AIDS infection and prevention to 12 staff facilitated by June 2026	Education on HIV/AIDS prevention, Conduct Condom social marketing, Organize commemoration of WAD Day	Number of people with HIV /AIDS awareness education
	People aware on HIV/AIDS increased	Conduct sensitization meeting on GBV and child protection to 22 wards by June 2026	Facilitate Sensitization Meeting	Number of wards sensitized

<b>Strategic Objectives</b>	<b>Service Outputs</b>	<b>Targets</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
B. National Ant-corruption implementation strategy enhanced and sustained	Transparency on anti - corruption strategy maintained	Awareness on corruption practices and anti-corruption strategies to 12 Staff by June 2026	Facilitate awareness on anti-corruption	Number of staff aware on anti-corruption strategy
C. Access to quality and equitable social services delivery improved.	Quality and Equitable social services maintained	430 VICOBA, 200 youth, 230 and 41 TOMSHA groups formed and registered by June 2026	Mobilization of community, Group formation awareness, Provide IGA subsidies	Number of groups formed and registered
E Good Governance and Administrative Services Enhanced	Transparency and accountability maintained	Statutory benefits to 9 division facilitated of staff by June 2026	Statutory benefits facilitated	Number division staff facilitated
F: Social welfare, Gender and Community Empowerment Improved	Women participation in decision making increased	Participation of Women in decision making increased from 5% to 30% by 2025	Conduct capacity building on their right in decision making	% of women involved in decision making at all levels
	Youth Employment Opportunities Increased	Youth employed increased fom 20% to 50% by June 2026	Provide capacity building, conduct sensitization Provide credits	Number of youth employed

Strategic Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	Community Participation and Sense of ownership increased	Participating people in development project increased from 75 to 90 by June 2026	Conduct Improved O&OD Training, Capacitate Ward Facilitators, Facilitate sensitization	Number Community members participating
	Community income increased	Income of the community increased from 500,000 to 1,500,000 per annum by June 2026	Facilitated formation of income generating groups, conduct capacity building, solicit funds from DPs	State of community increased income in place
	Life welfare improved	Welfare of poor households improved from 80% to 100% by June 2026	Entrepreneurship skills, Proper use of available resources skills, Group formation	% of improvement in place
	Family and children care, protection and support ensured	Sense of family and children care and protection in 22 wards ensured by June 2026	Family resolution sessions, Attending children cases	Number of wards with sense of family and children care
	Youth, Women and People with disabilities support improved	Groups of Women, Youth and People with Disabilities groups receiving soft loan 10% in 22 wards	Provide capacity building on entrepreneurship skills, facilitate soft loans disbursement	Number of groups empowered

<b>Strategic Objectives</b>	<b>Service Outputs</b>	<b>Targets</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
		empowered with entrepreneurship skills by June 2026		
	People with disability care and support improved	Care and support to people with disabilities improved annually by June 2026	Conduct capacity building, facilitate sensitization and encouraging provide credits	Number of people with disabilities supported
	Social protection to vulnerable community members enhanced	Relief Assistance Service and wages to 11,415 households ensured annually by June 2026	Facilitate TASAF Grant provision Facilitate Short term wages Facilitate Sub projects implementation	Number of households supported
H: Local economic Development Coordination Enhanced	Groups empowerment	430 VICOBA, 200 youth, 230 and 41 TOMSHA groups provided with soft loans by June 2026	Facilitate groups with soft loans	Number of groups provided with soft loans
E: Good Governance and Administrative Services Enhanced	Conducive working environment improved	Working environment of 9 staffs for community development division ensured by June 2026	Facilitate timely statutory benefits, provide working tools and resources	Number of staffs facilitated

### Strategic Service Area: Natural Resources and Environment Conservation Unit

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objective **G: Management of Natural Resources and Environment Improved.**

#### Strategic Objectives, Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service outputs	Targets	Strategies	Key performance indicators
<b>G:</b> Management of Natural Resources and Environment Improved	Environmental pollution control (land, water, air, and sound improved.	Solid waste collection points and disposal places increased from 5 to 20 tons per day by June 2026	Allocate funds effectively, establish new dumpsites, procure working gears, and create local community awareness on proper solid waste management	Number of solid waste collection points and disposal in place
	Cleaning of buildings, open space, roads, drainage.	Hazard and risks reduced from 60% to 30% by June 2026	Allocate funds effectively	% of reduction in place
	Community awareness on environmental protection and natural resources conservation improved	New community based forest reserves in 10 villages established by June 2026	Allocate funds effectively	Number of CBF in place
	Community awareness on environmental protection and	Community awareness on environmental protection and	Provide health education in villages general assembly,	% of awareness in place

Objectives	Service outputs	Targets	Strategies	Key performance indicators
	natural resources conservation improved	natural resources conservation improved from 20% to 75% by June 2026	prepare leaflets	
<b>G:</b> Management of Natural Resources and Environment Improved	Production of honey and other bee products (beeswax, royal jelly, pollen, brood, propolis) enhanced	Honey production increased from 3.6 tones to 4.0 tones by June 2026	Promote production, quality and safety of bee products	Tones of increase in place
	Honey productivity increased	Beeswax production increased from 1.0 tones to 1.3 tones by June 2026	Provide capacity building	Tones of beeswax in place
	Honey/beeswax products processing and addition value increased	23 beekeeper groups trained on best beekeeping practices annually by June 2026	Solicit and facilitate training	Number of beekeeper groups trained annually
	Beekeeping data collection and reporting system	Management plans for 4 apiaries developed and operating by June 2026	Promote conservation and management of honey bees, bee fodder and their habitats.	Number of apiaries developed and operationalized
	Awareness of	4 bee reserved	Promote	Number of bee



Objectives	Service outputs	Targets	Strategies	Key performance indicators
	community on climate change	and 1 collection center established by June 2026	establishment of bee reserves and beekeeping collection center.	reserves and collection center in place
D: Quantity and Quality of Social Economic Services and Infrastructure Increased	Beekeeping infrastructures improved	Process industry of honey established from 0 to 1 by June 2026	Encourage us of efficient technologies in beekeeping based industries.	Number of industry honey in place
E: Good Governance and Administrative Services Enhanced	Conducive working environment improved	Working environment of 4 staffs for Natural Resources and Environmental Conservation Unit ensured by June 2026	Facilitate timely statutory benefits, provide working tools and resources	Number of staffs facilitated

**Strategic Service Area: Waste Management and Sanitation Unit**

This service area will contribute to the council’s five years strategic plan and other national and global planning framework through implementation of the following strategic objectives

C: Access to Quality and Equitable Social Services Delivery Improved,

D: Quantity and Quality of Social Economic Services and Infrastructure Increased

**Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators**

<b>Objectives</b>	<b>Service Outputs</b>	<b>Targets</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
G. Management of Natural Resources and environment sustained.	Cemeteries management improved.	Management of cemeteries improved from 20% to 50% by June 2026	Allocate budget, employ casual laborers, education to religion owned cemetery on how to manage cemetery.	Rate cemeteries improvements in place
	Cesspit emptying service improved.	Cesspit emptying service improved from 20% to 40% by June 2026	Allocate fund, procure one cesspit emptying vehicle, and employ casual laborers.	Rate of improvement in place
	Solid waste collection and transportation to final disposal service improved	Enforcement of Environmental laws and its regulations improved from 50% to 80% by June 2026	Allocate fund, provide environmental laws, conduct refresher training to law enforcers	% improvement in place
	Prepare periodic reports on state of the environment improved	Timely preparation of periodic reports on state of the environment improved from 50% to 85% by June 2026.	Allocate fund, conduct refresher training for environmental experts	% of improvements in place
	Conducive working environment improved	Working environment of 12 staffs for Waste	Facilitate timely statutory benefits, provide working tools and resources	Number of staffs facilitated

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
E Good Governance and Administrative Services Enhanced		Management and Sanitation Unit ensured by June 2026		

**Strategic Service Area: Legal Services Unit**

This service area will contribute to the council’s five years strategic plan and other national and global planning framework through implementation of the following strategic objective

E Good Governance and Administrative Services Enhanced

**Strategic Objective, Service Outputs, Targets, Strategies and Key Performance Indicators**

Objectives	Service outputs	Targets	Strategies	Key performance indicators
E: Good Governance and Administrative Services Enhanced	<b>Conducive working Environment improved</b>	Conducive work environment to 4 staffs of Legal Services Unit improved by June 2026	Purchased working tools -annual leaves undertaken -allocate funds to annual plan and budget	Number of staff supported
	<b>Legal Services Enhanced</b>	Trainings on legislations to 22 Ward tribunals provided by June 2026	Provide capacity building, facilitate statutory required	Number of Ward Tribunals capacitated

### Strategic Service Area: Procurement Management Unit

This service area will contribute to the council's five years' strategic plan and other national and global planning framework through implementation of the following strategic objective

C: Access to Quality and Equitable Social Services Delivery Improved and  
E Good Governance and Administrative Services Enhanced

#### Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Qualified skilled staff increased.	Conducive working environment for 4 PMU staff improved by June 2026	Provide fund, Conduct training need assessment	Number of staff supported
	Awareness to Stakeholders enhanced	Service delivered to stakeholders on Procurement issues enhanced by June, 2025	Capacity building to stakeholders	Number of stakeholders capacitated
E: Good Governance and administrative Services Enhanced	Transparency and Accountability maintained	Public procurement procedures, laws and regulations to 9 Divisions, 9 Units including health and education facilities adhered and strengthened by June 2026	Training Conduct follow up Adherence of PPRA guideline. Set aside budget	Number of divisions and units trained
	Record management improved.	85 Public notifications on procurement events enhanced by June, 2025	Prepare advertisements Notify the stakeholders	Number of notification in place

### Strategic Service Area: Internal Audit Unit

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan

C: Access to Quality and Equitable Social Services Delivery Improved and

E: Good Governance and Administrative Services Enhanced.

### Strategic Objectives, Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Assurance of Internal Controls Systems for financial management Enhanced	Real time audit and value for money audit up to 90% on completed and up to 80% on ongoing projects conducted by June 2026	Reviewing contract terms and condition and physical execution of projects	Number of projects audited
	Assurance of Internal Controls Systems for financial management Enhanced	87 Village council 120 Primary schools 33 Secondary Schools 64 Health facilities 134 Youth and 120 women economic groups audited by June 2026	Allocate fund in annual plan and budgets	Number of Facilities and groups audited
E: Good Governance and Administrative Services Enhanced	Administrative Support to Internal Audit Staff.	Conducive Working Environment to 2 Staff improved by June 2026	Purchased working tools, facilitate statutory benefits	Number of staff supported
E: Good Governance	Assurance of Internal Controls Systems for financial management	Risk Based Audit executed quarterly by June 2026	High risk projects and activities audited by June 2026 -Allocate	Audit reports in place

<b>Objectives</b>	<b>Service Outputs</b>	<b>Targets</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
and Administrative services Enhanced	Enhanced		funds to annual plan and budget	
	Qualified skilled staffs increased	Administrative Support to Internal Audit Staff provided by June, 2025	Prepare training needs, Attend short courses on system Audit	Number of trainings attended
	Assurance of Internal Controls Systems for financial management Enhanced	Council Clean Audit Report Acquired annually by 2025	Preparations of risk based annual audit plan, Compliance to financial act and regulations of public funds	Number of clean reports obtained by June 2026

**Strategic Service Area: Information Communication Technology Unit**

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan B: National Anti-Corruption Implementation Strategy Enhanced and Sustained, C: Access to Quality and Equitable Social Services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased, E: Good Governance and Administrative Services Enhanced and I: Emergence and Disaster Management Enhanced

**Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators**

<b>strategic objective</b>	<b>service output</b>	<b>Target</b>	<b>strategies</b>	<b>key performance indicator</b>
B: National Anti-Corruption Implementation Strategy Enhanced and Sustained	Anticorruption strategy at work place strengthened	4 ICT section Staffs provided with education on corruption by June 2025	Conduct seminars to staff in collaboration with PCCB.	Number of Staff capacitated
C: Access to Quality and Equitable Social Services Delivery Improved	Data dissemination to different users enhanced	Local Area Network (LAN) Health facilities buildings, and at Kongwa and Kibaigwa township Offices built and maintained by June 2026.	Allocate funds in council's annual plans and budgets	Local Area Network infrastructure in place
	Data dissemination to different users enhanced	Council's Data Center built and maintained by June 2026.	Allocate fund in council's annual plans and budget	Existence of Council's Data Center
	Access of multimedia systems improved	Adequate internet bandwidth to meet Council needs provided and maintained by June 2026.	Allocate fund in council's annual plans and budget	The state of internet bandwidth in place
	Access of multimedia systems improved	Communication facilities - Video Conference System and	Consult expert and allocate funds in council's	Video conference system and electronic

<b>strategic objective</b>	<b>service output</b>	<b>Target</b>	<b>strategies</b>	<b>key performance indicator</b>
		Electronic Notice boards installed by June 2026.	annual plans and budgets	notice boards in place
	Access of multimedia systems improved	Conference hall sound system installed by June 2026	Consult experts and allocate funds in council's annual plans and budgets	Sound system in place
<b>D: Quantity and Quality of Social Economic Services and Infrastructure Increased</b>	ICT infrastructure Improved	IT efficient systems to support ease of doing business facilitated by June 2026.	Allocate funds in council's annual plans and budgets	IT efficient systems in place
	ICT infrastructure Improved	Dynamic database driven Council website developed and implemented by June 2026.	Consult expert and allocate funds	Database driven Council website in place
	Working facilities at work place available and accessible	Telephone system that embraces VOIP technology upgraded by June 2026.	Allocate funds in council's annual plans and budgets	Telephone system that embraces VOIP technology in place
	Conducive working environment improved	Conducive working Environment to 3 staff of ICT Unit enhanced by June 2026	Provide Utilities, Provide Working tools, facilitate statutory benefits	Numbers of staff facilitated



<b>strategic objective</b>	<b>service output</b>	<b>Target</b>	<b>strategies</b>	<b>key performance indicator</b>
E. Good Governance and Administrative Services Enhanced	Conducive working environment improved	Communication system at Kongwa District improved annually by June 2026	Install LAN to all Divisions/ Units in our newly District HQ which is now under construction, Protect Computer Software from Virus in all Divisions/ Unit	State of communication systems in place
	Complains among the community and public servants reduced	District broadcasting center established by June 2026	Solicit fund, secure consent, sensitize community	Broadcasting center in place
I: Emergence and Disaster Management Enhanced	Management of emergency and disaster at all levels strengthened	Policy and standards on ICT developed and implemented by June 2026	Consult expert on ICT policy and standards	Policy and standards in place
	ICT Business Continuity	ICT data recovery and backups Facilities; genuine anti-virus programs; and drivers Operating systems procured and installed by June 2026.	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
	Management	CCTV	Allocate funds	Existence of CCT

strategic objective	service output	Target	strategies	key performance indicator
	of emergency and disaster at all levels strengthened	Surveillance System; and Biometric Access Control Systems Applications procured and installed by June 2026.	in council's annual plans and budgets	Surveillance System; and Biometric Access Control Systems

**Strategic Service Area: Government Communication Unit**

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic

**E: Good Governance and Administrative Services Enhanced**

**Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators**

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicator
<b>E: Good Governance and Administrative Services Enhanced</b>	Governance, leadership and management information system effectively implemented	Government Communication Protocols in Council's 9 Divisions and 9 Units Enhanced by June 2026	Capacity building to Council division and unit	State of government communication protocols in place
	Exhibition services enhanced	Council attendance in nationally exhibitions ensured annually by June 2026	Prepare exhibition materials, facilitate exhibition attendance	Number of exhibitions attended

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicator
	Government communication protocols enhanced and sustained	Government communication protocols in 22 wards and 87 villages enhanced by June 2026	Create awareness, provide capacity building	Number of wards and villages capacitated

### Strategic Service Area: Sports, Culture and Arts Unit

This service area will utilize the following strategic objective in contribution to the achievements of council five years strategic plan E: Good Governance and Administrative Services Enhanced.

#### Strategic Objectives, Service Outputs, Targets, Strategies and Key Performance Indicators

Strategic Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
E: Good Governance and Administrative Services Enhanced	<b>Sport, Culture and Arts in the Community promoted</b>	Sports, Culture and Arts in 22 wards Promoted by June 2026 Show Indicators View	Conduction of ward sports competition	Number of Sports Academy Introduced

### Strategic Service Area: Industry, Trade and Investment Division

This service area will utilize the following strategic objective in contribution to the achievements of council five years strategic plan G: Management of Natural Resources and Environment Improved

**Strategic Objectives, Service Outputs, Key Targets, Strategies and Performance Indicators**

<b>Strategic Objectives</b>	<b>Service Outputs</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
E: Good Governance and Administrative services Enhanced	Participation in decision making enhanced	Administrative function of finance department strengthened by June 2026	Free decision making	Quarterly financial reporting
	Industry and investment environment enhanced	Register of industries and investment prepared and sustained by June 2026	Facilitate development of register, create awareness, capacity building	Industries and investment register in place
H: Local Economic Development Coordination Enhanced	Industry and investment environment enhanced	Council investment profile developed and sustained by June 2026	Allocate funds, conduct investment profile workshops	Council investment profile in place
	Industry and investment environment enhanced	Business council forums coordinated annually by June 2026	Conduct capacity building, provide support	Number of business council forums coordinated
	Conducive environment for Investors created	Conducive working environment to 20 investors created by June 2026	attractive environment	Number of investor in the council
	Business license provision system improved	Revenue collection from business license increased from 85% to 100% by June 2026	Awareness creation, capacity building, facilitate statutory benefits	% of increase in place

## **CHAPTER FIVE**

### **IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORKS, ASSUMPTIONS AND RISK MANAGEMENT PLAN**

#### **5.1 Overview**

The chapter outlines the implementation, monitoring and evaluation (M&E) of the Kongwa District Council. Also, it features review framework and assumptions that should be taken into care, for sustainability of the intended impacts. It presents a review mechanism to monitor the progress and appraise outcomes compared to the original objectives, targets and expected results.

#### **5.2 Implementation**

The Kongwa District Council Management Team (CMT), staff and the community at large is charged with the implementation of this strategic plan and the Council Planning Officer (CPO) shall coordinate activities related to the implementation of the Strategic Plan. The implementation will be done through annual plans and budgets where Divisions and Units shall prepare their plans and budgets in line with the KDC wide strategic plan. Planning and Coordination Division on the basis of individual Units and Divisions will prepare a centre level annual work plan (operational plan) to guide the implementation of the district council strategic plan annually. Clearly the annual operational plan will show all the activities to be implemented by each division and unit within a particular year.

#### **5.3 Monitoring**

Monitoring reports at all levels (Divisions and Units) will comprise:

- i. A narrative Strategic Plan implementation report prepared every three/six months.
- ii. Contents of the narrative report will include but not be limited to:
  - An extract of the respective SP showing in summary form the approved Strategic Objectives, Service Output, Targets and Strategies.
  - An approved Operational Plan for the year under reporting.
  - Achievements in terms of actual outputs versus the planned activities and outputs in the operational plan. Achievements should reflect both the qualitative and quantitative achievements.
  - Constraints in the implementation of the Strategic Plan and any internal and external factors which affected implementation.

- Proposed remedial actions and the way forward for solving the problems faced, indicating clearly the planned activities to be carried out in the next period (three/six months, or one year depending on the nature of the report).

#### Quarterly Progress Report Matrix on Strategic Plan Implementation

S/N	Strategic objective	Assigned target	Planned activities	Realized activities	Budgeted fund	Actual fund spent	Remarks-explaining any variance between the expected and actual situation and recommendations
	A:	01	001				
			002				
	02	001	001				
			002				

#### 5.4 Evaluation

There will be two types of evaluation of the strategic planning process at KDC; one every two and a half years using internal evaluators, and the other once every five years using an external evaluation team working with internal evaluators. Prior to the coming of the external evaluators the internal evaluators will have to give their opinion on the progress of implementation of the Strategic Plan, the basis on which the external evaluators would wish to validate.

The internal and external evaluations will have similar Terms of Reference that aim at;

- Weighing the reasons for the success or failure of specific aspects of the Strategic Plan,
- Assessing whether the Strategic Plan is achieving its objectives,
- Finding out whether the effects of the Strategic Plan are contributing to a better fulfillment of the Mission and Vision of KDC,
- Establishing whether Kongwa District Council mobilize and utilize adequate resources to achieve the targets.

The evaluation reports will be discussed at all levels at the biannual progress meetings. The recommendations adopted will be implemented and included in the revised Strategic Plan. It should be noted that in both monitoring and evaluation ownership

and participation of the stakeholders will be highlighted in order to improve the future plans.

### **5.5 Review**

The plan is designed for the duration of five (5) years to allow a formal review during the Strategic Planning Cycle. However, KDC may up on unavoidable circumstances carry out minor annual/mid-term reviews. The reviews will be tracking progress on implementation of the milestones and targets on semiannual and annual basis.

The reviews will focus on determining whether the planned activities are moving towards achieving the planned targets and will find out whether they are on track, off track, unknown or at risk. In addition, the reviews will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective heads of divisions and units will take a lead in the review process.

During the second year (2023/24) there shall be a medium review and a major plan review after five (5) years. Additionally, the reviews to be conducted during the fifth year focus on determining whether the planned outputs over the five year period have been achieved against the indicators, and if not, what could have been the reasons for the under achievement. The review will also assess as to what extent the achieved targets have contributed towards achievement of five (5) years outcomes as well as issues, challenges and lessons learnt over the Five (5) years period.

The District Executive Director will take a lead in the review process on the completion of the strategic plan cycle.

### **5.6 Preconditions**

The success of the Kongwa District Council Strategic Plan 2021/22-2025/26 depends on the major preconditions which are;

- Availability of sufficient and skilled staff
- Availability of working tools
- Consistence government by-laws and guidelines
- Consistence government subventions
- Revenue collected as per plan

## 5.7 Risk Management Plan

Kongwa District Council under the coordination of Internat Audit Unit and Council Planning Officer will develop Risk Management Plan. The Risk Management Plan will spell out possible risks under each target developed in the Strategic Plan in every strategic service area. The Risk Management Plan will articulate possible impacts and mitigation measures as well as responsible person and stakeholders.

Example of Risk Management Plan Matrix

Identified risk	Impact on project	L	C	R	Risk management plan (mitigation measures)	Responsible person
Gender and disability not effectively mainstreamed in leadership	Decision making may compound current inequalities, contribute to further problems	4	3	2	All decision making made with GoT agencies and other stakeholders will consider gender and disability as Cross cutting issues. <ul style="list-style-type: none"> <li>•All staff and sub-contractors engaged on Partnership supported activities will be briefed on key gender equity</li> </ul>	HoD/Unit, and Other stakeholders

KEYS:

**L**= Likelihood (5=almost certain, 4=likely, 3=possible, 2=unlikely, 1=rare);

**C**= Consequences (5=severe, 4=major, 3=moderate, 2=minor, 1=negligible);

**R**=Risk Level (5=extreme, 4=very high, 3=high, 2=medium, 1=low)