

**UNITED REPUBLIC OF TANZANIA**  
**PRESIDENT'S OFFICE**  
**REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**



**WANGING'OMBE DISTRICT COUNCIL**  
**COUNCIL STRATEGIC PLAN FOR THE YEAR**  
**2015/16 – 2019/20**

**Prepared by,**

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## EXECUTIVE SUMMARY

Wanging'ombe is a relatively newly established District council which was officially registered on 18, March, 2013. Like any other Council in Tanzania, Wanging'ombe district council operates with statutory powers and in line with legislation and regulations enacted by the parliament under the Local Government Act No. 7 of 1982. The council is given wide-ranging functions include: To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, To promote the social welfare and economic well-being of all persons within its area of jurisdiction; Subject to the national policy and plans for the rural and urban development, to further the social and economic development of its area of jurisdiction. In fulfilling the Wanging'ombe district council's functions, the district requires a comprehensive decision making to trigger sustainable local economic development through strategic planning at local level. This strategic plan will assist the District council to improve performance, to create more relevant institutional structures, to increase levels of institutional, departmental, and individual accountability; to improve transparency and communication between management, employees and stakeholders and to establish priorities for efficient and effective use of resource.

This strategic plan document is divided into Five Chapters, where first chapter provides background information and strategic planning process, second chapter provides situational analysis of the district where a through diagnosis of the internal environment in 19 service areas was conducted, as well as the external environment which the district is operating under in executing this strategic plan. Third chapter provides the potential, stakeholders and SWOC analysis reports hence it wind up in providing the core values which will be guiding principles in the implementing this strategic plan. The guiding principles are: Accountability and Transparency, Team work, Fairness and Justice, Commitment, Efficient and Effectives, Flexibility and response to positive change, Honest and Integrity. Fourth chapter provides the **Vision** of the District Council that is to have a community with good governance practices and sustainable development by 2025. Followed by the **Mission** of the District Council that is to provide high quality services through effective use of resources and adhering to principles of good governance for improved livelihood of the community. The chapter also provides 9 strategic objectives coded from **A** to **I**, where it winds up with key targets to be achieved in the next five years, strategies and performance indicators. Chapter five provides the implementation, monitoring, evaluation and review frameworks, where the District Executive Director (DED), who is the Chief Executive Officer of the Council, shall be an overseer for the strategic plan implementation process, in collaboration with the Management team shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

## LIST OF ABBREVIATIONS AND ACRONYM

DED	District Executive Director
LGRP	Local Government Reform Programme
GDP	Gross Domestic Product
HCMIS	Management of Human Capital Information System
WEO	Ward Executive Officer
VEO	Village Executive Officer
SACCOS	Savings and Credit Cooperative Society
AMCOS	Agricultural Marketing Co-operative Societies
HIV	Human Immunodeficiency Virus Infection
AIDS	Acquired Immune Deficiency Syndrome
TAD	Tran boundary Diseases
CWT	Chama cha Walimu Tanzania
NGOs	Non Governmental Organisations
FGM	Female Genital Mutilation
RAS	Regional Administrative Secretary
PMO-RALG	Prime Minister's Office Regional Administration and Local Government
NECTA	National Education Council of Tanzania
MOEVT	Ministry of Education and Vocational training
DEO	District Education Officer
COBET	Community Based Education
ICBAE	Integrated Community Based Adult Education
UMITASHUMTA	Mashindano ya Umoja wa Michezo na Taaluma kwa Shule za Msingi Tanzania
SHIMISEMITA	Shirikisho la Michezo la Serikali za Mitaa Tanzania
MVC	Most Vulnerable Children
PLHIV	People Living with Human Immunodeficiency Virus Infection
DCDO	District Community Development Officer
SWO	Social Welfare Officer
SWOC	Strength Weakness Opportunities and Challenges
LAAM	Local Authorities Accounting Manual
LAFM	Local Authorities Financial Memorandum
LLG	Lower Level Grants
WTO	World Trade Organization
TRA	Tanzania Revenue Authority
ICTR	Information Communication Technologies and Relation
TTCL	Tanzania Telecommunication Company Limited
HF	Health Facilities
FBO	Faith Based Organisations
PPP	Private Public Partnership
FDI	Foreign Direct Investment
SEZ	Special Economic Zone
SDG	Sustainable Development Goals
FFYDP	First Five Years Development Plan

BRN	Big Result Now
LDDC	Least Developed Developing Country status
NSGRP	National Growth and Reduction of Poverty
OGP	Open Government Partnership
MDA	Departments and Agencies
SME	Small and Medium Enterprise
MDG	Millennium Development Goals
UN	United Nations

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## **Statement of the District Council Chairman**

The Wanging'ombe District Council Strategic Plan for the year 2015/2016 to 2019/2020 provides the priorities of the District Council in the next five years. The plan provides the direction to achieve the overall national objectives stated in the National Vision 2015, The National Strategy for the Growth and Reduction of Poverty II (MKUKUTA II), the Tanzania Five Years Development Plan 2011/12 – 2015/16 and the Big Result Now (BRN) initiative model. It is clearly stated and known to community members that the council is given wide-range of functions which include: Maintenance of peace, order and good governance in their area of jurisdiction, To promote the social welfare and economic well-being of all persons within its area of jurisdiction; Subject to the national policy and plans for the rural and urban development and to further the social and economic development of its area of jurisdiction. In achieving the vision through executing its functions, the council is intending to meet 9 strategic objectives: Services improved and HIV/AIDS infections reduced, Enhance, sustain and effective implementation of the National Anti-corruption Strategy, Access and quality social services improved, Quantity and quality of economic services and infrastructure improved, Management of natural resources and environment improved, Emergence preparedness and disaster management improved, Social welfare, gender and community empowerment improved, Good governance and administrative services enhanced.

However, the success of the council in executing its core business depends on the collaboration of its community members through which a two way traffic communicative approach is required. Achieving the vision of the council is very challenging, dear esteemed District Council's staff, agencies and the community members at large; it is paramount to understand that having a plan is one of the important aspects but its implementation is the most challenging obsession which requires tremendous commitment of all stakeholders. With this view, I call upon a wide range of stakeholders to actively get involved in implementing this strategic plan for promoting sustainable development of our Council.

**ANTHON E. MAHWATA  
COUNCIL CHAIRMAN  
WANGING'OMBE DISTRICT COUNCIL**

### **Statement of the District Council's Director**

The Five Years Strategic Plan for Wanging'ombe District Council provides an overall answer on why Wanging'ombe District Council exists? Where it came from? Where it is now? And where it intends to go? It also provides the Council's broad direction and the main actions to undertake in future. In the preparation of this strategic plan the council involved the management team and consultations with a wide range of stakeholders. It is believed that the implementation of this plan will provide an opportunity to address fundamental problems hampering the performance of the District Council. In achieving the contemporary reviewed district council's vision, the council has formulated targets to be achieved in each of the existing service areas which determine the client expectations from the council services delivery and how the council will measure its performance. The content of this plan presented to you, was a result of a thorough diagnosis of the existing situation of the District Council, consultations with experts and a divergent technical teams of the District Council, review of heterogeneous performance reports and discussions was done. It reflects the changed policy and environment of Wanging'ombe District Council, as well as the clearly laid out overall National vision, objectives and strategies.

The implementation of this strategic plan depends on the integrity of all council's staff and maximum participation of the community members. With respect to the capacity of the existing staff at the district council, it is believed that the strategic objectives and set targets will be achieved within timeframe as planned. Hence this will result to improved and sustainable development of Wanging'ombe District. Therefore, I am humbled to invite all stakeholders and development partners to become comprehensively amalgamated in implementing this strategic plan for better future of our community members in the District.

**M. O. HUMBE  
COUNCIL DIRECTOR  
WANGING'OMBE DISTRICT COUNCIL**

## CHAPTER ONE

### BACKGROUND INFORMATION AND STRATEGIC PLANNING PROCESS

#### 1.1 Background Information

Wanging'ombe District was established in March 2012, it was created out of the old Njombe District that had been in Iringa region. In 2007, Njombe district's area was divided by establishing Njombe Town Council, later Makambako Town council in 2012 and Wanging'ombe District council in 2013. Regionalisation of the old Njombe District into newly established District of Wanging'ombe provided the district to operate with statutory powers and in line with legislation and regulations enacted by the parliament under the Local Government Act No. 7 of 1982. The Council is given wide-range of functions which includes: (i) To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, (ii) To promote the social welfare and economic well-being of all persons within its area of jurisdiction; (iii) Subject to the national policy and plans for the rural and urban development and to further the social and economic development of its area of jurisdiction.

In achieving District's core business, it is optimistic that, this document will assist organisations to have a systematic decision making process because it enables to direct efforts on important issues which have been given priority with her stakeholders. It provides a general framework for actions, a way to determine priorities, make wise choices and allocate organization's scarce resources to achieve upon agreed objectives. Moreover, through this the council including its stakeholders and beneficiaries will expand and improve service delivery to its community.

#### 1.2 Location and boundaries

Wanging'ombe District lies between latitudes 8°.8' and 9°.8' south of the Equator and between longitudes 33°.5' and 35°.8' east of the Greenwich. The District Council shares borders with Makambako Town Council and Njombe District Council in the East, Iringa region in the North, Njombe Town Council on the South, and Makete District Council to the west. Its administrative head quarter is located at Igwachanya about 50 Kilometers from Njombe town along the Makambako - Mbeya road.

#### 1.3 Land Area and Land Use Pattern

Wanging'ombe has a total surface area of 3,570 sq. kms which is about 14.3 percent of the total surface area of Njombe region most of which is plain land with very few hills and valleys. Almost all the area is habitable. Wanging'ombe with a land area of about 3,344 sq. km. equivalent to nearly 334,200 hectares can be further subdivided into four broad classes according to utilization. These areas are natural and forest plantations, arable land and areas for settlements. The arable land available is 284,519 hectares which takes about 85 percent of council land area. Out of the arable land in the district about 68 percent or 194,391 hectares are actually cultivated annually.

## 1.4 Administrative Units

The District is divided into three divisions and 21 wards with a total of 108 villages and 525 hamlets distributed unevenly as shown in Table 1 Uhambule ward covers about 7.3 percent of total land area of the council followed by Igima ward with about 6.7 of the total land area. Itulahumba ward has the smallest land area in the council constituting only 2.7 percent of the total council land area.

**Table 1: Administrative Units by Wards, Wanging'ombe**

S/No.	Ward	Area Sq. Kms	Villages	Hamlets	Percent Area
1	Saja	152	5	25	4.26
2	Uhenga	123	4	18	3.45
3	Kijombe	166	5	25	4.65
4	Wanging'ombe	220	9	42	6.16
5	Ilembula	179	5	27	5.01
6	Udonja	153	5	25	4.29
7	Uhambule	262	6	30	7.34
8	Usuka	172	5	25	4.82
9	Igwachanya	209	7	35	5.85
10	Mdandu	125	5	25	3.50
11	Itulahumba	97	4	14	2.72
12	Igima	239	7	29	6.69
13	Imalinyi	168	5	25	4.71
14	Ulembwe	103	4	25	2.89
15	Makoga	201	7	33	5.63
16	Kipengere	137	5	21	3.84
17	Igosi	136	3	17	3.81
18	Wangama	179	3	15	5.01
19	Kidugala	189	5	24	5.29
20	Luduga	207	6	30	5.80
21	Malangali	153	3	15	4.29
<b>Total</b>		<b>3,570</b>	<b>108</b>	<b>525</b>	<b>100.00</b>

Source: Wanging'ombe DC, Land, Natural Resources and Environment Department, 2015

## 1.5 Population Size, Growth and Ethnic Groups

### 1.5.1 Population Size and Growth

The population of Wanging'ombe has experienced decreasing of growth rate of the district council decreased from 19.5 percent during the 1988 - 2002 intercensals to 6.5 percent in 2002 -2012 intercensal period. According to the 2012 Population and Housing Census the district had 161,816 people in 2012 compared to 151,938 inhabitants counted in 2002 Population Census. The increase of the council's population, among other factors, was due to the establishment of Ilembula satellite town which has attracted many people to settle and establish business. The 2012 population census results put the

Wanging'ombe DC population at 161,816 persons out of which, females account for 53.4 percent of the population or 86,389 persons..

Compared to other councils of Njombe Region, Wanging'ombe DC was the leading populous council in the region followed by Ludewa DC, contributing 23.05 percent of the regional population. Between 1988 and 2002 the council had a population increase of 19.5 percent compared to the regional population increase of 23.2 percent whereas between 2002 and 2012 the council had a population increase of 6.5 percent compared to the regional population increase of 10.3 percent.

On population density, contrary to the trend of population density of the Region, the average population density of Wanging'ombe DC increased from 38 persons per sq. km in 1988 to 45 persons per sq. km in 2002 before rising slightly to 48 in 2012. Wanging'ombe DC is the second highest densely populated council in Njombe region and is above the regional average population density of 33 persons per sq. km. In fact it is the highly densely populated district council in Njombe Region. Among other reasons, the relatively high population density of Wanging'ombe DC has been caused by its relatively large land area being used for settlements of people growing potatoes and establishment of the Ilembula satellite town.

In 2002, Ulembwe ward with a population density of 99 persons per sq. km was the most densely populated ward in the council, followed by Mbandu ward with 62 persons per sq. km. Uhambule ward was the least densely populated division as it had only 21 persons per sq. km. In 2012, Ulembwe ward continued to be the most densely populated ward with population density of 106, followed again by Mbandu ward (63). Uhambule ward remained the least populated division with 23 persons per sq. km.

### **1.5.2 Ethnic Groups**

The main ethnic group in Wanging'ombe District Council is Bena. They constitute almost 85 percent of the entire population. Other ethnicity groups found in the district include the Kinga, and Hehe mainly found in and around large tea plantations owned by Cooperatives and some individual settlers in the north, central and south eastern parts of the district which covers Wangama, Kipengere and Saja wards. Their major occupation is farming while livestock keeping is practiced on a small scale.

## **1.6 Agro Ecological Zone, Climate and Major Crops**

Wanging'ombe District is divided into two major Agro Ecological Zones with heterogeneous climatic conditions which are suitable for various crops.

### **1.6.1 The Highland Zone**

This is the continuation of the Southern highlands that form the undulating topography with scattered mountains and plateaus at an altitude of above 1,800 meters above sea level. This covers areas of Imalinyi division and some part of Mbandu division. The temperature in this zone is humid and lies below 15<sup>o</sup> C and the amount of rainfall in the zone lies between 900 and 2000mm per annum. The highlands zones have planted and natural forest trees, fruit trees, scattered shrubs and grasslands cover most of the area.

Most of the soils in this zone is suitable for a wide range of food and cash crops and therefore have the potential for profitable cultivation. The main crops grown in this zone include maize widely cultivated; bananas, garden peas (green peas), beans, wheat, sweet and Irish potatoes and temperate fruits such as avocado and apples. The zone is also suitable for livestock keeping including dairy cattle, pigs and goats.

### **1.6.2 The Lowland Zone**

It is the area that borders the Great Rift Valley that covers mostly Wanging'ombe division. This division is covered by sandy soils and low rainfall. Also the area has good grasslands and contains many livestock. Generally the whole council is between 800 and 2,000 meters above sea level. The lowlands experience warm and fairly dry weather conditions with moderate rainfall. Thorny bushes mainly used for firewood and building materials cover the land.

The Zone which comprises of Saja, Kijombe, Wanging'ombe, Ilembula, Uhambule, Usuka, Igwachanya wards and parts of Luduga ward, lies between altitudes 1,000 meters and 1,600 meters above the sea level. Its mean rainfall range from 600 mm – 900 mm and relatively warm with temperatures ranging between 15°C – 25°C, of which higher temperatures are experienced from September to November.

The zone has very rich soils suitable for agriculture and agricultural production level is good. Crops grown in this zone include maize, beans, sweet potatoes, sunflower, groundnuts, garden and pigeon peas and fruits such as water melon, guavas, mangoes, pawpaw and citrus spp. Livestock keeping includes cattle and dairy farming, sheep, pigs and goats. Generally, the council receives rainfall of between 600mm and 2000mm annually, falling between the months of November or December and the rains then tail off in April or sometimes May.

### **1.7 Approach and Strategic Planning Process**

Collaborative approach was used the preparation of strategic plan for Wanging'ombe District council participatory techniques were employed during the process. The process involved the Management team of the District council, Head of departments and Units and other stakeholders. The plan has taken into account the Tanzania Vision 2025, the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA) Phase II, Tanzania Five Years Development Plan 2011/2012-2015/2016, other national policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual (Rolling Plan and Forwarded Budget).

In building inclusiveness of the technical team five days workshop which was conducted to provide training on strategic planning process to District technical team (Heads of Departments, Units and Sections). The training commenced on 29<sup>th</sup> July to 2<sup>nd</sup> August 20115. The training aimed at building the capacity to all staff and management team to become knowledgeable with strategic planning process to enhance fully participation during planning process.

## **1.9 Data Sources and Analysis**

### **1.9. Sources of Data**

The strategic plan used both primary and secondary Data sources

#### **1.9.1 Primary Data**

Since the Wanging'ombe District council is relatively new District, the preparation of strategic plan necessitated the process of collecting first hand (primary data) which involved the data collection from respective wards and villages for establishing a base of situational analysis.

#### **1.9.2 Secondary Data**

During the data collection process the study used secondary data sources such as, district's review performance report, Poverty and Human Development Survey Reports, MKUKUTA Annual Implementation Reports, and Medium Term Expenditure Framework for years 2012/13 -2013/2014.

### **1.10 Data Analysis**

The analysis of data involved descriptive analysis whereas; figures, percentages, ratios, and rates were used. In order to strengthen the situation analysis part qualitative information were used to explain issues in a broader spectrum. Various tools such as Political Economical Sociological and Technological Analysis, Customer Need Analysis and Five Force Model Analysis were used to assess external environment of the District. Strength Weakness Opportunities and Challenges Analysis (SWOC) Analysis, Organizational Risk Analysis and Potential Analysis were used for the analysis of internal environment.

## CHAPTER TWO

### SITUATIONAL ANALYSIS OF THE DISTRICT

#### 2.1 Introduction

This chapter presents the situational analysis report of the District, the myth of the analysis based on the thorough diagnosis of the internal and external environment which the District is operating under. The analysis of internal environment for Wanging'ombe District council, involved the comprehensive data collection and analysis of the thematic areas which involved the determination of the thematic area's major function, its contemporary capacity (performance) in service delivery and issues of major concern affecting specific departments and units/sections. The process involved collection of comprehensive information and critical analysis where a district had a hard look at itself on where it came from, where is it now, where it is going and what are its choices for the future development of its community members in the next five years.

Analysis of external environment involved an overview of National policies, National Visions, National strategies and National initiatives. It also involved International targets, Agenda and Conventions which the Nation has agreed upon hence has a bearing on operations of the Wanging'ombe District council. The chapter winds up with the psychoanalysis report of Strengths, Weaknesses, Opportunities and Challenges as well as Potential Analysis based on the scrutiny of the internal and external environments.

#### 2.2 The Psychotherapy of Internal Environment

##### 2.2.1 Agriculture, Irrigation and Cooperatives

Agriculture sector contributes to 88% of the District's Gross Domestic Product. Agriculture, irrigation and cooperatives sets the basic important resources for survival and development of the people of Wanging'ombe district as it ensures food availability from which the excess get sold for income generation. Agriculture, irrigation and cooperatives sets the basic important resources for survival and development of the people of Wanging'ombe district as it ensures food availability from which the excess get sold for income generation. Irrigation is an alternative and additional means of production by which horticultural and other products added to nourish the community. Cooperatives mobilize and streamline human resources and their assets into productive and cumulative order. Thus to say the importance of the department cannot be underrated. Generally, the sector has a total 46 staff operating in the whole District located both at head office and at village level. The department of Agriculture, irrigation and cooperatives has the following functions.

- To provide farmers with knowledge, information, experiences and technologies needed to increase and sustain productivity and for improved wellbeing and livelihoods
- To ensure the performance of the agricultural sector is practiced according to policy, rules and regulations.
- To ensure effective participation of beneficiaries and motivate private sector involvement in service delivery through demand-driven approaches where farmers participate in planning and implementation of developmental activities.



- It cooperates with research institutions on generating; testing and disseminating new knowledge and skills to the beneficiaries at their reach.

For effective implementation of the department's plans and development projects, staff in the department has the following roles to play:

- Fight against crop pests and diseases,
- Data collection on crop market prices,
- Data collection on crop availability at marketing sites,
- Training agricultural staff, farmers and inputs suppliers,
- Follow up on quality and use of farm inputs and implement.
- Training on conservation of soil and water, prevention of environmental degradation,
- Maintaining knowledge development on horticultural crops, fruits etc,
- Community sensitization on group formation for irrigation activities,
- Participation in planning and budget preparation for the district council,
- Prepare reports for new irrigation projects, coordinate and manage the present,
- Estimate area size and harvest for the next seasons,
- Maintaining good relationship between research centres, region, ministry and farmers,
- Identification of potential areas for introduction of new crops
- Maintenance of public private partnership for production, processing and marketing of agricultural produce,
- Coordinating activities related to seed production,
- Preparing inputs requirement for the council,
- Preparing proposals for drought prevention,
- Analyzing areas potential for irrigation schemes construction and coordinating irrigation activities,
- Initiating and monitoring knowledge communication networks on pests and diseases occurrence,
- Auditing cash flow for cooperative organizations as per cooperatives law,
- On job training on cash flow and book keeping for the cooperatives,
- Advising group formation and enabling progress of cooperatives,
- Participatory knowledge and skills dissemination,
- Record keeping and printing information on cooperatives progress,
- Analyzing and commenting cooperatives' contracts.
- Analyzing income and expenditures for the cooperatives and delivering reports to the regional officer,
- Monitoring and evaluation on cooperatives policy and laws implementation,
- Advice on investment related to the sector,
- Collection and recording of rainfall data,
- Testing fertilizers' application and advising farmers on good application,
- Preparing training materials for field extension agents and farmers,
- Interpretation of policy related to production and maintenance of crops,

- Preparing monthly, quarterly, semiannual and annual reports.

The department comprises three main sections of Agriculture, Irrigation and Cooperatives. The sections work together to accomplish the council's role of providing services to the rural community.

#### (a) Agriculture

Agriculture deals with all activities related to farming from land manipulation to harvesting and marketing of produces. Agriculture continued to dominate the livelihood and economic activities of the people in Wanging'ombe district and weather condition continues to be the major determinant of agriculture performance in the district. The district has a potential arable area of 284,519ha of which 194,391 are cultivatable. The major crops cultivated in the district include: Maize which is the major food crop ensures food security in the district, wheat, round potatoes, beans, peas, cow peas, sweet potatoes, cassava, bambara nuts, soy beans, finger millet, sunflower, groundnuts, pyrethrum, sugarcane, fruits, vegetable crops and coffee. These crops occupy an area of 110,866.03 hectares. Availability of staff in agriculture sector is essential for proper functioning of the sector. Overall management of agriculture sector in Wanging'ombe is under six staff who are working at the districts' main office. Staffs at ward level totaled at 32 are directly involved with provision of extension services to farmers. Their professions are ranging from certificate to Master's Degree. On average, each ward had two extension officers with Luduga, Mdandu, Ilmbula and Ulmbwe privileged with a maximum of three staffs.

**Table 2: Distribution of staff in Agriculture sector by Ward, Wanging'ombe District**

S/No	Ward/Area	Number of staff	S/No	Ward/Area	Number of staff
1	District-Head Quarter	8	12	Ilmbula	1
2	Luduga	3	13	Uhambule	2
3	Malangali	1	14	Udonja	1
4	Wanging'ombe	4	15	Wangama	1
5	Saja	1	16	Kipengere	1
6	Uhenga	1	17	Itulahumba	1
7	Kidugala	1	18	Igosi	1
8	Igwachanya	3	19	Makoga	2
9	Imalinyi	3	20	Ulmbwe	3
10	Mdandu	2	21	Usuka	2
11	Kijombe	2	22	Igima	2
<b>Sub-Total (A)</b>		<b>29</b>	<b>Sub-Total (B)</b>		<b>17</b>
<b>District - Total</b>		<b>A</b>	<b>+</b>	<b>B</b>	<b>46</b>

**Source:** District Executive Director's Office (Agriculture Department), Wanging'ombe District Council, 2015

On working facilities, there is 1 motorcycle which is in good order, 2 laptop computers, 1 desk top computer, 2 printers out of which 1 is working, also there are 3 large tables, 2 office chairs and 2 wheel

chairs. The department has 12 marketing infrastructures with 1 owned by “*Mitandao wa Vikundi vya Wakulima Tanzania (MMIWATA)*”, 4 ward resource centres and 3 oxenization centres. Also there are 21 ware houses carrying 6,300 tons of agricultural produces. Out of 21 ware houses 6 are damaged (needs repair of some parts) structures, 2 in waste condition and 13 are in good working order. There are 4 rain gauges located at Makoga, Mbronga, Wangama and Wanging’ombe villages. Only one gauge (Wangama) is working properly to the moment. The district has 22 oil crop processing machines located in different villages; they are coordinated by groups under village government’s authorities.

With respect to productivity is basing to the National Agricultural Policy (2013) productivity of all crops cultivated in Wanging’ombe district are lower than national and other recommended averages; for example maize average productivity in Tanzania is 3.9 tons per hector yet lower than the potential average of 6-7.5tons per hector. That is worth mentioning that Wanging’ombe productivity is far lower than national and standard recommendations. There are representative crops sited for productivity district wise, these include maize which produces 2-2.5 ton per hector, vegetables producing 1.5 -2.5 tons per hector, round potatoes productivity 15tons per hector, beans 1.5 - 2 tons per hector, sugarcane 10-25 tons per hector and onions yielding 1.5-2 tons per hector.

#### **(b) Irrigation**

Irrigation unity plays a good role as an alternative means of production when rainfall becomes scarcer especially in drought years and dry seasons; also acts as additive means when adds produce to the rain fed harvests. Heavy investment to irrigation schemes implies that it can replace rain fed agriculture which is seasonal and non reliable. Irrigation is a key practice which ensures sustainable supply of vegetables and fresh local foods. The segment has 3 diploma holders staff of which 1 is at the head office and 2 at ward level. The activities dealt with are idendification of areas potential for irrigation structures construction, survey, proposal writing, implementation and supervision in cooperation with zonal irrigation department, training of water user groups.

The district council has 20 irrigation infrustructures with 11 irrigatin schemes which are located at Itambo, Masage, Wangama, Mtapu, Malangali, Mpanga, Mambegu, Masaulwa, Ujindile, Mafinga, Itulahumba, Usuka, Isindagosi, Sakalenga, Igwachanya and Masilu. 10 structures had been rehabilitated at intakes (head works) and channel lining, they are currently used for irrigation. The area potential for irrigation is 1,762 ha of which 994 ha are in use.

#### **(c) Cooperatives**

The segment plays role on sensitization and mobilization of cooperatives, and also monitors and evaluates the sustainability of economic targeting groups. The district pays great attention to the cooperatives as they mobilizes the social un productive groups to income generating resulying into rural financing organs. Continuous strengthening the cooperatives has been routinely done. The sub category has only 1 staff working as supervisor and subodinate. The district council has 16 Savings and Credit Cooperative Societies (SACCOS) where 11 are active and 5 dormant. 9 Agricultural Marketing Cooperative Societies

(AMCOS) of which 6 are dormant and 3 active. Other cooperatives are 1 Industrial cooperative which is not active, 1 Dip cooperative and 1 Milk cooperative

However, despite the success of the department, there are several identified problems hampering Agriculture, irrigation and Cooperative.

**(i) Low productivity of land, labour and production inputs**

Wanging'ombe district council has productivity of 2.25 average tons per hectare which is lower than the national average of 3.9 tons per hectare and even lower than the potential average of 6-7.5 tons per hectare as stipulated in the National Agricultural Policy (2013). A cropping land is first tilled, sown and weeded for 2-3 folds costing about 40,000/= each operation. This means that there is low return from land, labour and other production inputs. This is caused mainly by inadequate finance to obtain productivity-enhancing inputs, limited availability of support services and appropriate technologies forcing the majority to produce for subsistence.

**(ii) Over dependency on rain-fed agriculture; and low and underdeveloped irrigation potential**

The area suitable for agriculture is of 284,519ha that which is cultivable is 194,391ha, while potential for irrigation is 1,762 ha of which 994 ha are used. Thus stressing that only 0.51% is irrigated although potentially irrigation is 0.62% in the district. That percentage ratio is far lower than the national average which is 4.2%.

**(iii) Limited capital and access to financial services for purchasing technologies**

As regards to agricultural financing, most crop producers lack capital assets which is a crucial input for increasing agricultural production and productivity. Wanging'ombe district council has no banking facilities, except SACCOs and AMCOS. Her community uses either Njombe or Makambako bank branches which are relatively from the clients reach. Apart from that the commercial banks' interest are elevated such that farmers find difficult to overcome. The available banks include National Microfinance (NMB), Community Rural Development Bank (CRDB), Postal Bank and Njombe Community Bank (NJOCBA). The interest range from 18-24%. Following that setbacks farmers use local and traditional (low yielding) technologies in their agricultural practices.

**(iv) The provision of agricultural extension services**

In the council is limited by low number of extension staff. The current number of staff is 39 while the villages to be served are 108, thus being less by 69 to the staff: village ratio of 1:1; the Government targeted to employ 15,082 new agricultural extension experts (one expert per village in Tanzania Mainland) by the end of 2015 giving the ratio stipulated above. At head office there is 6 staff with deficiency of 6 extra agricultural workers. The cooperatives sub sector has only one staff while recommendations need 1 staff in every 8 cooperative groups. The shortage is 4 cooperative officers. Apart from that there is shortage of transport equipment. It has been suggested that for smooth operation the department should have at least 2 cars for head office operations and 24 motorcycles.

**(v) Low prices for primary unprocessed products at local markets**

The prices for primary products are low such that they can't meet production costs and profits at traditional markets. Maize which is a major food and cash crop sold at 320 Tanzania shillings (Tshs) per kilogram at Wanging'ombe headquarters. The National Food Reserve Agency in 2014 purchased at 500 Tshs which was in loan basis. Standard measurements are rarely used, making farmers subject to profit loss as they use traditional units like tins, liters, bunches and the oversized bags commonly called "Lumbesa".

**(vi) Prevalence of diseases such as HIV and AIDS**

The prevalence of HIV/AIDS is 5% affecting economic activities in the agricultural sector by eroding the active segment of the society which results in aging population and increasing cost of care for the infected population.

**(vii) Weak producers' organizations**

Producers' organizations exist in many different forms and purposes in Wanging'ombe District. The most important ones include cooperative societies, saving and credit organizations, and producer associations. In general, most of them are weak managerially and financially and have limited capacity to attract professional staff, credit and other financial services. In view of this, 43% are dormant, thus unable to live up to their objectives such as provision of financial, advisory and marketing services and a common voice on issues of common interest to their members.

**(viii) Erosion of natural resource base and environmental degradation**

Soil conservation and climate change mitigation are critical for sustainable agricultural development. Unsustainable utilization of production resources results into unexpected environmental problems including land degradation, drought, improper handling and inappropriate use of agrochemicals and fertilizers. The environment is further degraded through poor cultivation practices, bush fires, overexploitation of forests, and climate change. This has affected agro-biodiversity leading to declined land productivity.

**(ix) Crop pests and diseases**

Crop production is affected by pest infestations and disease infections often at epidemic proportions. Major crop pests include maize stalk bores, rodents, and various fungi, bacterial and viral diseases. Most affected crops include maize, wheat, sunflower, Irish potatoes and tomatoes. Prevalence of crop pests and diseases is creating a great economic risk to crop development. On average, about 30-40 per cent of overall total crop production is lost annually due to pre- and post-harvest losses. The losses are even higher in case of outbreaks of pests that can inflict up to 100 per cent crop losses if not timely controlled.

**(x) Poor rural infrastructure and low agro-processing**

Poor infrastructure in the district has contributed to increased costs on agricultural production process in terms of high costs of transportation, increased costs of farm inputs, high risk due to crop loss and maintenance of agricultural inputs and equipment. The road networks especially in rural areas are in bad condition and in most of rainy seasons village roads are impassable.

Even if Wanging'ombe has 22 sunflower processing machines those are insufficient as production is expected to increase by incorporating new technologies on seeds, mechanization, and use of fertilizers. Observation suggests that there should be about 66 working located in all oil crop potential villages.

**(xi) Non trustful input traders and distributors**

In Wanging'ombe district and Njombe region at large recently has experienced the problem of corrupted crop seeds. In the season 2013/2014 for example Seed Co 627 experienced a germination tragedy. The problem is also common to sunflower where germination weaknesses and uncommon diseases do happen.

**(xii) Soil test for nutrient content and quantity, and climatic characteristics**

Wanging'ombe district has no data related to soil analysis, leading to all agricultural activities operating in blanket recommendations. The main guiding production factor is climate related to availability of rainfall. The district has one functional rain gauge located at Wangama village.

**(xiii) Few varieties, low consumption of horticultural varieties**

Even though Wanging'ombe has favorable climate and irrigation schemes; there are few raised horticultural crops, this is backed by marketability which relied on their background use. Vegetable perceived important only when protein foods get scarcer. Common varieties of such crops include Chinese cabbage, kale, tomatoes, sweet peppers, and pumpkin varieties.

## **2.2.2 Land and Natural Resources**

Land and Natural Resources department is among of the thirteen Departments of the District Council. The department is the backbone of the Wanging'ombe main production sectors, whose overall goals are: to enhance the contribution of the land and natural resources to the sustainable development of Wanging'ombe and the conservation and management of her natural resources for the benefit of present and future generations. Furthermore, in collaboration with stakeholders it deals with sustainable management of natural resources in order to deliver sufficient and quality goods and services to meet local and international socio-economic and environmental needs. While on the other hand, Land sector has the roles of preparing village land use plans, general planning schemes, detailed planning schemes and regularization. Other roles includes, valuation, paying compensation, surveying of farms and plots, village boundaries, planning and supervising growth of towns and revenue collection.

Core Functions of the Department are:

- To promote establishment of forest estates
- To promote investments in forestry
- To promote and coordinate forestry extension services
- Implementation of Land and Natural Resources Policies in the Council
- Ensured sustainable supply of forest products and services by maintaining sufficient forest area under effective management;
- Ensured ecosystem stability through conservation of forest biodiversity.
- To ensure the efficiency in forest management and conservation
- To enable sustainable management of forests on public lands

- Town and rural planning
  - To update base maps through detail picking
  - To prepare Town Planning Drawings (e.g. Neighbourhood plans)
  - To make revisions of Town Planning drawings
  - To coordinate the implementation of Town Planning drawings and layout plans
  - To undertake development control in urban areas
  - To prepare environmental profiles
  - To regularized unplanned settlements
  - To address issues/conflicts related to urban and rural planning
  - To prepare and facilitate the implementation of Land Use Plans
  - To manage the growth of urban and rural areas
  - To process the application of change of use
  - To propose various sites for investments within the district council
  
- Land surveying for various uses.
  - To conduct cadastral survey
  - To conduct field survey operations
  - To prepare and maintain data bank
  - To conduct data processing and analysis
  - To pick details of existing situations
  - To ensure that surveyed plots for various land uses are made available
  - To ensure that surveyed farms are made available
  - To re-establish plots/farms boundaries
  - To address issues/conflicts related to plots/farms boundary conflicts
  
- Land Management and Valuation
  - To process the application of surveyed plots
  - To issue title deeds
  - To issue residential license
  - To facilitate the process of change of ownership of surveyed plots and farms
  - To carry out inspection of surveyed plots and farms
  - To prepare database of surveyed plots, farms and property for land rent property tax revenue collection
  - To address issues/conflicts related to land ownership
  - To collect land rent revenue and property tax
  - To carry out valuation of properties and prepare reports for compensation
  - To address issues related to valuation and compensation

Regarding to human resources, the department has recommended capacity of 45 personnel of various qualifications, however only 8 staff are available to serve departmental works this is equivalent to 17.78% the table below indicates the required, availability and deficit of staff in Lands and Natural Resources department.

**Table 3: Existing manpower in Land and Natural Resources Department**

<b>Title</b>	<b>Required</b>	<b>Available</b>	<b>Deficit</b>
<b>Natural Resources</b>			
Forest Office	4	2	2

Tourism Officer	2	0	2
Game Officer	2	0	2
Forest Assistants	21	3	18
<b>Sub Total</b>	<b>29</b>	<b>5</b>	<b>24</b>
<b>Lands Section</b>			
Town Planner	2	1	1
Cartographer	1	0	1
Land surveyor	4	1	3
Technicians	3	0	3
Valuer	2	0	2
Land Officer	2	0	2
Assistant Land Officer	2	1	1
<b>Sub Total</b>	<b>16</b>	<b>3</b>	<b>13</b>
<b>Total</b>	<b>45</b>	<b>8</b>	<b>37</b>

Source: DLNRO, WDC, 2015

The department faces great shortage of working facilities, available facilities includes one computer, two printers, four tables and four chairs. In implementing core functions of land and natural resources department, the department is divided into two main subdivisions (i) Land (ii) Natural Resources.

#### **(i) Land**

Always all socio-economic activities take place on land, as a result land as a resource is scarce in quantity and quality and there is every need to make the best use of it. Therefore land use planning, Survey and mapping, valuation and land management of future land use should be adopted to enhance efficient and effective distribution of activities in space and time in the district. All matters concerned with land are guided by the Land Policy of 1995 and its implementation is enforced by Land Act No. 4 of 1999 and Land Act No. 5 of 1999. Likewise, the matters related to urban and rural planning are guided by the National Human Settlements Development Policy of 2000 and its implementation is enforced by The Land Use Planning Act No. 7 of 2007 and The Urban Planning Act No. 8 of 2007 respectively.

#### **Urban and Rural Planning Section;**

Wanging'ombe District Council has a total number of 11 detailed planning schemes (Neighbourhood Plans) with a total number of 4,502 proposed plots for various land uses (see table 4 below for details). These Neighbourhood plans were prepared at Ilmbula, Igula, Mteweke, Igwachanya, Ufwala, Mawindi and Dulamu. Despite of 11 detailed planned schemes, there are several potential minor settlements that remain unplanned including Makoga, Kipengere, Igima, Wanging'ombe, Kidugala and Igosi. Others are Mdandu, Chalowe, Mayale (Halali), Mng'elenge and Igwachanya.



**Table 4: Number of proposed Plots in the Town Planning Drawings in the District**

S/N	Town Planning Drawing Number	Name of Town Planning drawing	Number of Plots
1	52/01/185	Ilebula	1,119
2	07/IGL/49/062010	Igula	482
3	07/MTL/02/042010	Mtewele	240
4	07/MTL/02/032011	Mtewele B	224
5	07/MTL/03/032011	Mtewele C (Rev)	160
6	23/MTL/04/032011	Mtewele D	50
7	23/UFL/01/092012	Ufwala	280
8	23/WGB/01/102013	Igwachanya A	571
9	23/WGB/02/032014	Mawindi	690
10	23/WGB/06/092014	Dulamu	185
11	23/WGB/07/092014	Dulamu	501
<b>Total</b>			<b>4,502</b>

Source: DLNRO, Wanging'ombe District Council, 2015

Since Julai, 2013, Wanging'mbe District Council managed to prepare 4 detailed planning schemes (Neighbourhood plans) at Igwachanya, Mawindi and Dulamu. These Neighbourhood Plans have a total number of 1,947 plots designated for various land uses. Table 5 below indicates the proposed number of plots in the Town Planning Drawings in the District since July, 2013.

**Table 5: Number of proposed Plots in the Town Planning Drawings in the District since July, 2013**

S/N	Town Planning Drawing Number	Name of Town Planning Drawing	Number of Plots
1	23/WGB/01/102013	Igwachanya A	571
2	23/WGB/02/032014	Mawindi	690
3	23/WGB/06/092014	Dulamu	185
4	23/WGB/07/092014	Dulamu	501
<b>Total</b>			<b>1,947</b>

Source: DLNRO, Wanging'ombe District Council, 2015

With regards to village land use planning; out of 108 villages, only 22 villages have got land use plans. These villages are Igima, Mhaji, Mayale, Idenyimembe, Masage, Lulanzi, Lyadebwe, Igando, Kijombe and Mambegu. Others includes Lyamluki, Hanjawanu, Iyayi, Luduga, Saja, Uhenga, Itengelo, Isimike, Igomba, Igenge, Ikulimambo and Katenge. However, villages land use plan implementation is not yet effective.

### **Surveying and Mapping Section;**

Currently, Wanging'ombe District Council has a total number of **873** surveyed plots located at Ilebula, Mtewele, Igwachanya, Dulamu and Ufwala (Refer Table No. 6 below). Before the establishment of Wanging'ombe District Council, a total number of **290** plots for various uses were surveyed at Ilebula

Minor Settlement and Mteweale. Since the establishment of Wanging'ombe District Council in July, 2013 the council has managed to survey a total number of **583** plots located at Mteweale, Dulamu, Ufwala and Igwachanya. Table No. 7 indicates the number of plots surveyed at each locality within Wanging'ombe District Council.

**Table No. 6 Number of Surveyed Plots Wanging'ombe District Council as per 2015**

SN	Plan No.	Registered Plan No.	Date of Approval	TP DRG No.	No. of Plots	Block	Plot No.	Location
1	E <sup>14</sup> 129/1	21944	29.09.1989	52/01/185	152	A	1 - 152	Ilebula
2	E <sup>14</sup> 129/2	24755	16.07.1991	52/01/185	14	F	1 - 14	Ilebula
3	E <sup>14</sup> 129/4	26330	28.04.1993	52/01/185	6	A	153 - 158	Ilebula
4	E <sup>14</sup> 129/6	30278	12.06.1997	52/01/185	20	F	39 - 58	Ilebula
5	E <sup>14</sup> 129/7	57788	09.07.2009	52/01/185	63	A	160 - 222	Ilebula
6	E <sup>14</sup> 575	-	-	-	5	-	30,32,34,36 & 38	Igwachanya*
7	E <sup>14</sup> 436/149		22.11.2011	07/MTL/03/032011	3	B	1 - 3	Mteweale
8	E <sup>14</sup> 436/172	70075	13.08.2012	07/MTL/03/032011	27	B	4 - 30	Mteweale
9	E <sup>14</sup> 436/208	74212	11.10.2013	07/MTL/02/032011 & 07/MTL/01/042010	43	A	16 - 58	Mteweale
10	E <sup>14</sup> 436/219	74213	11.10.2013	07/MTL/01/042010	2	A	59 - 60	Mteweale
11	E <sup>14</sup> 436/220	74214	11.10.2013	07/MTL/01/042010	11	C	10 - 20	Mteweale
12	E <sup>14</sup> 436/235	76963	18.06.2014	07/MKB/28/052010	9	B	13 - 21	Mteweale
13	E <sup>14</sup> 436/234	76797	06.06.2014	07/MTL/03/032011	21	B	31 - 51	Mteweale
14	E <sup>14</sup> 436/148	78629	20.10.2014	07/MTL/02/032011	13	A	3 - 15	Mteweale
15	E <sup>14</sup> 436/4	79558	22.01.2015	07/WGB/01/102013	13	A	1 - 13	Igwachanya
16	E <sup>14</sup> 435/6	81540	09.07.2015	23/WGB/07/092014	14	A	1-14	Dulamu
17	E <sup>14</sup> 435/7	81541	09.07.2015	23/WGB/07/092014	2	B	1-2	Dulamu
18	E <sup>14</sup> 436/...			52/01/185	3	A	223-225	Ilebula
19	E <sup>14</sup> 436/...			07/MTL/02/032011	56	A		Mteweale*
20	E <sup>14</sup> 436/...			23/UFL/01/092012	67			Ufwala*
21	E <sup>14</sup> 436/...			07/WGB/01/102013	170			Igwachanya
22	E <sup>14</sup> 436/...			07/MTL/01/042010	159			Mteweale
				<b>Total</b>	<b>873</b>			

Source: DLNRO, Wanging'ombe District Council, 2015

NB: Empty cells will be filled once the survey plans are approved.

**Table 7: Total Number of Surveyed Plots in the District**

S/N	Locality	Number of Surveyed Plots
1	Ilebula	258
2	Mteweale	344
	Igwachanya	188
3	Dulamu	16
4	Ufwala	67
	<b>Total</b>	<b>873</b>

Source: DLNRO, Wanging'ombe District Council, 2015

## **Lands Section;**

This section deals with the plots applications for various uses, coordinating plots allocation process, issuance of title deeds, Customary Right of Occupancy and Residential License, Land ownership conflict resolution and land management issues. Other activities include collection of Land Rent and Property Tax revenue.

In order to ensure security of the land, the district offers certificates of customary rights of occupancy in which 321 titles in 2013/2014 and 332 titles in 2014/2015 were issued basing on the Land Act **No. 5** of 1999.

With regards to land rent collection, the Council has collected Tanzania shillings 8,724,000 in 2013/2014 and Tanzania shillings 13,445,330 in 2014/2015 against annual targets of Tanzania shillings 7,440,000 and 8,379,000 respectively.

The major threats facing the district is the unsustainable utilization of the resources as exemplified by degradation of land and natural resources, declined productivity, resource use conflicts. Others are:

- Uncontrolled wild fire especially dry season
- Development activities lead to deforestation
- Low priority in institutions resources allocation and budgetary ceilings resulting into limited extension services.
- High rate of environmental degradation
- Extreme poverty among communities.
- Ineffective enforcement of by-laws
- Harvesting of juvenile (immature) trees
- Untimely disbursement of funds from the central government
- Insufficient data management system
- Encroachment in general and reserve lands

There are several identified problems hampering lands sections within the department, these are:-

- Shortage of funds for compensation
- Shortage of funds for surveying of plots for various uses
- Lack of working tools like base maps, total station, GPS and computers
- Shortage of staffs
- Land ownership conflicts
- Land use conflicts
- Growth of unplanned settlements
- Uncoordinated growth of urban centres
- Lack of funds for the preparation of Master Plan to guide land use plan
- Insufficient funds for preparation of Village Land Use Plans
- Insufficient funds for surveying village boundaries

## **(ii) Natural Resources**

The division of natural resources compresses forestry, Tourism and Game sub sections. Forest sector has the major role of advocating establishment, management and sustainable utilization of forest resources for the benefit of present and future generation. Diversity of climates in the district ranging from mild-hot lower zone and humid in upland zones favors growth of both natural and exotic tree species. Tree farming in the upland is also favored by the fertile soil, good rainfall patterns and grassland suitable for tree planting and dominated by self-financing mechanism. The council policy in forestry focuses apart from emphasizing and promoting tree planting also promote establishment of alternative income generating activities (IGA) as an incentive towards community economy empowerment for reducing poverty among tree growing communities. The council in cooperation with other development partners had already formed two (2) Tree Growers associations (TGA) in Wangama and Mafinga villages of which the members group had been supported with extension services as deemed necessary.

Environmentally, forestry plays a significant role in maintaining ecological balance, protect soils from erosion and conserve water and wildlife resources. For many years, forests and its products have remained useful and significant sources of domestic energy at household level and as industrial raw materials apart from provision of non-wood products. Forest products such as timber, poles and charcoal contributed much to revenue for Central government and to Wanging'ombe District Council from wood producers. Tree planting from 2013 to 2015 shows that a total of 6,716,406 seedlings were planted with increasing trend of tree planted each year i.e. 2,575,628 seedlings planted in 2013/2014 and 4,140,406 seedlings in 2014/2015 against annual target of 1,500,000 tree seedling. With regards to annual production of round logs from planted trees is estimated to be about 45,000 m<sup>3</sup> while revenue from timber harvesting is the third cash crop in the district after potatoes and maize.

Natural and plantation forests in the district is the major source of energy for domestic use (firewood and charcoal) it is estimated that that more than 95% of its people depends on forest for their source of energy. Natural forest in the district covers 135,557-Ha, 5,457 being village land forest reserves, 13,500-Ha Game reserves and 116,600-Ha forest in general land, however currently are faced with severe pressure of human settlements, illegal harvesting, fires and shifting cultivation. On the other land covered by plantation forests is estimated to be 18,635-Ha, of the total plantation forest areas over 99% is privately owned. Generally Wanging'ombe District is well endowed with different types of animals, birds, insect and micro-organisms, out of 570 km<sup>2</sup> area of Wanging'ombe District Council, 1,574 km<sup>2</sup> is under Mpanga Kipengere Game Reserve which was gazette on 22/10/2002 with Government Notice 483. Moreover there are several potential wildlife corridors from Ruaha National Park to Mpanga Kipengere Game Reserve. On the other hand, Wanging'ombe District has historical sites and tourist attraction centers as major assets for tourism development and investments which includes tourist hotels, Mpanga/Kipengere Game Reserve Lwivala Rock, Fulanyingi Mountains, Nyumbanitu Natural Forest and Cave, Mdandu historical site, Lutherani historical church in Kidugala, wetland of Lihogosa and Natural forest and cave of Mayiviyivi. Tourism in the District is an instrument for employment; poverty reduction and sustainable human development however

its potentials are not fully exploited in order deliver economic, improved livelihoods and socio-cultural development.

The major threats facing the district is the unsustainable utilization of the resources as exemplified by degradation of land and natural resources, declined productivity, resource use conflicts. Others are:

- Uncontrolled wild fire especially dry season
- Development activities lead to deforestation
- Low priority in institutions resources allocation and budgetary ceilings resulting into limited extension services.
- High rate of environmental degradation
- Extreme poverty among communities.
- Ineffective enforcement of by-laws
- Harvesting of juvenile (immature) trees
- Untimely disbursement of funds from the central government
- Insufficient data management system
- Land conflicts
- Encroachment in general and reserve lands

### **2.2.3 Water**

Water Department is among of the 13 Departments in the District Council. The role of department is to ensure safe, clean, affordable, sustainable and adequate quantity of water which is free from pollution and contamination near to households. The department core functions are:

- Assist the community in preparing technical design proposal so as to enable them to solicit funds from donors ultimately make the implementation of the project possible (preparation of community based design reports to facilitate investment gap from different donor agencies.
- Perform hydraulic design calculation in order to obtain the pipe size, material and class, which can carry water to desired location without failure.
- Coordination of all water related activities.
- Take water flows at rivers and analyze data obtained from these water sources.
- Involving the community in caring out some of the activities such as survey work for the aim of bringing sense of ownership.
- Training village based operation and maintenance teams for minor repair of water systems.
- To assist villages to establish village water committees and village water funds.
- To conserve water sources.

According to National water policy of 2002, the council is responsible in providing 25 liters potable water per person per day, through domestic water points located at a distance not exceeding 400m for the furthest homestead. Currently the district has managed to provide clean and safe water to about 110,104 people out of 161,816 people which are equivalent to 68% of the total population in the District.

The major sources of in the District include: gravity water, shallow wells and charcoal dams. There are 33 water supply projects in the district providing water to 85 villages. These projects use different technologies whereby 13 projects use gravity water supply technology, 1 project use diesel pump technology, 13 projects use shallow wells technology and 6 projects use Charcoal Dams technology. However, there are 4 ongoing gravity water projects in the villages of: Kidugala, Masage, Igenge, Isimike, Idenyimembe and Wangama.

With respect to human resources, the department has 1 Water Engineer and 1 Full Technician Certificate (FTC) holder. For a smooth office and projects management, the departments has a deficit of 12 staff as shown in table 1 below

- Lack of enough funds to be used for construction of new water projects.
- Delaying of disbursements funds for implementation of (WSDP) programme water projects as per approved financial year budget.
- Shortage Water Staffs to the department.
- Slow pace for contractors which threatens timely completion of projects despite of grant of extension of time
- Lack of transport for monitoring and supervision of the projects.
- Shortage of surveying equipments such as automatic level, GPS and altimeter.
- Degradation of water in the water sources caused by human activities and natural change of weather affects a lot our existing projects as well as planned projects.
- Many newly constructed secondary schools in the district are in need of water services, but we are un- able to provide the service due to lack of funds.
- Conflict among water users, between downstream users and upstream users.
- Notion that water supply is still free service and the idea that the Government and Donors will continue to provide the service free of charge to the Community hinders efforts of self-spilt on water project cost contribution.
- Inadequate funds to enable smooth operation and maintenance, and construction of short and long term identified water schemes.

## **2.2.4 Livestock and Fisheries Development**

Livestock and fisheries sector contribute almost 18% of the economy of Wanging'ombe District. The roles of the department include: Maintain link between research- extension- farmers, Promote Private Sector to invest in Livestock and Fisheries Sector, Enforce various Livestock and Fisheries Acts in the District, Planning and developing the means to improve both exotic and local livestock breeds, Control of livestock diseases in the District, Training farmers on various issues concerning livestock and fisheries. The Department is divided into two major units of Livestock and Fisheries.

### **(i) Livestock**

This unit deals with training of farmers on good husbandry of livestock, prevention and treatment of livestock diseases, meat inspection and hygiene and supervision of livestock markets. The district has a total of 149,223 livestock of which 36,914 local cattle, 894 dairy cows, 15,181 goats, 6102 sheep, 182,522 local chicken, 112 broilers, 5,531 layers, 279 donkeys, 1,778 dogs. This division has a total of 4 staffs at the headquarters and 20 staffs in the village and Ward level.

**Table 5: Types of Livestock Kept in the District**

<b>S/No</b>	<b>Type of Livestock</b>	<b>Number</b>
1	Local cattle	36,914
2	Dairy cattle	894
3	Goats	15,181
4	Sheep	6,102
5	Local chicken	182,522
6	Broiler	1112
7	Layers	5,531
7	Donkeys	279
8	Dogs	1,778
<b>Total</b>		<b>149,223</b>

Source: District Livestock and Fisheries Office, Wanging'ombe District Council, 2015

On livestock infrastructures, the District has some infrastructures used in improving livestock activities. The infrastructure located in various areas of the district includes: 23 dip tanks, 53 water troughs, 4 livestock markets, 1 veterinary centre and 2 slaughter houses. On working equipment's the department has 1 Desktop computer, 3 Refrigerators, 4 Cool boxes, 2 Automatic syringes, 2 Office chairs, 2 Tables. Generally the unit is lacking working facilities of: Motorcar, Motorcycle, Laptops, Printer, Photocopy machine, Veterinary kit, Shelves

### **(ii) Fisheries**

The unit has the role of providing advice to farmers on fish husbandry, fish inspection and farmers training. It has got only one staff for the whole district. The district council has 131 fish ponds and 16 ponds which have not yet been planted with fingerlings. Livestock and fisheries sector is facing various problems which are:

- Insufficient working equipment
- Insufficient staff at the headquarters, ward and village level
- High mortality rate of livestock due various diseases
- Low level of extension service delivery due to shortage of staff
- Poverty among the community
- Low production of milk per cow per day, which is 5 liters
- Small number of dairy cows
- Poor land use planning which leads to conflict between livestock keepers and crop farmers
- Poor knowledge of livestock husbandry
- Poor milk consumption of the community which is 10 liters per person per year instead of 200 liters which is a standard suggested by Food and Agriculture Organization
- Lack of milk cooling tanks for milk collection before sending it to the factory
- HIV/AIDS infection within the community
- Environmental degradation
- Drought in some parts of the district
- Lack of improved breeds of small ruminants

## 2.2.5 Health and Social Welfare

The core functions of Health and social welfare department are prevention, curative and rehabilitation. Furthermore, the department deals with supervising, distribution, Teaching health provider and community. The department deals units of: Pharmacy units, Environmental Health unit, Social welfare units, Human Immune Deficient Virus (HIV) units, Traditional Healers Units, Neglected Tropical Diseases (NTD) units Immunization unit, and Disaster Unit. According to Annual Health Report, 2014, the growth rate of the District is 0.8%, Life expectancy is 44 - 45 years, while maternal mortality rate is 4/100,000. Infant mortality rate is 2/1,000 live births, under five mortality rate is 3/1000 and neonates mortality rate 61/1000. Normal delivery is 2,989; Lower Cesarean Section (LSCS) is 742.

The department has 45 health facilities in the categories of: 1 District Designated Hospital (DDH), 3 health centers and 41 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 108 villages whereby only 41 villages have dispensaries while 69 villages are missing dispensaries. Moreover, there are 20 wards in the council out of which only 3 wards have health centers making deficit of 17 health centers. Out of 45 health facilities 4 health facilities need major rehabilitation. There are 90 staff houses which is 40% of the requirement and the deficit is 135 houses. The council has planned to construct 5 Health centers, 13 dispensaries and 2 staff houses in the 2015/2016 financial year.

**Table 6: Existing Health Facilities**

Type	Requirement	Available	Deficit	Percentage
Dispensary	108	41	67	38
Health centre	21	3	18	15
Hospital (DDH)	1	1	0	100
<b>Total</b>	<b>130</b>	<b>45</b>	<b>84</b>	<b>43</b>

District Health Office, Wanging'ombe District Council, 2015

Health department has a total of 274 health staffs. According to health staffing level of 2014-2019 the department is required to have a total number of 464 health staff. As shown in table below, the department is facing a shortage of 190 (59%) Health staffs.

**Table 7: Existing staff in Health Department**

Cadre	Requirement	Existing	Deficit	Percentage
Doctors	47	33	14	70
Nurses	307	202	105	66
Pharmacist	2	2	0	100
Laboratory	43	24	19	56
Nutritionist	2	1	1	50



Environment Health	20	8	12	40
Health secretary	2	2	0	100
Social Welfare	41	2	39	5
<b>Total</b>	<b>464</b>	<b>274</b>	<b>190</b>	<b>59</b>

District Health Office, Wanging'ombe District Council, 2015

On family planning services, client who received family planning methods were 50358 for the year of 2014. Out of 50358 there were 50355 women and only 3 men received family planning services, this indicates that more effort need to be done to create awareness to men who are lagging behind to use family planning methods.

**Table 8: Types of Family Planning methods received by community members**

Methods	Number of client attended	Number of client receive family planning service	Percentage
Combine oral contraceptive	18934	16786	88.6
Progesterone only pills	1679	1508	89.8
Depo Provera injection	33532	31710	95
Implanon	312	184	59
Loop	113	62	55
Bilateral tubulagation ( BTL)	98	105	107
Vasectomy	11	3	27
<b>Total</b>	<b>54679</b>	<b>50358</b>	<b>92</b>

Health Annul Report, Wanging'ombe District Council, 2015

The Nutrition Unit is concerned with promotion of food security to community members of the District, on the nutrition status the situation in the district is not promising, it is still a problem. The malnutrition is attributed by poor feeding habits which causes anemia (1.2%) and sales of product to outside markets due to poverty. Malnutrition to under one year is the major problem which account to 18% of children measured.

**Table 9: Malnutrition status in the District by 2014**

Categories	Targeted children	Number of children measured	Number of children with malnutrition	Percentage
Severe malnutrition in under one year	4,231(3%)	4,203	60	1.4
Severe malnutrition of under five	21,809(13%)	21,747	64	0.3
Moderate malnutrition to under five	21,809 (13%)	21,747	1,440	7
Moderate malnutrition to under one year	4,231 (3%)	4,203	751	18

Health Annul Report, Wanging'ombe District Council, 2015

The pharmacy unit deals with all matters related with medication in health sector. On medication, the department gets medicine amounting to 70% from Medical Store Department (MSD), (30%) depends from donor's contribution and Community Health Fund and cost sharing. Only 42.5% of medicine available in the council health facilities and 48% of medical equipment and apparatus available.

Environmental Health Unit, is the controller of pest and outbreak, food and water testing and advocacy and community sensitization on health related diseases such as immunization and malaria control. On sanitary issues, about 37% of households use soakage pits as means of disposing of liquid wastes and 60% are using acceptable Latrine and 40% of population with an unacceptable for the year of 2014. (National targets should be reached to 73%). management on environment health and sanitation in health facility still a problem it covered by 40% only. More Health Education is needed to make a change towards construction and utilization of improved pit latrines in the district.

The Immunization Unit, Has as a total of 35 health facilities which provide immunization activity out of 45 health facilities, with the total of 76 mobile and outreach activity. For the year 2014 the district had coverage of 70% in provision of immunization activity while the National targets are 90%. Neglected Tropical Diseases Unit, deals with prevention of Neglected Tropical Diseases (NTD). For the year 2014 56% of people received ivermectin and mebendazole. The prevalence rate of Neglected Tropical Diseases is 2% of total population in the year of 2014.

Traditional healers unit has the role in identification and registration of traditional healers, (Traditional healers' policy number of 2002). There is total number of 110 registered traditional healers in the District. The total number of 63 traditional healers is not yet registered. Percentage of patient developed complication increased due to more time spent to traditional healers. Example, in 2013 patients developed complication due to delay treatment were 12% and 2014 were 18%. The department planned to provide training to traditional healers on the important of early referring patient to the hospital .

Disaster management unit: Deals with disaster management, disaster management team already formed with 5 members. Only Hail happened since this team has formed. The percentage of people awareness on disaster management is 46% of total population. Social welfare unit: Deals with planning welfare services to meet local community needs, Facilitate the implementation of social welfare policies, coordinate with Non-Governmental Organization in services delivery in meeting the welfare needs of the community. There is 5 orphans centre with a total of 68 (41 female and 27 males) orphans and one albinism center with a total of 7 (3 female and 4 males) albinism. These centers not yet registered but are in the process of registration. The department continues with the process of identification and registration of vulnerable group while only 18 vulnerable people are identified and registered in 8 wards (40%). A total number of 430 people above 60 years old are identified. But 142 are economically poor and they receive free medical treatment from 41 public health facilities. These people are getting free medical treatment. (According to CHF policy of 2001 need those people above 60 years who are economically poor are getting free medical treatment). The identification of those old peoples done by village executive officers.

On community Health Fund (C.H.F) has a total 540 Household enrolled as members of CHF. Community Health Fund (CHF) and cost sharing scheme operates in all 41 public health facilities, and the funds collected are used according to Health Facility Management Team's plan and budget. The council has no Council Health Service Board, is expected to be inaugurated soon and only 35 health facilities have Health Facilities Governing Committees. The rest 6 health facilities are on process.

HIV/AIDS Units deals with prevention of Human Immune Deficient Virus (HIV) / Acquired Immune Deficiency Syndrome (AIDS). only 7 Care and treatment centre (CTC) are available out of 20 CTC required, Voluntary Counseling and Testing (VCT) 7 out of 20 required, Provider Initiative Testing and Counseling (PITC) is 36 out of 45 required and Home Based Care (HBC) is 4 out of 20 required. A total of 23,085 (Fe 13,851 and males 9,234) people was counseled and tested for HIV/AIDS. The result was a total of 1,486 people were found to be HIV positive (females 943 and males 543) which is 6.4% of the people tested in the district. However, the actual prevalence rate in the region is 14.8%. The department has no any health provider reported living with HIV /AIDS although fund is annually budgeted for health provider living with HIV/AIDS. The Top ten Diseases which are mostly reported in our health facilities, from Health report of 2014 are: (ARI)Acute Respiratory Infection( 18.2%), Malaria( 9%), Oral diseases (9%), HIV/AIDS ( 5%), Skin diseases( 11.5%), (TB) Tuberculosis ( 2.15%), (STI) Sexual Transition Infections ( 5.5%), Intestinal worms( 5%).Anemia (1.2%).,Pneumonia 8.2%.

Problems facing health and social welfare in the District are:

Shortage of medicine, medical supplies and diagnostic supplies by (57.54%), at all health facilities

Shortage of medical equipment and apparatus by 52%,

Shortage of skilled health care providers (41%),

Low coverage of supportive supervision by 40%,

Low management capacity on disasters and emergency preparedness by 54%

High Percentage of skin condition among under five OPD cases by 11.5%

High under five mortality rate 3/1000,

- High infant mortality rate 2/1000,
- High Neonatal mortality rate 61/1,000
- High maternal mortality rate 4/100,000
- high prevalence rate of malaria in all ages 9%,
- Low management on environment health and sanitation in health facility by 60%,
- High prevalence HIV/AIDS by 6.4%,
- High prevalence rate of STI 5.5%,
- High prevalence rate of Pneumonia by 8.2%,
- High prevalence of oral health condition by 9%,
- High prevalence rate of TB by 2.15%
- High prevalence rate of ARI by 18.2%
- High prevalence rate of anemia by 1.2%
- In adequate release of funds from the donors and government by 60%

- Low management capacity on disasters and emergency preparedness by 54%
- High percentage of intestinal worms by 5%
- Low access of social services and protection by 60%
- Inadequate health Facilities governing committee by 13.3%
- Low identification and registration of traditional healers by 36.4%
- Low identification and registration of vulnerable group by 60%
- Shortage of organizational structure and institutional Management level by 13.3%
- Patient from traditional healers delay treatment and develop complication by 18%
- Shortage of physical infrastructure at all level of health facility by 59%
- Shortage of staff houses by 60%
- Late disbursement of funds from donors and government by 60%
- Inadequate knowledge to private organization on the importance of public private partnership (PPP) by 80%
- Low commitment of some staffs by 38%
- Inadequate transportation by 80%
- Shortage of male involving in family planning methods by 27%

### **2.2.6 Community Development, Gender and Youth**

Community Development Gender and Youth is among of important sectors in the District Council which carter service that aim at ensuring measures that enable people to recognize their own ability to identify their problems and use the available resource to earn and increase their income and build a better life for themselves using participatory approaches. According to Women in Development policy of 1992 and the Community Development policy 2000 both insists ensuring participation of both women and men in the development programs planning, implementation and evaluation.

Also the department is engaged in awareness rising on ensuring gender equality, effect and measures to combat major enemies of development including HIV Aids, adult education, corruption, environmental devastation, customs and culture that hinder development and gender issues. At the moment the department is divided into sub Sectors of Gender Desk (Coordinates women development fund and gender issues), Research and Planning section, Youth development and CBO& NGO coordinator). Also there are two programs that are being coordinated under the Department such as HIV/AIDS (NMSF) and TASAF (PSSN).

Community development seeks to actively engage communities in making sense of the issues which affect their lives, setting goals for improvement and responding to problems and needs through empowerment and active participation. Specifically, the core functions of the department are:

- Interpret and oversee implementation of Community development, Gender and child development policies
- Coordinate community development activities in the district.
- Compile socio-cultural data such as disaggregated data which will be useful to the council decision making.
- Carry out research on socio-cultural and economic problems and challenges facing the community development.

- Prepare and disburse guidelines for implementation.
- Provision of community development skills to the council and stakeholders.
- Identifying community skills, assets, issues and needs; and ensuring that local people have their say.
- Developing new resources in dialogue with the community and evaluating existing programmes;
- Building links with other groups and agencies;
- Helping to raise public awareness on issues relevant to the community; preparing reports and policies;
- Raising and managing funds;
- Developing and implementing strategies;
- Liaising with interested groups and individuals to set up new services; mediating in matters of conflict;
- Training of Village/group leaders on good governance, leadership skills, management in general and cross-cutting issues such as HIV Aids, Gender and environmental.
- Planning, attending and coordinating meetings and events;
- Encouraging community participation in development programmes
- Challenging inappropriate behavior; (culture that hinder development and human right).
- General administrative duties.
- Awareness raising and facilitate participatory approaches in community development planning process.

Total number of staff is 16, where 7 are working at District office (HQ) and only 10 are working at ward level. One staff is a Master's Degree holder, 4 are degree holders one is an Advanced Diploma holder and 4 are Diploma holders. Four staff (VEOs) who are Community development professionals has been deployed from administrative department working in Ihanja village, Ilembula, Luduga and Kidugala wards.

**Table 10: Existing staff working in Community Development, Gender and Youth**

No.	Position	Required	Available	Deficit
1	District Community Development officer	1	1	0
2	Community Development officer I	8	6	2
3	Community Development Officer II&III	21	6	15
4	Office attendant	1	0	1
<b>Total</b>		31	13	18

Wanging'ombe District Council, 2015

However, the District is facing huge shortage of Community Development staff especially at 21 Wards and village levels. Efforts made are to attach VEOs who are Community development professionals who have been placed in Kidugala, Ilembula and Uhambule wards. Currently the Department is facing major shortage of working facilities and office space is limited to one room which make working condition become cumbersome.

In Community development department there are 2 subsections which include: Youth Development, Gender desk and Women development Fund, Community based Organization registrar and Non-Government Organization Coordinator, HIV/AIDS (NMSF) and TASAF.

### **(i) Youth Development**

The Community Development officer is responsible for mobilizing groups of youths (males and females) in engaging income generation activities and training on various skills such as entrepreneurship skills, agriculture, animal husbandry, aquaculture and vocational, counseling youth who are affected psychologically. The major obstacles to youth development in the district include drunkenness, drug abuse, and prostitution, migration from their village to town searching for business capital, employment and petty trade. Despite the available abundant resources such as land, water and natural resources however poverty is a challenge in the community and for youth is very high. Youth Development fund was established to cater loans to youths in the district at a lowest interest rate of about 10%. In 2013/14 the department was able to facilitate formation of 45 groups in Wanging'ombe district council. Through her own source funding the council was able to allocate only 4.5 million for 9 Youth groups against Tsh.34,436,544/= budgeted in the respective year.

### **(ii) Gender and Women development**

Gender desk officer is a Community Development officer responsible for coordinating gender related activities and collect disaggregated data in the district Council. The Gender desk officer however coordinates women development fund and gender issues by liaising with other departments na stakeholders in the district such as Health, Education, Environment, Water, NGOs and SACCOS and sensitizing community in gender equality skills and ensure both men and women participate fully in development endeavors. Women Development fund to provide loans to income generation groups to facilitate women groups. Women groups of 5 members formed since 2013/14 were 22 groups while 9 were provided loans worth 4.5 million and in 2014/15 groups formed were 35 and 10 groups were provided with loans worth 10 million. Funding is through own source and Ministry of Community Development, gender and children affairs. In 2013/14 the council allocated Tsh. 42,940,544 where actual funding was 4.5 million where 10 women groups accessed loans. However, no funding for Women development were made from the Government( Ministry of Community Development, Gender and Children affairs) since 2013 to date.

#### **2.2.6.1 Community based Organization and Non-Government Organization**

Community development is working together with Community based organizations and Non-Government organizations which play a big role in development endeavors. Community development department is responsible for coordinating activities done by CBOs and NGOs and registration of the CBOs. There are about 20 active NGOs and 32 CBOs registered and working in the district which provide services in Agriculture, Forestry and Cross cutting issues such as gender, HIV/AIDS and Environment. Almost 90% of NGOs and CBOs depend funding from external donors

#### **2.2.6.2 Tanzania Social Action Fund (TASAF)**

TASAF is an abbreviation for Tanzania Social Action Fund aiming at fostering social services to improve community livelihood in Tanzania. The program has passed through 3 phases whereby in 2015 the fund inaugurated the program known as PSSN (proactive Social safety Net) intending to alleviate poverty among poor households in the District. Wanging'ombe district has a population of 161,816 (86,389 female and

75,427 are males) with 40,002 households in all 108 villages in the district. However till now 66 villages has been covered and 5,024 poor households has been identified which is 12.5% of all households in the District are mapped as impoverished due to the fact that they lack important upkeep such as poor housing, low farm production, families unable to meet 3 meals a day, families with children unable to meet education and health needs. In this case poverty in the district is rampant and most households are unable to secure farm inputs for agricultural production, lack of capital due to high interest rate provided by financial institution.

### **2.2.6.3 HIV/AIDS (NMSF) Program**

HIV/AIDS is posing a major threat to health and development in the district and has a great impact to her community in social and economic spheres due to increased number of People living with HIV, Orphans, widows and deaths. For the year 2014 a total 23,085 (males 9,234 and females 13,085) were counseled and tested in the District and a total of 1,486 (females 943 and males 543) were found to be HIV Positive which is 6.4%. According to National HIV/AIDS and Malaria survey report 2012 Njombe region has a prevalence rate at 14.8% against the National rate of 5%.

Generally, the Community Development, Gender and Youth is hampered by different problems affecting its performance in service delivery to community members: Few community development officers especially at Ward levels, Shortage of office furniture and equipment, Shortage and unreliable transport facilities, Lowest budget ceiling and minimal funding, Lack of staff housing for Head of Department and Late/low funding for implantation of planned activities from the NMSF and Council.

Moreover, there are socio-cultural practices the District leading to be a major obstade to development including unbalanced lab our division and unequal household property ownership. Despite to the fact that Wanging'ombe people are hardworking but it is common to find male dominate properties despite the fact that women are the major producers and it is revealed that women spend more time at work about 9 hours against men who spend 4 hours at work. Wanging'ombe community also practice culture that hinder development which include: female genital mutilation, early marriage, polygamy, cleansing of women, "**Makwava**" which means traditional dance which is conducted in secrecy where a mother of first born male child is forced to make sex with her father in law. Such cultural practices lead to women discrimination and gender abuses thus making women and girls vulnerable to social prosperity.

In the 2014/15 a total of 54 women and children (boys/girls were reported by the Police in Wanging'ombe district to be discriminated sexually, battered, sodomized and few elders were even killed due to witchcraft believes. This means that there is false belief on witchcraft leading to occasional crimes in the District. The need to educate the community on effect of culture and wrong belief on witch craft is important. Also Wanging'ombe community is facing a challenge on poverty due the fact that 12% of households identified by TASAF program were vulnerable to poverty

## 2.2.7 Beekeeping (Apiculture)

Beekeeping or Apiculture is the maintenance of honey bee colonies commonly done by human. A beekeeper (or apiarist) keeps bees in order to collect their honey and other products that the hive produces (including beeswax, propolis, pollen, and royal jelly), to pollinate crops, or to produce bees for sale to other beekeepers. A location where bees are kept is called an apiary or "bee yard". The beekeeping sector plays a major role in rural socio-economic development and environmental conservation in the District. Beekeeping Unit was disaggregated from Land and Natural Resources Department since 2011. Beekeeping is one of 6 Unit and 13 Departments in District Council which report directly to a District Executive Director.

In improving the performance of Beekeeping in the District

- To increase production of bee product through reducing loss of beekeeping areas and increased use of improved technologies and techniques.
- To improve quality of bee products through access to appropriate technology in harvesting, processing, storage, labeling and packaging, increasing effectiveness of extension services.
- To improve marketing of bee products through interventions to increase access to markets e.g. infrastructure improvement, market information systems, and entrepreneur skills.
- To promote of joint efforts in production and marketing through strengthening and empowerment of beekeeping groups and associations.
- To introduce programmes for community sensitization on harnessing the beekeeping resources for income generation to improve their livelihoods.

In Wanging'ombe District, beekeeping is a traditional part time occupation practiced in the natural forest, plantation forest open forest and village forest reserves. Apiculture has traditionally been an important activity in district for many decades and has been a source of food, income and employment for people in the rural areas. Honey in the district is mainly produced by Small-scale beekeeping households who may operate individually or in small groups of beekeepers. The District has 588 total numbers of people who engage in beekeeping activity where by 406 individuals while male are 318 and 88 are female, and 182 people practicing beekeeping in 34 groups which comprises 99 male and 83 females. In general they are keeping bees with both modern and fixed hives, while total number of 2,682 is modern hives and 3,922 are fixed hives. The trend of bee production in the District increased from 2013 to 2014. About 1,721.2 kg of honey bees and 519 kg of bees wax were harvested in 2013, while in 2014 about 2,694.6 kg of honey bees and 487 kg of bees wax were harvested.

Beekeeping sector has 5 beekeeping staff 2 beekeeping officer and 3 beekeeping assistant (field extension) however existing situation 1 staff, assistant beekeeping officer available for implementation the following beekeeping activities. To administer and establishment of beekeeping reserves, to advertise beekeeping policy and Act, to create awareness to the community, to collect beekeeping resources and beekeeping data, to plan and measurement the quality and quantity of beekeeping product.



Implementation of beekeeping activities sector depends on availability of different facilities, like computers, office chairs (office furniture's), transport equipment, and book shelves. In general beekeeping sector has no equipments which would help to facilitate perform well the targeted activities.

**Table 11: Existing working facilities in Beekeeping**

<b>Working facilities</b>	<b>Requirement</b>	<b>Available</b>	<b>Deficit</b>
Computers	2	0	2
Office chairs	5	0	5
Office tables	2	0	2
Transport	1	0	1
Book shelves	1	0	1
<b>Total</b>	<b>11</b>	<b>0</b>	<b>11</b>

The major problems facing the development beekeeping activities in Wanging'ombe District Council

- A large number of community members have lost interest in beekeeping activities.
- Lack of knowledge about beekeeping. For instance they have the equipment but do not know how to use it, e.g. the honey extractor has never been used.
- Shortage of beekeeping apiaries suitable friendly environment for practices
- Use of unimproved beehives
- Low income of beekeepers
- Ineffective enforcement of by-laws
- Inadequate statistical information to guide plan and operations for the development of the beekeeping sector.
- Shortage of facilities and equipment for collection, Storage and management of beekeeping data and information.

### **2.2.8 Primary Education**

Primary Education Department is one among core departments of Wanging'ombe District Council. It deals with provision of Pre-primary education, Primary education, Complementary Basic Education in the District (COBET) and supervises the Integration of Community Based Adult Education (ICBAE). The District has one centre for special needs education at located in Ilembula town. Based on the county's objective of expanding Primary education, the department has managed to have 106 primary schools in which all of them are government owned. The total enrollment for primary schools owned by the government is 33,677 pupils. Among them 16,278 are boys and 17,399 are girls. For pre-primary the total number of pupils are 5,360 among them 2,822 are boys and 2,538 are girls. There are 10 centres for COBET pupils in the District with enrollment of 76 pupils, among them 43 are males and 33 are females. The District also has 2 Private Vocational Training Centres located at Ilembula with 161 learners among them 75 are male and are 86 female. The District has a total of 21 Ward Education Coordinators who are responsible in coordinating education issues at ward level.

Enrolment and access to Pre-primary, Primary, and special needs pupils has been given priority by the department, since the inception of Primary Education Development Programme (PEDP). All children from 5 to 6 years are enrolled for pre-primary education and from age of 6 are enrolled for primary education. This efforts has resulted a total enrollment of 33,677 pupils in primary schools where 16,278 are boys and 17,399 are girls. In pre-primary schools the total enrolment is 5,601 pupils where 2,749 are girls and 2749 are boys.

The main trust of the department lies in the implementation of Primary Education development plan with the objectives of enhancing access, quality and equity in the provision of pre-primary and primary education in the District. The department has 10 educational officials, 7 are males and 3 are female. Also there are 783 teachers of different qualifications; degree, diploma, grade III A and grade III B in which 411 are male while 372 are females. Diploma holders are 28 males and 8 females, degree holders 36 males and 9 females.

Shortage of education officials, teachers, infrastructures, fund and the like are among problems hinder provision of quality and equitable education in the District. There is shortage of 179 teachers and 10 educational officials; there is also a shortage of 199 classrooms, 199 teacher houses, 106 offices, 106 stores, 251 pit latrines, 2791 desks, 342 tables, 374 chairs, 211 cupboards and 203 shelves for pre-primary. For Primary there is a shortage of 210 classrooms, 414 teacher houses, 352 pit latrines, 88 offices, 92 libraries, 107 concealing rooms, 53 stores, 14,896 desks, 1,828 tables, 2,111 chairs, 1,039 cup boards and 764 shelves. Another problem which department faces on implementing day to day activities is shortage of sports and games fields in schools shortage of skilled people on sports and games. There is shortage of 6 football grounds, 10 netball grounds, 41 handball grounds, 41 volleyball grounds, 43 basketball grounds, 42 marathon grounds, 48 long jump grounds and 77 high jump grounds. Drop out, Truants, number of pupils who do not know reading, writing and arithmetic skills (3Rs) leads to poor performance in national examinations. In 2015 there is 9 cases of dropout, 1,617 truants, 1,461 do not know 3Rs.

Despite of the achievement in some areas, for example increase of percentage of pupils passing standard four and seven national examinations since 2013 Primary Education has several constraints that hinder the achievement of provision of quality education. The following are some constraints that need to be addressed.

- Shortage of skilled teachers on 3Rs, unimproved teaching and learning environment lead to a number of drop out, pupils and adults who do not know 3Rs as a result bad results in national examinations.
- Cross cutting issues. Despite of the effort to improve education in terms of quality, these efforts are being jeopardized by the HIV/AIDS cases and deaths. Factors contributing to this including; alcoholism, polygamy, inheritance of widows and prostitution. Several initiatives have been made by the district to deal with the HIV/AIDS problem. Other cross cutting issue like gender balance and gender issues, environmental conservation and ways of combating corruption are also regarded
- No transport in our District so that to enhance the supervision in education programme especially in examination period and making follow up in teaching
- Shortage of motorcycle for Primary, sports and games, Adult Coordinators activities.

- In adequate funds from Government.
- There is shortage of education staffs.
- The availability of teaching and learning materials, and text books are still inadequate despite efforts made by the government and council to address the problem, all this contribute to the low quality of education.
- In adequate of teaching and learning materials for Pre-primary, primary, special needs pupils, ICBAE and COBET. The current book student ratio of 1:6 is still a problem. More funds are needed to solve this problem.
- Increase number of illiteracy pupils of pre-primary and primary.
- Increase number of illiteracy COBET and ICBAE learners.
- Shortage of grants from the government for Ilembula Special schools, head office which hinder the day to day activities of the department like examination activities.
- In adequate of pre-primary teachers which lead to many pupils and adults lack skills of 3Rs (reading, writing and arithmetic).
- In adequate number of primary teachers which hinder provision of quality education.
- In adequate knowledge among teachers. Many teachers are grade III A and some of them are grade III B.
- In adequate of motivation for pupils, teachers and education staffs. For example tuition fee, hardship allowance, recognition etc.
- Pupils drop out.
- Pupils truants.
- Low pass rate in standard IV and VII national examinations.
- Shortage of infrastructures in schools (classrooms, teacher houses, desks, tables, chairs, shelves, cupboard, pit latrines, offices, stores, library, workshops, counseling rooms, Vocational Training Centers and teacher resource centers) for pre-primary, primary, COBET, Ilembula special schools.
- Shortage of schools with electricity supply.
- Shortage of schools with clean and safe water supply.
- In adequate number of playing fields.
- Shortage of coaches.
- Shortage of sports gears.
- In adequate registered sports and games clubs.
- In adequate number of scouts.
- Lack of museum centres.

### **2.2.9 Secondary Education**

Secondary Education Department is among of the core department in Wanging'ombe District which deals with offering provision of secondary education to the pupils who completed and passed standard seven Nations Examinations. Generally the department is nearly the community and working together with its staffs for succession of imparting knowledge and sports. Wanging'ombe District Council like other councils in the country has a priority of providing Education including Ordinary and Advanced level, also it deals with sports and games in all schools private and government schools in different levels the sports grounds are not well made. The priority also lies in the enrollment expansion and access in education. It covers the enrollment of eligible students both boys and girls in secondary schools, teachers recruitment, construction of teachers houses, classes, hostels, laboratories, toilets, administration blocks and sanitation facilities.

There has been an increased 21 wards in 2015, but only 16 wards have the community based secondary schools. All pupils passed the Primary Examination in regard to gender balance are selected to join secondary schools according to their catchment areas. In comparison to the previous years, currently the District has expanded on access to education for both boys and girls. There is improvement in the construction of teachers' houses, classes, laboratories, hostels and toilets though do not meet the needs. Also there is improvement concerning the availability of text books, teachers especially arts subjects, teaching and learning materials, laboratories equipment's and electricity in some schools that helps to reduce the challenges in the implementation of Secondary Education and Policy of Big Results Now (BRN).

Based on the countries objectives of expanding secondary education, Wanging'ombe District council has managed to have 21 secondary schools in which 16 are government schools and 5 are private secondary schools. The agreed objective with the heads of schools in the district relies in the implementation of Secondary Education development plan with the objectives of enhancing access, quality and equity in the provision of secondary education in the District. The total number of students in government school is 6905 among them 2765 are boys and 4140 are girls, while in private secondary schools the total number is 1369 among them 605 are boys and 764 are females. Also the district has a total number of 408 government schools teachers with different qualifications of diploma, degree, license and masters.

### 2.2.10 Works

Works department is among the department which works under the District Executive Director. It was established in order to enhance all government civil and building activities. This works department has the following core functions as stipulated by road Act of 2007 no. 8.

- To coordinate and supervise civil and Building projects to all private and government institutions.
- To make sure all the works activities such as roads, bridges and public buildings are done to quality and good standards.
- To do inventory, designing and preparation of Bills of Quantities, drawings and supervision on all government and pubic infrastructures such as Roads, Bridges, and public buildings.

In performing its duties the department has 2 Civil Engineers, 1 Civil Technician, 1 Architect and 1 supporting staff. With respect to road infrastructure, Wanging'ombe District has an approximately 820.7km total rural roads network which needs to be improved and maintained. Of these roads 592km are District roads, 228.7km are village roads also there are 55.4 km gravel road and 536.6km earth roads. The District has 77km which are regional roads and 13km tarmac road. Generally, about 134.8km of earth road are not passable at all. On road maintenance status, in the year 2013 there were about 40% of roads which were fair and good. In 2014 there were 75% of roads which were fair and good. In 2015 there were 80% of roads which were fair and good. According to the current inventory, the District has a total number of short span and long span concrete bridges constructed and maintained. In total, the council roads have a total of 25 bridges by 2015.

**Table 12. Existing manpower in Work department**

Title	Required	Available	Deficit
District Engineer	1	1	0
Engineer	1	1	0
Civil Technician	3	1	2
Electrical Technician	1	0	1

Architect Technician	1	1	0
Mechanical Technician	1	0	1
<b>Total</b>	<b>8</b>	<b>4</b>	<b>4</b>

On working facilities, the department has one supervision vehicle which was granted from Road Fund TAMISEM, 1 laptop, 1 printer, 1 Photocopy machine, 5 tables, 3 cabinets, 1 GPS machine, 1 Theodolite/leveling instrument. In its day today activities the department is hampered by several problems which include:

- The road network in the District is big compared to the fund receive from Road Fund.
- For the time being the council has rural roads network of 820.7 but we only cover 35% of road construction.
- A heavy rain becomes a problem which makes many roads infrastructure to be deteriorated, for this case is not easy to maintain all recognized roads in the budgeted year.
- Inadequate fund received, hinders us to improve our roads to the gravel standards for the whole section keeping in mind most roads are earth roads.
- Shortage of Technical staff is a major problem compared to the work load available.
- Bureaucratic procuring procedure makes the delay start of the projects which leads to move with a lot of money to the following year.
- Delay of money release from TAMISEM makes the council to have financial debit from contractors.
- Inadequate of government houses for civil servants; because the council is newly established there are no government buildings constructed yet for its civil servants staffs.
- Poor working environments; the council has no Office building which makes the departments staffs to work in a very congested and unfair environments.

### 2.2.11 Environment and Cleansing

Environment is the sum total of all surroundings of a living organism. Living things do not simply exist in their environment but they constantly interact with it. The environment consists of the interactions among plants, animals, soil, water, temperature, light, and other living and non-living things. The Environment and Cleansing department is among the Wanging'ombe District Council departments which deals with monitoring the implementation of the Policy and Laws related to Environmental management, promotion of environmental awareness on the protection of the environment and conservation of natural resources. It is also dealing with Management of sanitation to the community. The section has responsibility of raising awareness on tree planting to various stakeholders. An average of 2,500,000 to 4,000,000 different tree species have been planted by groups, institutions and individuals in 2013/2014 and 2014/2015 respectively out of the national target of 1,500,000 trees per year. Majority of the community in the district rely on wood for their energy, of which increases pressure on tree cutting hence causing deforestation and environmental degradation. Deforested areas no longer provide a home for wildlife leading to biodiversity loss and are also susceptible to soil erosion.

The department is responsible to:

- Ensure the enforcement of Environmental management Act in the District
- Advise the environment management committee of the District council on all matters relating to environment;
- Promote environmental awareness in the District on the protection of the environment and the conservation of natural resources;

- Gather and manage information on the environment and utilization of natural resources in the District;
- Prepare periodic reports on state of the local environment; Monitor the preparation, review and approval of Environmental impact assessments for local investments;
- Review by-laws on environmental management and on sector specific activities related to the environment;
- Report to the Director of Environment and the Director General on the implementation of the Act;
- Perform such other functions as the local government authority may from time to time assign the department.

Shifting cultivation technique is applied in the District where trees are cut down and burned in order to clear land for temporary agriculture, the land is used until its productivity declines at which point a new plot is selected and the process repeats. This technique is experienced at Saja, Kijombe and Luduga wards. The practice is sustainable where population levels are low and time is permitted for rejuvenation of natural vegetation; conversely, the practice can have disastrous consequences for the environment. Poor agricultural practices are taking place in vast area of the District. This contributes to reduce land's productive capacity due to application of excessive pesticides and fertilizers. In a participatory manner 23, villages have formulated their Natural resources committees of which capacitated with skills on the management of natural resources including forestry, water resources, poaching and control of bush fire in their respective villages. Environment sector is supposed to have 4 staff according to National standard but for the time being there is only one staff.

On cleansing it involves the action of removing waste materials whether in solid or liquid to safe dumping places where proper handling will take place, Wanging'ombe District council has one town centre called Ilembula with a population of 5,088. The population produces an average of 1,526.4 kilograms of solid waste per day equivalent to 1.5 tones. Solid waste is collected by individuals from their homes and deposited at five (5) constructed collection points situated at different hamlets. Transportation of solid waste from collection points to dump site is done by the District council through hired trucks. The large extent of solid waste produced in Ilembula town centre is plastic materials, papers, tins, clothes, hair and shoes which is in two categories; (i) that can be recycled and (ii) which can be used as composite manure. Recycling of solid waste is not done because there is no industry for recycling in the District and nearby Districts; therefore there is no scavenging activities due to absence of market for plastic materials.

In terms of community hygiene, Wanging'ombe District council has 24,272 (60%) households with improved toilets out of 73% National target and 16,182 (40%) households with unimproved toilets. Currently, the department is promoting awareness and training to households and community at large on environmental sanitation including improvement of toilets. Community participation in the management of Environmental sanitation was considered, whereby the District council has formulated an Environmental sanitation bylaws which are useful for improvement of health and environmental hygiene of the clients in Wanging'ombe District council. Various contribution fees from different sources have been stipulated in the bylaw to support cleansing activities and transportation of solid waste to dump site.

Generally, the department is faced by different constraints of: Shortage of staff, Lack of working facilities, Lack of knowledge on Climate change to the community, Land degradation, Pollution, Deforestation Persistence of drought in some areas and Occurrence of bush fire

### **2.2.12 Planning, Statistics, Monitoring and Evaluation**

The department of Planning, Statistics Monitoring and Evaluation has the major role to plan, coordinate, monitor and evaluate all issues related to development projects in collaboration with various stakeholders for the sake of attaining sustainable development of the District. Since the establishment of the council in July 1, 2013, the department has been working hard to make sure that the community of Wanging'ombe district acquires high and quality social services by:

- Involving the community and other stakeholders in planning and implementation of development activities in their areas.
- Monitoring, supervising and evaluating the implementation of development projects in all 21 wards of the District
- Making sure that socio-economic projects such as water projects, road and bridges infrastructures projects and school infrastructures development projects have been implemented and reported to stakeholders.
- Making sure that Socio-Economic Profile of the Council has been in place and communicated/disseminated to stakeholders.

Furthermore, the department deals has various duties of: Planning and budgeting of both development and other charges activities, Preparation of Annual action plans and cash flows statements, Preparation of the district strategic plan, Preparation of the district progressive and cumulative development reports, Monitoring and evaluation of all development activities, Management of both physical and financial resources, To assist in preparation of profile so as to bring together available statistics on the activities and resources of each department and units and To collect, combine and analyze categories of data as a basis for planning.

The Policy and Planning section is responsible: To coordinate the process of planning, budgeting and implementation of development projects. To establish, monitor and evaluate performance indicators in the process of project implementation for the sake of creating an environment of socio-economic development. To prepare and disseminate reports for various socio-economic activities implemented in the district

Statistics Section is responsible: To collect, analyse, interpret and disseminate data and various reports for consumptions of stakeholders during their plans preparation. To store and manage district socio-economic data. To assist in preparation of profile so as to bring together available statistics on activities and resources for implementation of projects as well statistics on resources on the activities and resources of each department and units. The department is hampered by inadequate working facilities including transport, inadequate funding from Central Government to development project implementation, lately disbursement of funds from central government, low commitment to some communities in the project implementation, unstable budget ceiling for the prepared plans which tend to discourage the community to participate fully in the implementation of development projects and inadequate number of staffs.

### **2.2.13 Finance and Trade**

Finance Department is one among 13 departments in Wanging'ombe District Council. The purpose of finance department is to ensure efficient and effective management of public funds, provision of advisory services to the Council by planning, organizing, and recording, auditing, accounting for, directing and controlling financial activities of the council. The department is divided into 4 sections: Expenditure Section, Revenue Section, Salaries Section, Final Accounts Section address, Pre-audit Section and Trade section.

The finance department performs its duties as mandated in Local Authority Financial Memorandum revised in 2010, section 8 and Finance Act of 1982. In accordance to Local Authority Financial Memorandum the following are the responsibilities of this department:

- Responsible for day to day transactional accounting of the council.
- In collaboration with other department and units engage in duty of preparation of annual budget of income and expenditure.
- Preparation of regular reports to the councilor the progress of actual expenditure and income compared to budget, and making recommendation for balancing levels.
- Preparing councilors reports and financial statements.
- Assurance of effective system of internal control is operating
- Being custodian of council assets and all aspects of financial management for the council.
- Controls accountable documents of the council.
- Ensuring proper accounts are maintained and posting are made promptly.

In accomplishing the intended objectives, the Council depends on the various sources of fund: Own Sources revenue collection, Government grants which comprise Personal Emolument (salaries) and other charges, funds from Development partners. During the year 2014-2015 the Council collected Tshs 709,613,178 from own sources out of budgeted Tshs 1,023,686,000 (69%) for government grants received Tshs 6,456,129,150.45 out of budgeted Tshs 12,992,366,100 (recurrent expenditure) i.e 50% and Development projects received Tshs 2,901,349,225.27 out of budgeted 5,557,125,000 i.e 52% this means the council depend on government grant by 95%. In case of man power, the department has only 4 staff instead of 13 staff as per establishment. Therefore there is a shortage of 9 staff. For working tools the department has 2 laptops, 2 desktop computers, 4 office chairs and 4 office tables. However, the Department faces various problems which affect its performance: Shortage of Staff, inadequate transport facilities for field works, un computerized accounting systems (The Council use manual accounting system), poor working environment and unrealistic revenue data base.

#### **2.2.14 Internal Audit**

Internal Audit Unit is one of the Sections of Wanging'ombe District Council. Internal auditing refers to an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. Its purpose being to help an organization accomplish its objectives by bringing systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal Auditing Services in public Sectors are mandory Services as stipulated in The Local Authority Finances Act Number 9 of 1982, Section 45(1) which requires each urban and district Local Government Authority to employ its own Internal Auditor who shall audit its accounts. Wanging'ombe District Council like other Councils it is among the Council which adhered to this Act by establishing the Internal Audit Function. In the Local Authority Financial Memorandum (2010), Order Number 7 (c) which provides the Director of a Council responsibility for directing the work of the Internal Audit Section, receiving their reports and after consultation with relevant head of departments, ensuring recommendations are acted upon and submitted to relevant authorities. The Public Finance Act (2001) Section 28 requiring every Accounting Officer to establish an effective Internal Audit Unit throughout the Ministry, Department or Agency or other reporting



unit as the case may be and Section 34 of the Public Finance Act (2001) which provides for the duties of the Internal Auditor in the Public Sector.

Pursuant to Order Number 14 (4) of the Local Authority Financial Memorandum (2010) Internal Audit Unit has the following roles:

- Review and report on proper control over the receipt, custody and utilization of all financial resources of the Council.
- Review and report on compliance with financial and operational procedures laid down in any written law, instruction and good accounting practice as defined by the Minister from time to time in order to ensure sound financial practices.
- Review and report on the correct classification and allocation of revenue and expenditure accounts.
- Review and report on the reliability and Integrity of financial and operating data in order to allow for the preparation of accurate financial statements and other reports; and
- Review and report on the systems in place which are used to safeguard assets.
- Engage in consultancy and furnishing management with analyses, appraisals recommendations and commentaries aimed at identifying avenue for improvement in risk management, control and governance processes.

In Wanging'ombe District Council, Auditing Services effectively started in January, 2014 when an Internal Auditor was appointed being six months after its establishment. Currently the Council has been audited in all quarters by Internal Auditor since January 2014 and all quarterly reports being submitted to respective Authorities. Externally the Council has been audited once i.e. financial year 2013/2014 by External Auditors and acquired unqualified opinion on its Financial Statements. In terms of Man Power, the Internal Audit Unit has only one (1) staff instead of four (4) staffs as per establishment. Therefore there is a shortage of three (3) staffs. In performing auditing duties, currently the Unit has one laptop, one executive table and one executive chair. However, issues of major concern the Internal Audit Unit faces are: lack of transport facility which hinders audit activities to be performed effectively especially field works, inadequate number of staff which affects the scope of audit work. The Unit has only one Internal Auditor, inadequate budget both from Council's own sources and General Purpose Grant from Central Government for Internal Audit Unit. These limitations can not support effectively the internal audit activities. Moreover, the Unit is facing late disbursement of General Purpose Grant from Central Government and sometimes the fund is not disbursed, poor response to audit queries and poor working environment.

### **2.2.15 Legal**

Legal Unit was established in July 2013 when Wanging'ombe District Council was established as per Local Government District Authorities Act Cap 287, 1982 R.E 2002. Legal unit was established with the core functions to prepare draft of District By-law, to assist Villages in Preparing drafts Village-by law, to provide legal advice to District Executive Director, to attend Council Statutory meeting and provide legal advice, to provide legal awareness to Ward tribunals and to appear and represent Council Cases in Court of Law. In achieving its functions legal Unit perform the following roles:

- To Prepare drafts District By-Law
- To provide Legal awareness to Ward Tribunals Cap 206 on Legal Issues.
- To assists in drafting procurement Contracts and other contracts
- To cooperate with other Departments in Collection of Revenue.
- To provide legal Advice to District Executive Director

- To attend monthly and quarterly Council Statutory Meeting and provide legal advice.
- To appear and represent the Council in Cases in Court of law
- To cooperate with District Election Team in election issues
- To make sure rules, regulations and laws are observed
- To assist Villages in preparing drafts Village By-Law
- To render legal services to the Community
- To maintain all legal documents of the Council
- Solving Various Conflicts existing within the Village especially Land Conflicts.
- To make sure there is Court Attire for legal staffs
- To make sure there is conducive environment for working
- Legal Staffs especially to have office equipments such as office table, chairs and Computers.
- To provide education on HIV/AIDS to legal staffs
- To provide legal education on legal staffs and non legal staffs on issues of corruption.
- To make sure legal staffs attend seminar, meeting and workshop in respects of legal issues.

Currently, the District Council has a total of 17 Ward Tribunals; there is availability of Compilation of laws (JUTA). The District is faced with three cases, two cases are within Wanging'ombe geographical area which were filed in 2008 this cases are between Samaria Village Cases Versus Njombe District Council and others case number 28/2008 and case of Bedon Kinyunyu Versus Njombe District Council, Case number 2/2012. Last case is the Case of Burton Nyadzi Versus Wanging'ombe District Council Case Number 11 of 2014; currently this case is settled outside the Court of Law. In performing its core business the unit is facing several hindrances:

- Shortage of office equipments especially office Furniture, Computer and Printer.
- Scarcity of Funds which lead to problem in performing legal functions especially to provide legal awareness to the Community on legal issues.
- Ward Tribunals are not aware of Ward tribunal issues due to lack of several seminars.
- People do not prefer to observe by-laws.
- Shortage of legal office.
- Absence of Ward Tribunals in new Ward especially in Malangali Ward, Itulahumba Ward, Uhenga and Udonja Ward
- Existence of Various Conflicts in Village level.
- Absence of Strong evidence which may lead District Council not to win cases.
- Shortage of District by Laws and Village by Laws
- Several Cases are filed against the Council due to failure to follow rules, laws and regulation.
- Shortage of training, seminars and workshop on legal issues to Legal staffs.

### **2.2.16 Information and Communication Technology Unit (ICT)**

Due to development of science and technology particularly in Information and Communication Technology (ICT) many services and activities depend on the use of ICT. Information and Communication Technology is among of 6 units within Wanging'ombe District Council established and approved by the president on 2011. Its purpose is to deal with and supervise the proper use of ICT facilities and system. The major roles of the ICT Unit are:

- To coordinate the provision of knowledge and services on application of ICT to the Wanging'ombe District Council.

- To provide ICT advice to District Executive Director
- Boost availability of Cellular Mobile Networks (Vodacom, Tigo, Halotel and Airtel) to large part of Wanging'ombe district council
- To ensure availability of computers and other IT equipments to Departments, Unit and other stakeholders offices.
- Installation of common governments ICT application systems. Example TOMSHA (Tanzania Output Monitoring System for HIV/AIDS.), PLANREP (Planning and Reporting), have been done and already in use by Council.
- To ensure all ICT devices and Computer System are working and kept properly
- To propose and advice the Council Management Team on the use of newly Computer System that will enhance provision of good services to community.

In Wanging'ombe District Council ICT service delivery started on July 2014 when ICT Officer was appointed. In terms of Human resource, the ICT Unit has three staff instead of six (6) required. The ICT Unit is faced with a number of problems: Low awareness of ICT field to most ICT end users, Lack of ICT Sensitization training because of shortage of funds within the Council, particularly to the Computer system that are to be used by Council. Poor working environment, Lack of communication Network, Leakage of Council information, Lack of National Optical Fiber backbone and Computer hard disk failure due to virus problem.

### **2.2.17 Election**

Election Unit is one of the sections in the Local Government Authorities which were established since 2012 for the purpose of providing the community more chance to practice democracy. In the District, currently (2015) the unit has only 1 working staff who is taking charge of all issues related to civic education and election matters. The major role of this section is coordinating and managing registration for voters and election exercise in local government elections and National General Elections.

Apart from this major role, this section has the following specific roles:

- Educating the community on their roles in maintaining peace and security through their political will
- Motivating the community especially elders to use their right of electing their leaders or being elected.
- To make sure all village governments in all villages works effective to create a conducive environment for the community to participate in the implementation of development activities
- Managing all issues related to Voters Registration (Registration and Updating data) and administering General elections for President, Member of Parliament and Councilors.

The District council has one constituency called Wanging'ombe, where the dominant political parties are Chadema and CCM. The democratization processes with a wide range of mass media in collaboration with the National and international organisations have marked an increased civic education to most of community members in the District.

On the citizen representatives, the council has a total of 24 Councilors who includes: 1 Member of Parliament. 2 Female Councilors, 6 Councilors from special seats category and 15 Male elected Councilors. These representatives form a full Council whose main responsibility is to make decisions and manage various development projects for the community of the District Council.

The unit has managed to mobilize community members through provision of civic education, this has resulted to high community participation in all issues related to Registration of Voters and Voting for the leaders in Local Government election and General Election. Moreover, community has continued to maintain peace and harmony in their areas during political campaigns and election.

Despite the success, election unit is facing different problems:

- Lack of motivation to some people in the community to use their rights to participate in the elections of their leaders or being elected
- Low level of civic education among the community members
- Low motives in working among elected leaders especially Village Chairperson
- Inadequate working facilities as it can be seen in the table below

### **2.2.18 Administration and Human Resources**

Administration and Human Resource is one among 13 departments of Wanging'ombe District Council. The department deals with welfare of all employees and Councilors in the Council. The core functions of the department are as follows:-

- Preparation of personal emolument for the council
- Interprets Public Service rules, laws, regulations and various circulars
- Analysing and predicting the number of employees who need short and long course trainings.
- Deals with recruitment process
- Preparing Training Needs Analysis (TNA) and Training Programme (TP) for the Council
- Deals with promotion, transfers and confirmation of employees
- Advice the District Executive Director in all matters concerning Administration and Human Resource.

Furthermore, the department deals with the administration of Ward and Villages, whereby the administration of Wards are under the Ward Executive Officers and Villages under Village Executive Officers. The department also deals with overall issue of Councilors.

The Council has 21 Wards, 108 villages and 31 Councilors. Each ward has Ward Executive Officer and 97 villages has village Executive Officers while 15 has no VEOs. There are 4 Human Resource Officers and 1 Administrative Officer at the head quarter, who deals with management of the department and its sections.

The department comprises two main sections. These are Administration and Human Resource. The sections work together to accomplish the Council's role of providing services the people. The department is headed by District Human Resource Officer, who deals with all matters of the department.

**a) Administration**

Administration deals with all activities, related to good governance, Village administration, Ward Administration, Councilors meetings and Head of departments meetings, Community Complains, Councilor's welfare and performance, and all related administrative issues.

**b) Human Resource**

The unit plays role on training and development to employees, conducting induction course to new recruited employees, Preparation of Training Needs Assessment and Training Programme for the council, prepare and keep records for employees, promotion, conformation and transfer of employees.

**Table 13: Distribution of staff in the department**

No	Position/Title	Number
1	District Executive Director	1
2	District Human Resource Officer	1
3	Human Resource Officers	3
4	Administrative Officer	1
5	Records Management Assistant	2
6	Personal Secretaries	6
7	Office Assistants	7
8	Committee Clerks	2
9	Drivers	5
10	Ward Executive Officers	21
11	Village Executive Officers	97
	<b>Total</b>	<b>146</b>

**Source:** Wanging'ombe District Council, 2015.

The department of Administration and Human Resource has the following working facilities:- 1 Laptop Computer, 2 Desktop computers, 2 Printers, 1 Photocopy Machine, 9 tables, 13 Office chairs, 2 cars.

The Administration and Human Resource department perform it duties basing on the Acts and Circulars provided by the government to govern public service. Some of them are as follows.

- The Public Service Act No. 8 of 2002 , as amended by Act No. 18 of 2007
- The constitution of United Republic of Tanzania of 1977, Version of 2005
- The public service Regulations of 2003
- The Local Government (District Authorities) Act, 1982
- Employment and Labour Relations Act No. 6 of 2004
- The Public Service Schemes of 2002 – 2011
- Circular letters, Compiled by Public Service Management
- Standing Orders for Public Service of 2009
- The local Government Finance Act, 1982
- The local Government Services, Act 1982

- The Public service Recruitment and Employment policy of 2008

Despite of the achievement of the department in some areas, for example increasing number of staff by conducting recruitment, where by the council by July 2013 when started had 1400 employees while now in 2015 there are 1720 employees, increase practice of good governance and rule of law at Village levels, It has several constraints that hinder the achievement of provision of quality service to the employees and community at large. The following are some constraints that need to be addressed.

- Shortage of working tools such as computers, vehicles, photocopy machines and printers
- Shortage of staff in some areas, like drivers, whereby the council has a shortages of 7 Drivers, Villages Executive Officers, Community Development Officers, and other staff
- Cross cutting issuers. Despite of improving service jeopardized by the HIV/AIDS case and deaths. Factors contributing to this included alcoholism, polygamy, inheritance of widows and prostitution
- In adequate funds from the Government. The fund released by the government is less than the actual budget prepared.
- Shortage of experienced Human Resource Officers and Administrative Officers. All of them has 1 year working experience, this contribute to delay in performing some duties in the department.
- In adequate of motivation package for employees due to lack of fund
- Shortage of office at ward and village levels.
- 14 Head of departments/ sections are acting their positions. They have not confirmed in their position, efforts are being done to make sure they get confirmed.

## **2.2.19 Procurement Management Unit**

Procurement management Unit is one among Units in Wanging'ombe District Council that was established by an Accounting Officer through Section 37(1) of the act of 2011. This unit initially had two qualified procurement staff with degree as stipulated by the act Section 37. This unit was firstly established by an Accounting officer in 2013 and despite of having few staffs it delivers what is required. However the Unit expects to get other staffs from the Central government. The Head of this Unit is directly reporting to an Accounting officer as laws demands. The Unit for the time being has three qualified Procurement staff with degree and they are registered with the Board and who are working together to ensure needs of user department are fulfilled. In fulfilling entity's obligation there several working tools that supports reaching our goals, this includes one Printer and one laptop. However this situation doesn't favor much to deliver the expected service.

Despite this Unit being fully responsible for a key function of managing Procurement of Goods, Works and Services in the Council, it has the following functions:

- a) Support the functioning of the Tender Board; Normally Procurement Management Unit (PMU) act as a key unit to Tender Boards functions, therefore Tender Board without PMU can't work.
- b) Implement the decisions of the Tender Board. Soon after the Tender Board makes decision in the meeting, it's the PMU that will implement those decisions by ensuring laws and regulations are followed.
- c) Act as a secretariat to the Tender Board. PMU is responsible for leading the meeting in proper manner but also to take all records of what has been discussed in the meeting and to keep those records in safe place.

- d) Plan the procurement and disposal by tender activities of the procuring entity. Each procuring entity must have procurement plan and this procurement plan normally is developed from the Budget of the particular financial year. So PMU has got a duty to consolidate all user department needs of Council departments.
- e) Recommend procurement and disposal by tender procedures. PMU should recommend procurement method to Tender Board (TB) so that members could scrutinize and make decision on which method to opt.
- f) Check and prepare statements of requirements. All requirements from user department should be well checked before stating procurement process for example the issue of specifications should well be critically seen as an important aspect before procurement process starts.
- g) Prepare tendering documents. Tender document for Goods, Works and Services must be prepared by Procurement Management Unit before hence be submitted to the TB for approval.
- h) Prepare advertisements of tender opportunities. All advertisement should be prepared by PMU by following all contents of advertisement after request from the user department being approved by the Tender Board.
- i) Prepare contract documents. After award being done by the Tender Board, the duty remains to PMU to prepare contract document for bidders.
- j) Issue approved contract documents. Contract documents must be issued after being approved by the TB and any contract issued without TB approval is void.
- k) Maintain and archive records or the procurement. All records needs to be kept properly specifically documents used from the begging of procurement process to the end.
- l) Maintain a list or register of all contracts awarded. All contract awarded must be registered in terms of name of the name of the bidder, amount duration and name of the project.
- m) Prepare monthly reports for the Tender Board. It's the duty of PMU to prepare monthly procurement reports that are supposed to be submitted to TB for approval.

The routinely activities the Procurement Management Unit face the following problems that hamper the Unit to execute well its core functions:

- Availability of few working tools- The Unit has only one laptop and one printer. This makes daily operations to go not as planned because having those few equipments means delivery of service to the User department can't be perfect.
- Few staff- For the time being the Unit has only three staff who can't manage all activities required to be performed by the user department.
- In adequate procurement knowledge to user department-Most of User department does not have enough knowledge of doing procurement. This makes them not to adhere to procurement laws, regulations and procedures hence lead to audit query.

- Inadequate knowledge to bidders-Most of bidders do not have enough knowledge on preparation of Tender document but they tend to mismanage. Normally laws provide room of 21 days for the case of National Competitive bidding that means a bidder is given a room for preparation of Tender document, but often you find three days before deadline for submission a bidder is purchasing document and preparing a substandard bid, however most of them do not know the impact of submitting a late bid apart from being informed and if they have a problem or area of misunderstanding you find them fail to know how to channel their problem in a proper way.
- Communication problem - Procurement Management Unit have a system called Procurement management Information system, this system needs to be operated by Procurement management staff but they can't use this system because of internet problem.

## **2.3 The Psychotherapy of External Environment**

### **2.3.1 Sustainable Development Goals (SDGs)**

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25<sup>th</sup> September, 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 state has committed to achieve 17 goals by 2030 deadline. Therefore Wanging'ombe District Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that endeavour. The Sustainable Development Goals which Wanging'ombe District Council should contribute to achieve in long term are summarized below.

#### **1. No Poverty**

Goal 1: End poverty in all its forms everywhere

##### **Targets:**

- By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
- Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable
- By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
- By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
- Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions



- Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

## **2. Zero Hunger**

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

### **Targets:**

- By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
- By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
- By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment
- By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
- By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed
- Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries
- Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round
- Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility

## **3. Good Health and Well-being**

Goal 3: Ensure healthy lives and promote well-being for all at all ages

### **Targets:**

- By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.
- By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.
- By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases

- By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.
- Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.
- By 2020, halve the number of global deaths and injuries from road traffic accidents
- By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes
- Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
- By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
- Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate
- Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all
- Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States
- Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks

#### **4. Quality Education**

Goal 4: Ensure inclusive and quality education for all and promote lifelong learning

##### **Targets:**

- By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes
- By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
- By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
- By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy
- By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and

sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

- Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all
- By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries
- By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and Small Island developing States

## **5. Gender Equality**

Goal 5: Achieve gender equality and empower all women and girls

### **Targets:**

- End all forms of discrimination against all women and girls everywhere
- Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
- Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
- Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
- Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws
- Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
- Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

## **6. Clean Water and Sanitation**

Goal 6: Ensure access to water and sanitation for all

### **Targets:**

- By 2030, achieve universal and equitable access to safe and affordable drinking water for all

- By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations
- By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
- By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
- By 2030, implement integrated water resources management at all levels, including through trans boundary cooperation as appropriate
- By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
- By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies
- Support and strengthen the participation of local communities in improving water and sanitation management

## **7. Affordable and Clean Energy**

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

### **Targets:**

- By 2030, ensure universal access to affordable, reliable and modern energy services
- By 2030, increase substantially the share of renewable energy in the global energy mix
- By 2030, double the global rate of improvement in energy efficiency
- By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology
- By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support

## **8. Decent Work and Economic Growth**

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

### **Targets:**

- Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries
- Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors
- Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

- Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead
- By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- By 2020, substantially reduce the proportion of youth not in employment, education or training
- Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
- Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
- By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
- Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
- Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries
- By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization

## **9. Industry Innovations and Infrastructure**

Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation

### **Targets:**

- Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
- Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries
- Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets
- By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
- Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending
- Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States

- Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities
- Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020

## **10. Reduced Inequalities**

Goal 10: Reduce inequality within and among countries

### **Targets:**

- By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average
- By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
- Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality
- Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations
- Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions
- Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies
- Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements
- Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes
- By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent

## **11. Sustainable Cities and Communities**

Goal 11: Make cities inclusive, safe, resilient and sustainable

### **Targets:**

- By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
- By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

- By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
- Strengthen efforts to protect and safeguard the world's cultural and natural heritage
- By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
- By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
- By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
- Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
- By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels
- Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials

## **12. Responsible Production and Consumption**

Goal 12: Ensure sustainable consumption and production patterns

### **Targets:**

- Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries
- By 2030, achieve the sustainable management and efficient use of natural resources
- By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
- By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
- By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
- Promote public procurement practices that are sustainable, in accordance with national policies and priorities
- By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
- Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production

- Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products
- Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities

## **14. Climate Action**

Goal 14: Conserve and sustainably use the oceans, seas and marine resources

### **Targets:**

- Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- Integrate climate change measures into national policies, strategies and planning
- Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
- Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalise the Green Climate Fund through its capitalization as soon as possible
- Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities
- Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

## **15. Life below Water**

Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

### **Targets:**

- By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution
- By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans
- Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels
- By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics



- By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information
- By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation
- By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism
- Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries
- Provide access for small-scale artisanal fishers to marine resources and markets
- Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in UNCLOS, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of The Future We Want

## 15. Life on land

Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

### Targets:

- By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and dry lands, in line with obligations under international agreements
- By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally
- By 2030, combat desertification, restore degraded land and soil, including land affected by desertification,
- By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development
- Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species
- Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed
- Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products
- By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species
- By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts

- Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems
- Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation
- Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities

## **16: Peace Justice and Strong Institutions**

Goal 16: Promote just, peaceful and inclusive societies

### **Targets:**

- Significantly reduce all forms of violence and related death rates everywhere
- End abuse, exploitation, trafficking and all forms of violence against and torture of children
- Promote the rule of law at the national and international levels and ensure equal access to justice for all
- By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime
- Substantially reduce corruption and bribery in all their forms
- Develop effective, accountable and transparent institutions at all levels
- Ensure responsive, inclusive, participatory and representative decision-making at all levels
- Broaden and strengthen the participation of developing countries in the institutions of global governance
- By 2030, provide legal identity for all, including birth registration
- Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
- Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
- Promote and enforce non-discriminatory laws and policies for sustainable development

## **17. Partnership for Goals**

Goal 17: Revitalize the global partnership for sustainable development

### **Targets:**

#### **(a) Finance**

- Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection
- Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of ODA/GNI to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries
- Mobilize additional financial resources for developing countries from multiple sources

- Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress
- Adopt and implement investment promotion regimes for least developed countries

#### **(b) Technology**

- Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism
- Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favorable terms, including on concessional and preferential terms, as mutually agreed
- Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology

#### **(c) Capacity-Building**

- Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation

#### **(d) Trade**

- Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda
- Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020
- Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access

#### **(e) Systemic issues**

##### ***Policy and Institutional coherence***

- Enhance global macroeconomic stability, including through policy coordination and policy coherence
- Enhance policy coherence for sustainable development
- Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development

##### ***Multi-stakeholder partnerships***

- Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries

- Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

**(f) Data, monitoring and accountability**

- By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts
- By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

**2.3.2 Open Government Partnership (OGP)**

The Open Government Partnership (OGP) is a global initiative that aims at promoting transparency, empower citizens, fight corruption and encourage use of new technologies to improve governance. The OGP was formally launched in New York on 20th September, 2011 by 8 founding members, namely; Brazil, Indonesia, Mexico, Norway, Philippines, South Africa, United Kingdom and United States. The OGP is overseen by a multi-stakeholder International Steering Committee comprised of Government and civil society representatives. One of the major benefits of OGP is to improve service delivery and make Governments more responsible and accountable to their citizens. Given the benefits of this initiative, Tanzania joined the Open Government Partnership Initiative in September 2011. The intention is to make the Government business more open to its citizens hence improve public service delivery, government responsiveness, combating corruption and building greater trust. As stipulated under the Tanzania OGP Action Plan of 2012/2013, the OGP commitments are focused on the four pillars namely transparency, accountability, citizen's participation and technology and innovation. Our main focus is in the Health, Education and Water sectors. On transparency, the commitment is to improve various government websites to enable citizens to access information freely and timely. A citizens Budget in simplified language has been produced. The aim is to make citizens aware of the national budget components.

To spearhead good governance across the Government, several key and crosscutting governance reforms are being implemented. These core reforms are; the Public Service Reform Program (PSRP), the Local Government Reform Program (LGRP), the Legal Sector Reform Program (LSRP), the Public Financial Management Reform Program (PFMRP) and the National Anti-corruption Strategy and Action Plan (NACSAP). In line with these reforms, sector specific programmes have been undertaken to improve service delivery through the implementation of Decentralization by Devolution (D-by-D). These programmes constitute the policy and strategic framework for enhancing accountability, transparency and integrity in the use of public resources in order to improve service delivery in which Wanging'ombe District council must adhere to in achieving its vision.

### 2.3.3 The Tanzania National Development Vision (2025)

Tanzania envisions that by 2025 will have attained a remarkable development from a least developed to a middle income country in the areas of high quality livelihood, peace, stability and unity, good governance, as well as educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits.

**High Quality Livelihood,** Ideally a nation's development should be people-centered, based on sustainable and shared growth and be free from abject poverty. For Tanzania, this development means that the creation of wealth and its distribution in society must be equitable and free from inequalities and all forms of social and political relations which inhibit empowerment and effective democratic and popular participation of social groups (men and women, boys and girls, the young and old and the able-bodied and disabled persons) in society. In particular, by the year 2025, racial and gender imbalances will have been readdressed such that economic activities will not be identifiable by gender or race. All social relations and processes, which manifest and breed inequality in all aspects of the society (i.e., law, politics, employment, education, culture), will have been reformed.

**Peace, stability and unity,** A nation should enjoy peace, political stability, national unity and social cohesion in an environment of democracy and political and social tolerance. Although Tanzania has enjoyed national unity, peace and stability for a long time, these attributes must continue to be cultivated, nurtured and sustained as important pillars for the realization of the Vision.

**Good Governance,** Tanzania cherishes good governance and the rule of law in the process of creating wealth and sharing benefits in society and seeks to ensure that its people are empowered with the capacity to make their leaders and public servants accountable. By 2025, good governance should have permeated the national socio-economic structure thereby ensuring a culture of accountability, rewarding good performance and effectively curbing corruption and other vices in society.

**A Well Educated and Learning Society,** Tanzania envisages being a nation whose people are ingrained with a developmental mindset and competitive spirit. These attributes are driven by education and knowledge and are critical in enabling the nation to effectively utilize knowledge in mobilizing domestic resources for assuring the provision of people's basic needs and for attaining competitiveness in the regional and global economy. Tanzania would brace itself to attain creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally, cognisant of the reality that competitive leadership in the 21<sup>st</sup> century will hinge on the level and quality of education and knowledge. To this effect, Tanzania should:

- Attain self-reliance driven by the psychological liberation of the mindset and the people's sense of confidence in order to enable the effective determination and ownership of the development agenda with the primary objective of satisfying the basic needs of all the people - men, women and children.
- Be a nation whose people have a positive mindset and a culture which cherishes human development through hard work, professionalism, entrepreneurship, creativity, innovativeness and ingenuity and who have confidence in and high respect for all people irrespective of gender. The

people must cultivate a community spirit; one which, however, is appropriately balanced with respect for individual initiative

- Be a nation with high quality of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.

This necessitated the government to launch a National Strategy for Growth and Reduction of Poverty II (NSGRP II) to expedite the process of attaining the national development vision. The Wanging'ombe District Council as one of the councils responsible for service delivery in the country could serve as one of the government vehicles in attaining the goal of vision 2015 and thus reduce the poverty level among Tanzanians.

### **2.3.4 Tanzania Five Years Development Plan (2011/12 – 2015/16)**

This is an important milestone for Tanzania that a formal Five Year Development Plan is being unveiled. Spanning from 2011/12 to 2015/16, the Plan is the formal implementation tool of the country's development agenda, articulated in the Tanzania Development Vision 2025. A prime aspect of the Plan is the recognition of fast-tracking realization of Development Vision 2025 goals. The Plan is underpinned by specific strategies to fast-track realization of the Vision 2025 goals and objectives. These include sustainable and effective utilization of existing human and natural capital; creation of an enabling environment for the private sector to invest and participate in a wide range of business opportunities, in the next five years. The Plan emphasizes that the success of the private sector in taping the advantages from the enabling environment will depend on an efficient, well-functioning and effective public sector.

In this respect, the Plan indicates key functions and strategies for the public sector to implement in order to render the growth momentum possible. This is in recognition of the need to bring together stakeholders and mobilize the required resources and environment for sustainable use of the national resources for development. The Plan also provides insights into responses of the government to the increasing challenges of development; and outlines what it will take to succeed, and the expected outcomes in delivering sustainable development. It is the government's expectation that this Plan will assist the country to scale up the country's efforts of promoting socioeconomic development. The Plan is premised on the principles of accountability, credibility, integrity and effective resource utilization. In principle, the efforts capitalize on the idea that 'business as usual' attitude will not surmount these challenges. To put these principles in practice, the Plan has singled out key priority areas and identified strategic interventions that will accelerate economic growth, create employment, and support industrialization efforts.

The FYDP implementation approach has been organized in such a manner that the Government will take the lead in mobilizing the resources, setting strategic interventions and specifying the activities to be undertaken; while development partners, private sector and other non-state actors will select the earmarked priority activities and thus invest strategically. In recognition of challenges on resource mobilization, the Plan has zeroed in on a few areas of prioritization, of which their implementation will unleash the country's growth potentials. These areas are of agriculture, industry, transport, energy, ICT and human resources.

The major goal of First Five Years Development Plan is to unleash the country's resources potentials in order to fast track the provision of basic conditions for broad-based and pro-poor growth. The main

objectives of First Five Years Development Plan are to improve the physical infrastructural networks and human capital in order to hasten investment for transformation of the country's production and trade supply structures (agriculture, manufacturing and services), and foster Tanzania's competitiveness. However, the target average GDP growth rate for FYDP period is 8 percent per annum (equivalent to a 5 percent per capita growth target) building up from 7 percent for 2010 and thereafter consistently maintaining growth rate of at least 10 percent per annum from 2016 until 2025. With respect to FYDP goals the Wanging'ombe District Council has the role to play in realization of these goals in unleashing Tanzania's latent potentials existing in the district.

### **2.3.5 Big Result Now (BRN) initiatives**

As part of its efforts for transition of the country from a low to a middle-income economy, starting with the 2013/2014 Financial Year, Tanzania, with support from Development Partners, adopted a Big Results Now (BRN) initiative. Big Results Now (BRN) initiative aims at adopting new methods of working under specified timeframe for delivery of the step change required. This comprehensive system of development implementation, described as a "fast-track people-centered growth 'marathon'" focuses on six priority areas articulated in the Tanzania National Development Vision 2025: energy and natural gas, agriculture, water, education, transport and mobilization of resources.

On 22 February, 2013, when the President Dr. Jakaya M. Kikwete formally launched a much-vaunted programme that's ostensibly intended to vault Tanzania over from its current Least Developed Developing Country status (LDDC) to a middle-income nation-state by the year 2025. The initiative will eliminate the "culture of business as usual" and needless confidentiality amongst officials and officers serving the public that has hobbled efforts to move Tanzania forward. If the country is to achieve a middle-income economy by 2025, it is essential that development planning no longer be a secret process for executives and that the public become actively engaged to learn about development plans and provide input that will be taken into account. Transparency and efficiency are guiding concepts and the reduction of corruption will be of paramount importance. "Development plans are no longer secret matters for the executives, but the public will be involved to learn about the development plans and share their views accordingly. Wanging'ombe District Council like other councils is obliged to comply with (BRN) initiatives for making sure that all formulated strategic objectives and targets are timely achieved for sustainable development of the council.

### **2.3.6 Tanzania Mini- Tiger Plan**

Mini-Tiger Plan 2020 gives Tanzania a golden opportunity to accelerate her economic growth to 8-10% from the current 7-7.5-6% by adopting the Asian Economic Development Model. The Model is focusing on employment creation by attracting Foreign Direct Investment (FDI) and promoting exports by developing Special Economic Zone (SEZ). Economic Miracle of Asian Economy is basically creating "Ponds" (SEZ) and attracting "Migrating Birds" (Investment especially FDI) - "Ponds and Birds" theory. Tanzania is still faced with many bottlenecks and problems for attracting FDI due to shortcomings such as underdeveloped infrastructure, weak banking system, weak entrepreneurs/venture spirit and weak manpower skills for developing modern industry. In order to overcome these problems and bottlenecks, "Ponds and Birds" theory offers a solution which has been successfully applied in the Asian countries including ASEAN, China, India and more recently Vietnam. "Ponds and Birds" theory should work for Tanzania as well if Tanzania works diligently and quickly with the utmost efforts and enthusiasm from the President to Villagers. Tanzania Mini-Tiger Plan 2020 is to follow the success path of Asian Miracle by starting developing "Ponds" (SEZ) in the most promising areas and promising sectors.

Basic three stage strategy for accelerating to 8-10% annual growth includes: Build Special Economic Zones (EPZ) and aggressively promoting most promising industries (Primary, Light Industry and Tourism) by use of well proven SEZ Concept (Ponds and Birds Theory), Quickly improve the National Balance Sheet by expanding exports from \$1.0 billion to \$2-3 billion within 3-4 years by using "Ponds and Birds" theory and then, expand needed public projects in power/energy/water/transport sector by long-term borrowing from Multilateral and Bilateral development banks. The Wanging'ombe District Council has a vast area of 147 km<sup>2</sup>. With its strategic location along the border with Kenya, the area can be strategically be used to attract investment through private public partnership to promote the economic growth of the council and the nation at large.

### **2.3.7 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative**

The Agricultural Sector Development Strategy (ASDS) provides a comprehensive strategy and framework for the implementation of the sector policies. The strategy defines the means for achieving the central objectives of the national agriculture and livestock policies. It is designed to create an enabling and favorable environment for improving productivity and profitability of the agriculture sector, which is expected to increase farm incomes in order to reduce rural poverty and ensure household food security. In addition in June 2009, the Tanzania National Business Council under its Chairman President Dr. J.M. Kikwete organized a two days meeting to discuss the policies and strategies for transformation of Tanzania's agriculture under the theme KILIMO KWANZA. The following were the resolution: To embark on KILIMO KWANZA as Tanzania's Green Revolution to transform its agriculture into a modern and commercial sector; to integrate KILIMO KWANZA into the Government machinery to ensure its successful implementation; to mobilize the private sector to substantially increase its investment and shoulder its rightful role in the implementation of KILIMO KWANZA and declared that the implementation of KILIMO KWANZA will comprise the following ten actionable pillars:

- i. Political will to push our agricultural transformation.
- ii. Enhanced financing for agriculture.
- iii. Institutional reorganization and management of agriculture.
- iv. Paradigm shift to strategic agricultural production.
- v. Land availability for agriculture.
- vi. Incentives to stimulate investments in agriculture.
- vii. Industrialization for agricultural transformation.
- viii. Science, technology and human resources to support agricultural transformation.
- ix. Infrastructure Development to support agricultural transformation.
- x. Mobilization of Tanzanians to support and participate in the implementation of KILIMO KWANZA

Since Wanging'ombe District Council is one of the Government machineries for implementation of national policies, strategies and priorities, it will ensure that agriculture in the council is transformed in accordance with the ten KILIMO KWANZA actionable pillars.

### **2.3.8 Small and Medium Enterprise Development Policy 2002**

In Tanzania, the Small Medium Enterprise (SME) sector has been recognised as a significant sector in employment creation, income generation, poverty alleviation and as a base for industrial development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force and has greatest potential for further employment generation. Moreover, the SIDP does address the aspect of small industries but as a matter of fact, the SME sector covers more economic activities than



manufacturing alone. As such strategies and programmes identified by SIDP have lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining and services. This requires an all embracing policy in terms of covering the whole range of economic activities being performed by SME broad spectrum sector perspective. In addition, the SMEs by nature of their scale require specific interventions to nurse them. In the international perspective, economies that have strong SME sectors have being due to having in place, clear guidance, focused visions and appropriate strategies arising from well-designed SME policies. Based on the importance of this sector and its potential, the SME Development Policy has been designed to revitalise the sector to enable it to contribute to the objective of the National Development Vision 2025. Furthermore, it aims at creating a mechanism to put in place an effective institutional framework for its implementation, coordination, monitoring and evaluation. Central to all these strategies is the ultimate objective of attaining rural industrialisation in line with the Poverty Reduction Strategy and the Vision 2025. The policy aims at revolutionising the SME sector to make it sustainable agent of stimulation of growth of the economy.

The **vision** of the SME Development Policy is to have a vibrant and dynamic SME sector that ensures effective utilisation of available resources to attain accelerated and sustainable growth. The **mission** of this Policy is to stimulate development and growth of SME activities through improved infrastructure, enhanced service provision and creation of conducive legal and institutional framework so as to achieve competitiveness. The **overall objective** of this policy is to foster job creation and income generation through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy

The policy covers the following key areas: Reviewing and reconsidering public policies and regulations that discriminate against or hinder the start-up, survival, formalisation and growth of SMEs, Enhancing the growth of the sector, Identifying and assigning clear roles of key actors, Developing strategies that will facilitate provision of financial and non financial services to SMEs, Developing and institutionalising public private partnerships for SME sector development. In achieving policy objectives the government will: Enhance implementation of programmes aimed at simplification and rationalisation of procedures and regulations so as to encourage compliance and minimise transaction cost. Continue to improve the physical infrastructures and provision of utilities in collaboration with Local Authorities, private sector and development partners, Promote entrepreneurship development through facilitating improved access of SMEs to financial and non-financial services, Enhance the capacity of institutions providing business training to SMEs, Facilitate and support programmes aimed at increased access of information pertinent to the development of SMEs, facilitate acquisition and adaptation of technologies as well as enhance networking between R&D Institutions and SMEs in a bid to upgrade technologies so as to raise the productivity and competitiveness of the sector, Be committed to facilitating support programmes aimed at improving SMEs' access to market. Facilitate the establishment of manufacturing enterprises in rural areas so as to add value to agro products and facilitate strengthening of institutions and associations supporting the SME sector. Since industrialisation in Wanging'ombe District Council is dominated by small scale industries which contribute to the development of the council, the District Council has the role of coming up with strategic options of using the available opportunities provided by the government to enhance the capacity of SMEs in the council.

### **2.3.9 Local Government Reform Programme**

The Government of Tanzania is currently implementing the second phase of Local Government Reform Programme (LGRP II) amidst both progressive and gendered policies and strategies aimed at attaining

gender equity, democracy and sustainable development. The overall goal of LGRP II is to achieve accelerated and equitable socio-economic development, public service delivery and poverty reduction across the country. In relation to the overall goal, the overall programme purpose of LGRP II is to achieve devolution of Government roles and functions, and to that end transform LGAs to competent strategic leaders and coordinators of socio-economic development, accountable and transparent service delivery and poverty reduction interventions in their areas of jurisdiction.

However, local governance is facing a number of development bottlenecks in reference to the implementation of the D-by-D policy. Some of the bottlenecks include lack of strategic leadership, inadequate involvement of the public, civil society and private sector, lack of capacity and gender awareness/gender mainstreaming and sensitivity among councilors and senior managers, lack of career and staff development plans in most LGAs and there are poor relations between councilors and council staff. Wanging'ombe District Council as implementing institution shall ensure that the goal and purpose of LGRP II is realized through enhanced service delivery.

### **2.3.10 Cooperatives Development Policy**

This policy emphasizes on first transformation of farming from subsistence to commercial enterprises for the majority of producers, secondly assisting farmers to undertake critical problem analysis and assessment to understand the available alternative opportunities, production costs and market trends so that they can allocate their resources more efficiently value adding, and improvement of quality of products. Therefore, the cooperatives development policy provides some of the key challenges and opportunities for future development in this sector. In particular, the policy narrates the roles and responsibilities of the Government and other stakeholders in the promotion of autonomous competitive and member based cooperatives under the free market economy.

## CHAPTER THREE

### POTENTIAL ANALYSIS, STAKEHOLDERS ANALYSIS, SWOC ANALYSIS AND CORE VALUES

#### 3.1 Potential Analysis

Wanging'ombe District Council as a newly established council requires strategic use of its potentials in promoting development of its community. Potential analysis was used to refine the development areas existing in the District, and subjecting them to the existing potentials, derived potentials and constraints to the development of the district in relation to each of the Growth and Poverty Reduction Strategy thematic areas. This enhanced formulation of district specific strategies for more implementation oriented plan.

Thematic Area	Potentials	Derived Potentials	Constraints
<b>Agriculture development</b>	Soil fertility	Varieties of crops; cereal, legumes, root crops, oil crops and beverages	No available soil test results No enough funds for purchasing production technologies Crop pests and diseases Un reliable market price
	Favorable climate	Varieties of crops; cereal, legumes, root crops, oil crops and beverages	Local weather predicting measures No available soil test results No enough funds for purchasing production technologies Crop pests and diseases Un reliable market price
	Available hard working human resources	Increased quantity and quality of products	Low skills on agriculture Unpredictable weather No available soil test results No enough funds for purchasing production technologies Crop pests and diseases Un reliable market price
	Available resource centres	Trained staff and farmers on agricultural technologies and techniques	Low equipped with training materials Lack of facilities like electricity, water and servant houses Lack of funds to hire trainers
	Land and schemes for irrigation	Increased production and food security	Meager funds for survey and project development Lack of irrigation engineers Crop pests and diseases Un reliable market price

Thematic Area	Potentials	Derived Potentials	Constraints
			Local agricultural technologies which gives low yields
<b>Agriculture development</b>	Available knowledgeable staff	Trained farmers, increased crop quantity and quality	Lack of cars and motorcycles for extension services Low quantity of staff per village ratio Scarcity of retraining opportunities Un reliable office tools, protective gears and work kits
	Available market infrastructures	Farmers within and their catchment areas sell their farm products	The population around not sensitized Lack of supporting facilities like office room, toilets, electricity, water and furniture
	Surrounding towns and suburban areas	Trading of agricultural produce	Poor roads to link products from villages to those centres Low quantity of processed agricultural products Un graded products Local measurement units and oversized bags commonly known as “ <i>lombesa</i> ”
	Research institutions	Imparting knowledge, skills, techniques and new crop varieties	Poor link among farmer-extension-research stations Low capital for accessing new invention Lack of funds for establishing training sites at village level
	Agro dealers	Provision of quality inputs and services to farmers	Supply of corrupted products Some crop varieties like wheat are within research stations Located far from farmers’ reach (Njombe and Makambako) Lack of link between farm situation (soil characteristic) and manufacturers
	High way road networks to Mbeya, Iringa, Njombe and Songea	Transport agricultural products and inputs to and from	Lack of specific crop collection centres Low quantity of processed products Seasonal safe village road networks

Thematic Area	Potentials	Derived Potentials	Constraints
	Rural financial services	Farmers access funds for purchasing agricultural technologies	Beneficiaries low mobilized (dormant financing organ) Link between rural financing and banks disrupted by high conditions High bank interests Banks are located in Makambako and Njombe towns
<b>Agriculture development</b>	Presence of Non Governmental Organizations (NGOs)	Trained farmers' groups, equipped with inputs, funds and market access	Low quantity of funds Location specific Have their visions and missions Low number of skilled staff
	Religious organizations (Catholic, Lutheran and Anglican)	Training farmers' groups, subsidizing farm inputs, market access and improving farm infrastructures	Location specific Lack extension experts Low quantity funds Crop specific
<b>Forest development</b>	18,635 Ha of Forest plantations	Bee fodder Honey bees Bees wax Pollination services Employment	Unskilled Human practices Environmental degradation Bush fire
	122,117 Ha of Natural forests	Beekeeping product Wild fruits Medicine Bee fodder Employment,	Bush fire Bee colon damage Deforestation
<b>Wildlife development</b>	1,574 Km <sup>2</sup> Mpanga Kipengere Game reserves 5457 Ha of village Land forest reserves Wild corridor	Income generation Tourist hunting Wild fruits Medicine Establishment of beekeeping apiaries Tourism	Wild and bush fire Poaching Encroachment Climatic change Environmental degradation
<b>Community Development</b>	Availability of manpower	Cheap labor force	diseases, crime ,culture
	Existence of Community leaders	Community willingness to participate	Diseases, technology

Thematic Area	Potentials	Derived Potentials	Constraints
	Existence of micro Financial institutions (VICOBA, SILK, SACCOS)	Trade	-High inflation rate, -high interest rates and loan conditions.
	Availability of CBOs and NGOs	Strong Public Private Partnership	Change of policy of Donors
	Existence of assistance from TACAIDS.	Release of funds	Lately disbursement of funds.
<b>Environment</b>	Community	Help to contribute labour power and money where necessary for the aim of development of education in the council	The target may fail if the community may not work as targeted due to the interference of politicians
	Capitation grants	Help to run schools activities such as buying books , laboratory chemicals, etc.	Little disbursement of fund from the government, for example capitation grants are not correlating with the ratio of students, 1 student supposed to get 25,000 Tshs. per year.
<b>Own sources revenue development</b>	Availability of investment area	Trade centers earmarked	Compensation to land owners
	Presence of council By-laws for revenue sources	Revenue collection	Inadequate community awareness on by-laws Tax evasion Conflict of laws
	Presence of some qualified staffs	Quantity and quality of output produced	Inadequate number of staffs Poor working environment
<b>Trade development</b>	Availability of business activities Presence of business law	Business licenses issued	Inadequate working facilities
<b>Health and social welfare department</b>	Availability of health centers Availabilities of dispensaries Availability of human	Good health service delivery Good health service delivery Skilled health workers with good ethics	Low number of Health centers Shortage of Dispensaries Inadequate number of skilled health care workers

Thematic Area	Potentials	Derived Potentials	Constraints
	resources		
<b>Health development carrier</b>	Community demand of health services	Skilled nurses with good ethics	Inadequate fund
<b>Livestock and Fisheries Development</b>	Presence of 36,914 local cattle and 894 dairy cows	Milk, skin and hides, meat Biogas	Inadequate grazing area, Livestock diseases Lack of experts to construct biogas plants
	Availability of skilled staff	Farmers get knowledge, hence produce good quality animal products	The number of staff is not sufficient
	Areas suitable for fish keeping	Availability of fish	Shortage of sources of fingerlings
	Availability of livestock markets	Access for selling livestock	No reliable livestock buyers
	Availability of 23 dip tanks	Control of tick-borne diseases	Expensive to run these dip tanks
<b>Telecommunication development</b>	Availability of Telecommunication companies.	Establishment of radio station Establishment of internet cafes	Political influence. Inadequate capital
	Increased population	Expansion of mobile and data networking.	
<b>Water Resource Development</b>	Reliable Water Sources	Safe, clean and affordable water	Inadequate funds Climate change Water pollution Environment degradation on catchment area
	Availability of water falls for hydropower generation	Supply of electricity Employment	Land conflicts Inadequate funds Climate change Water pollution Environment degradation on catchment area
<b>Tourism development</b>	Availability of 8 tourists attraction sites	Foreign currency Employment Recreation Knowledge	Undeveloped infrastructures Low awareness of Investors
<b>Land Development</b>	873 surveyed plots Flat plain suitable for housing	Land Rent Revenue Sites for different investment	Inadequate funds

Thematic Area	Potentials	Derived Potentials	Constraints
	2,068 buildings	Property tax revenue	Insufficient resources Inadequate Public awareness
	Presence of farms	Surveyed farms Mortgage	Inadequate funds, Lack of knowledge, Insufficient resources
	Surveyed village boundaries	Village Land use Plans Village Certificate Decreased land use conflicts Increased land security	Inadequate funds, Insufficient resources
	Availability of land for investment	Surveyed farms Surveyed plots for various uses (parking facilities, institutions, wind farms, housing estates, hotels, semi processing industries)	Lack of funds Inability to acquire land
	Availability of 21 growing minor settlements	Availability of socio – services Sites for investments Land rent revenue Property tax revenue	Inadequate of funds Shortage of staff Inadequate public awareness

### 3.2 Stakeholders Analysis

Stakeholders analysis in Wanging'ombe District Council involved the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success or failure of the strategic plan (either as implementers, facilitators, beneficiaries or adversaries). However, a basic premise behind stakeholders' analysis in Wanging'ombe District Council was that different groups have different concerns, capacities and interests, and this need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection. The key questions asked during stakeholder analysis were therefore 'whose problems or opportunities are we analyzing' and 'who will benefit or loose-out, and how, from a proposed strategic plan intervention'? The ultimate aim being to help maximize the social, economic and institutional benefits of the strategic plan to the target groups and ultimate beneficiaries, and minimize its potential negative impacts (including stakeholder conflicts).

S.No	Stakeholders' Name	Characteristics and Capacity	Activity	Expectations
1	Central Government	Public entity Controller of Public fund High Financial Capacity	Budget allocations Policy formulation and Supervision	Proper implementation of policies Proper implementation of development projects High quality of services to the community



<b>S.No</b>	<b>Stakeholders' Name</b>	<b>Characteristics and Capacity</b>	<b>Activity</b>	<b>Expectations</b>
2	Water AID	International Non profit High Financial Capacity	Financial support to water projects	Improvement of water services to the community
3	UNICEF	International Non profit High Financial Capacity	Support to children, hygiene and sanitation activities	Improvement of children health Reduced sanitary related diseases and improved sanitary services
4	PMO-RALG	Public entity High Financial Capacity	Control of the local government financial, non-financial and Human Resources Budget allocations, Supervisions & Policy Formulations	high quality of services to the Community Self reliance to LGAs (LGA to be self reliant)
5	NGO (ADP –Mbozi)	Non- government entity Non-Profit Organisation	Service Provision Assistance to the orphans	Improvement of the livelihood to the Community
6	NGO (PADI)	Non- government organization Non-Profit Organisation	Legal assistance Support to elders	Improvement of the livelihood to the Community
7	Timber Dealers	Profit oriented Non- government entity Small & Medium enterprises	Business oriented	Profit maximization
8	Tanzania Forest Fund (TFF)	Government agency Non profit oriented	Service delivery Provisions of loans to the institutions, groups and individuals	Improvement of environmental Conservation
9	Forest Development Trust	International Organization Non profit	Supply of improved tree seed Provision of education on improved seeds establishment of trial plots	Having forest products of high quality

S.No	Stakeholders' Name	Characteristics and Capacity	Activity	Expectations
10	Charcoal Dealers	Profit oriented and Private Low income earners	Provision of energy to the community	Rise more income
11	SIDO	Government Agency	Support to groups on entrepreneurship skills	Increase of income to the community
12	Contractors	Registered Profit oriented	Ensuring value for money for development projects Service provision	Rise more income
13	NGOs (PSI)	International Organisation Non-profit	Provision of knowledge change and behavior Prevention of HIV/AIDS and early pregnancy Condom supply	Reduced HIV/AIDS infections and reduced early pregnancy
14	NGOs (MARIA STOPES)	NGO Nonprofit,	Training provision Supply of Family Planning contraceptives long and short term methods of family planning,	Reduced number of pregnancies
15	TUNAJALI	Non-Governmental organisation Non-profit oriented	Supply of medical equipments	Reduction of HIV/AIDS infections
16	Pharmacy	Private sectors Profit oriented	Supply and selling of Medicine Treatment and medication	Curing the community Profit maximization
17	Higher Learning Institutions IRDP, HOMBOLO, MZUMBE, SUA, UDSM, RUCO, AMANI,	Both Public and Private institutions	Offers higher knowledge/education to different fields	Increased number of educated individuals Increased of skills to the LGA, LGAs send staffs for career development

S.No	Stakeholders' Name	Characteristics and Capacity	Activity	Expectations
18	Religious Institutions	Non-Profit	Service Delivery Maintaining moral and spiritual behavior	Improvement of moral and spiritual behaviour
19	Researchers	Private and public entities	Training Provide new knowledge and skills	Improvement of outputs in the areas where they provide service
20	Agro Dealers	Private Profit Oriented	Supply of agricultural services	Improvement of product to the community
21	Zonal Veterinary Center	Government Agency	Control of livestock diseases	Reduce death rate of livestock
22	Judiciary	Government institutions	Delivery legal services	Making sure justice done to the community
23	East African Dairy Development	International Agency Non profit	Training to livestock keepers	Mobilization of livestock keepers to generate more profit from dairy cattle
24	E-Government	Public agency	Approves ICT projects Monitors government expenditure and revenue	Improvement of service delivery
25	Financial Institutions (NMB, NBC and CRDB)	PPP High Financial Capacity, Profit oriented	To provide financial services	Profit maximization, Community savings and inc
26	UCC	Government agency	Develop ICT system provides Technical systems	Improvement of ICT system
27	Ministries	Government entities Non profit	Formulating and disseminating policies to different institutes	Provision of
28	Agency for Development of Education Management (ADEM)	Government Agency	Training to various education institution	Quality education provision
29	Tanzania Education	Government Agency	Training to	Quality education

S.No	Stakeholders' Name	Characteristics and Capacity	Activity	Expectations
	Agency (TEA)		various stakeholders	provision
30	NECTA	Government Agency	Evaluating curriculum through examinations Provides certificates and rewards	Increased performance
31	DFID	International Organization Non profit	Support to roads and bridges infrastructures	Improvement of infrastructures
	Rufiji Basin	Government Agency	Water resources management	Improvement of water resources management Increase of water availability
32	Tanzania Institute of Education	Public entity	Development & managing educational Curriculum Monitoring of the books' Publishers	To deliver quality education
33	Micro-Financial Institutions (NUCOBA, FINCA)	Micro finance enterprises Small & Medium income	Provision of loans to small & medium enterprises Provision of entrepreneurship skills	Profit maximization Improvement of entrepreneurship skills to the community
34	Community members	Beneficiaries of development projects Low income earners	Participation in the implementation of development projects	Acquire quality services from the district council

### 3.3 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

In promoting economic growth and sustainable development of its community, Wanging'ombe District council requires effective utilisation of its Strength and Opportunities to address the existing Weaknesses and challenges that hampers the progress of the citizens in the District. The internal and external psychotherapy conducted in the District identified numerous strengths, weaknesses, opportunities and challenges that need to be addressed and exploited. The following is the summary of SWOC analysis of the District Council.

### **3.3.1 Strengths**

- Community participation in the implementation of development projects
- Presence of skilled and qualified staffs
- Investment areas
- Capacity of the council to reduce maternal-mortality rate
- Availability of the district council by-laws
- Availability of livestock infrastructures including cattle deeps, livestock markets and water troughs
- Increased performance of standard IV and VII National examinations
- Increased performance of form IV secondary National examinations
- Existence of team working spirit
- Existence of strong Public Private Partnership (PPP)
- Availability of community adopting irrigation technology in agriculture

### **3.3.2 Opportunities**

- Existence of NGO (Stakeholder's Participation in the development activities)
- Existence of high way along Mbeya road
- Existence of railway station at Utiga
- Availability of enough manpower (Increased population)
- Availability of natural resources
- Availability of arable land for agriculture, livestock and fisheries
- Availability of tourists centers
- Availability of training institutions
- Availability of development partners (International Agencies)
- Availability of airstrip at Wanging'ombe
- Presence of high wind speed zone
- Existence of conducive climatic condition which favor agriculture
- Availability of irrigation schemes at Itambo and Malangali

### **3.3.3 Weakness**

- Low revenue collection (Council's failure in Revenue collection)
- Existence of dropout of pupils in primary schools
- Existence of pupils who do not know to read, write and arithmetic
- Lack of commitment to some staffs
- Low awareness on water resources management

### **3.3.4 Challenges**

- Inadequate transport facilities
- Inadequate number of staffs to collect Revenue
- Inadequate number of dispensaries and Health Centers
- Late disbursement of funds from central government
- Poor working environment (Offices and working facilities)
- Persistence of droughts in some areas

- Inadequate number of financial institutions
- Poor communication networks
- Lack of authority to recruit staffs
- Occurrence of pests and disease/ livestock diseases
- Existence of high HIV/AIDS prevalence rate
- Occurrence of bush fire
- Non-computerized accounting system
- Unreliable price for crops
- Unreliable market for food and cash crops
- Existence of crimes
- Low community ownership of land
- Political interventions to development projects

### **3.4 Core Values**

In fulfilling its functions and achieving the vision of the District, formulated the core values which are inviolable commitments that express "what the institution is in terms of distinctive philosophy" and what principles or qualities should infuse all practices and activities within the institution. The formulated principles will guides an organization's internal conduct as well as its relationship with the external world. They will be the enduring beliefs of the District Council and the staffs that inhabit it hold in common and endeavour to put into action. Values shall lead the Council staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. They will stand as prerequisite norms for effective and efficient service delivery in any organisation. The implementation of the Wanging'ombe District Council strategic Plan is therefore guided by 7 major core values that constitute what the council values most. During the analysis of core values for Wanging'ombe District Council, the following were identified as core valued which will guide the enduring during implementation of the strategic plan.

- Accountability and Transparency
- Team work
- Fairness and Justice
- Commitment
- Efficient and Effectives
- Flexibility and response to positive change
- Honest and Integrity

## CHAPTER FOUR

### VISION, MISSION, STRATEGIC OBJECTIVES, KEY TARGETS, STRATEGIES AND PERFORMANCE INDICATORS

#### 4.1 Vision

The vision of Wanging'ombe District Council is to have a community with good governance practices and sustainable development by 2025

#### 4.2 Mission

The Mission of Wanging'ombe District Council is to provide high quality services through effective use of resources and adhering to principles of good governance for improved livelihood of the community.

#### 4.3 Strategic Objectives

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced
- F. Social welfare, gender and community empowerment improved
- G. Emergence preparedness and disaster management improved
- H. Management of natural resources and environment improved
- I. Information and communication Technology improved

#### 4.4 Strategic Objectives, Strategic Theme, Key targets, Strategies and Performance Indicators

##### 4.4.1 Strategic Objective 1

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy enhanced and sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and Quality of social services and Infrastructure increased
- E. Good governance and administrative services enhanced
- G. Emergence preparedness and disaster management improved

##### 4.4.1.1 Strategic Theme 1: Agriculture, Irrigation and Cooperatives Development

Strategic Objectives	Target	Strategies	Performance Indicators
Services improved and HIV/AIDS infection reduced	46 agriculture, irrigation and cooperatives' staff trained on HIV/AIDS prevention	Train 46 agricultural, irrigation and cooperatives' staff on HIV/AIDS prevention	Number of staff trained

<b>Strategic Objectives</b>	<b>Target</b>	<b>Strategies</b>	<b>Performance Indicators</b>
Effective implementation of the National Anti-corruption Strategy enhanced and sustained	46 agriculture, irrigation and cooperatives' staff trained on effects of grand and petty corruption	Solicit consultants to train 46 agricultural, irrigation and cooperatives' staff on Good Government	Number of staff trained
Access, quality and equitable social service delivery improved	12 villages trained on market management by 2017	Train 12 market management teams  Sensitize residents from catchment areas of 12 villages with market infrastructures	Number of trained stakeholders
	5 marketing group networks trained to access marketing information by 2018	Strengthen 5 marketing group networks  Train 5 marketing group to access marketing information	Number of marketing group networks trained
	12 Agro dealers sensitized on extending quality services into 108 villages by 2018	Mobilise and train 12 agro dealers on extending quality services into 108 villages	Number of agro dealers sensitized
	16 cooperatives sensitized to deliver services to standards by 2018	Train 16 cooperatives on raising and sustaining services to standards	Number of cooperatives sensitized
	Farmers in 108 villages trained on preparation, management and better use of agricultural inputs by 2017	Agricultural Extension Officers visit and train farmers in 108 villages to prepare, manage and use farm yard manure. Train farmers on handling and use of industrial agricultural inputs	Number of farmers trained
	46 agricultural staff enabled to attend national, regional, district and village meetings and festivals by 2017	Fund staff to attend the recommended meetings	Number of staff attended meetings
	Increased quantity and Quality of social services and Infrastructure	3 marketing infrastructures constructed by 2025	Mobilize community participation Construct 3 marketing



Strategic Objectives	Target	Strategies	Performance Indicators
		infrastructure	
	12 market structures renovated by 2020	Solicit fund and renovate 12 market infrastructures  Sensitize community on maintaining market infrastructures	Number of infrastructures renovated
	44 oil crop processing plants installed by 2020	Facilitate farmers in 44 villages to raise awareness on the need of crop processing plants Procure the oil crop processing plants	Number of crop processing plants installed
	24 irrigation schemes renovated by 2020	Rehabilitate 16 irrigation schemes	Number of irrigation schemes renovated
	8 irrigation schemes constructed	Solicit fund for constructing irrigation schemes	Number of irrigation schemes constructed
	48 villages trained on rain water harvesting techniques for irrigation agriculture by 2020	Extension Officers visit and train 48 villages on rain water harvesting techniques	Number of villages trained
	Soil test conducted in 108 villages by 2025	Consult a research institute Collect soil samples in respective villages Conduct soil testing, analysis and discuss results	Number of villages soil tested
	7 rain gauges established by 2025	Solicit fund and establish 3 new rain gauges	Number of rain gauges established
	Repair 3 rain gauges	Solicit fund and repair 3 rain	Number of rain gauges repaired
Good governance and administrative services enhanced	46 staff facilitated through office retooling by 2018	Facilitate 46 staff by office retooling	Number of tools purchased
	46 agriculture, irrigation and cooperatives staff facilitated through 3 cars by 2025	Procure 3 cars	Number of cars procured
	46 agriculture, irrigation	Procure 20 motorcycles	Number of motor cycles

Strategic Objectives	Target	Strategies	Performance Indicators
	and cooperatives staff facilitated through 20 motorcycles by 2025	forward field officers	procured
	46 staff facilitated for leave travel, burial expenses by 2017	Facilitate 46 staff for leave and burial expenses	Number of staff facilitated
Emergence preparedness and disaster management improved	9 varieties of Improved varieties of procured by 2017	Procure and disseminate improved varieties of cassava, sweet potatoes, groundnuts, sesame, safflower, broccoli, turnip, radish and water melon	Number of crop varieties introduced
	108 villages sensitized on management and use of introduced crop varieties	Train 108 villages on management and use of introduced crop varieties	Number of villages sensitized
	108 villages sensitized on pests and diseases emergence by 2017	Train 108 villages on pests and diseases emergency Monitor pests and diseases emergency	Number of villages sensitized
	108 villages sensitized on disasters and hunger preparedness by 2016	Train 108 villages on disaster and hunger preparedness Monitor disaster and hunger occurrence	Number of villages sensitized

#### 4.4.2 Strategic Objective 2

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy enhanced and sustained
- E. Good governance and administrative services enhanced
- H. Management of natural resources and environment improved

##### 4.4.2.1 Strategic Theme 2: Land and Natural Resources Management

Strategic Objectives	Target	Strategies	Performance Indicators
services improved and HIV/AIDS infection reduced	12 department staff trained annually on effects of HIV/AIDS infection by 2020	Use quarterly departmental meeting Use council HIV/AIDS coordinator for training staff	Number of staff trained on HIV/AIDS
Effective implementation of the National Anti-	12 departmental staff trained on national anti	Use quarterly departmental meeting	Number of staff trained on national

<b>Strategic Objectives</b>	<b>Target</b>	<b>Strategies</b>	<b>Performance Indicators</b>
corruption Strategy enhanced and sustained	– corruption strategy by 2020	Use Prevention combating of corruption bureau experts for training	anti – corruption strategy
Management of Natural Resources and Environment improved	Tourist attraction sites promoted from 0% in 2020 to 75% by 2019.	Identify and Invite stakeholders Involve communities Solicit funds from different development partners	Number of tourist sites promoted and developed.
	8 Identified tourist attraction sites developed by 2020	Mobilize communities Involve communities Solicit funds from different development partners Allocate fund for site development	Number of tourist sites developed
	Increased number of trees planted in the district from 4,140,778 in 2015 to 6,000,000 by 2018.	Create awareness to community and other stakeholders Invite investors	Number of trees planted annually
	Reduced land use conflicts from 4 in 2015 to 0 by 2020	Involve community, Central Government Involve village, ward, district tribunals Re-establishment of boundaries	Number of conflicts resolved
Management of Natural Resources and Environment improved	16 tree grower groups and timber dealers trained on quality forest products by 2020	Mobilize tree growers and timber dealers Use experimental tests on wood products Involve stakeholders	Number of groups of tree growers and timber dealers trained
	Village councils in 48 villages trained on effects on deforestation towards sustainable livelihood by 2019	Mobilize community Develop participatory approaches Involve influential people	Number of village council trained
	Forest adjoining communities in 48 villages trained on environmental, forest and land laws by 2019	Involve community Use influential people Involve wide range of stakeholders	Number of villages trained
	24 villages adjoining game reserve /National park and wildlife corridors trained on	Involve stakeholders Involve community Establish/ strengthen natural resources	Number of villages trained

<b>Strategic Objectives</b>	<b>Target</b>	<b>Strategies</b>	<b>Performance Indicators</b>
	management and control of wildlife by 2020	committees In cooperate traditional ways of managing and controlling wild life	
Management of Natural Resources and Environment improved	Increased Land rent revenue from Tanzania shillings 11,640,000 in 2015 to Tanzania shillings 20,000,000 by 2020	Register plots owners Sensitize land owners to pay land rent Prepare demand notes	Amount of land rent revenue collected
	Increased Property tax revenue from Tshs 6,204,000 in 2015 to Tshs 12,408,000 by 2020	Register buildings in trading centres Sensitize building owners to pay property tax Prepare demand notes	Amount of property tax revenue collected
	Increased number of title deeds from 79 in 2015 to 5000 by June 2020	Allocate surveyed plots to developers Sensitize land developers to acquire surveyed plots Prepare deed plans Prepare title deeds	Number of title deeds
	Increased number of Residential License from 1025 in 2015 to 2500 by June 2017	Sensitize house owners to acquire residential license Register households in trading centers Issuance of Residential License	Number of Residential License
	Increased number of surveyed plots from 158 in 2015 to 5000 By June 2020	To Survey plots Allocate funds for survey works. Community contribute towards plots survey Public - private partnership	Number of surveyed plots
	Increased number of surveyed farms from 490 farms in 2015 to 2500 farms by June 2020	To sensitize community Resource mobilization To survey farms	Number of surveyed farms
	Increased number of Town Planning Drawings from 11 in 2015 to 25 By June 2020	Sensitize local leaders and local community Resource mobilization Preparation of town planning drawings	Number of Town Planning Drawings

Strategic Objectives	Target	Strategies	Performance Indicators
		Implementation of detailed town planning schemes	
	21 trading centres trained on urban and rural planning matters	Solicit funds from different sources Training local leaders and local community	Number of trading centres
	Increased number of villages with land use plans from 22 in 2015 to 37 by 2020.	Sensitize communities Mobilize funds Solicit funds from different stakeholders Allocate funds for land use plans. Community contribution towards Land Use Plans	Number of Villages with Village Land Use Plan.
	Coordinated and controlled growth of 8 trading centre by June 2020	Sensitize key actors Mobilize funds	Number of trading centres
	Regularized 8 unplanned settlements by June 2020	To sensitize local community on regularization process To regularize unplanned settlements	Number of regularized settlements
	Prepared Master Plan document for Wanging'ombe District Council Headquarter by June 2020	Consultative meetings Data collection and processing Data analysis and synthesis Plan conceptualization Draft plan preparation Plan adoption and acceptance Refinement of accepted plan Plan approval	Master Plan Document Maps and outputs
Good governance and Administrative services Enhanced	2 computers procured by June 2017	Allocate funds for computer procurements	Number of computers procured
	1 set of total station procured by June 2020	Solicit funds from development partners Allocate funds	Number of sets of total station purchased
	4 GPS procured by June 2020	Allocate funds for GPS procurement	Number of GPS procured

### 4.4.3 Strategic Objective 3

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved

#### 4.4.3.1 Strategic Theme 3: Water service improvement

Strategic Objectives	Target	Strategies	Performance Indicators
Services improved and HIV/AIDS infections reduced	2 Water Department staffs trained on reduce HIV/AIDS infection by 2016	Conduct training	Number of staffs trained
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	2 Water Department staffs trained against corruption by 2016.	Conduct training	Number of staffs trained
	Monthly Departmental meetings discussing corruption matters conducted by 2016	Conduct training	Number of staffs trained
Access, quality and equitable social service delivery improved	3 villages trained on rain water harvesting techniques by 2018.	Facilitate training	Number of village trained
	4 new water projects designed by 2020	Mobilize funds	Number of new water projects designed
		Facilitate training	Number of stakeholder trained
	4 new water projects surveyed by 2020.	Mobilize funds	Number of new water projects Surveyed
		Facilitate training	Number of stakeholder trained
	5 water users associations trained on proper management of water resources by 2017	Facilitate training	Number of water users association trained
	Formulate of water users association	Number of water users association formulated	
15 villages trained on effects of drought and floods to water	Mobilize training	Number of villages trained	

Strategic Objectives	Target	Strategies	Performance Indicators
	resources by 2018		
	30 village councils trained on management of water funds 2018	Facilitate training	Number of village councils trained
	2 Desk top computers, 2 Laptop computers, 4 Office chairs, 1 Office shelve, 2 Office tables, 1 Photocopy machine, 2 Printers procured by 2020	Set budget for procurement working facilities	Number of respective working facilities
Quantity and quality of economic services and infrastructure improved	4 Water projects constructed by 2020	Solicit fund from donor Mobilize community contribute 2.5% of total cost of the project Facilitate training.	Number of water projects constructed  Funds contributed Number of stakeholder trained
	4 water storage tanks rehabilitated by 2020	Solicit fund from donor  Mobilize community contribute 2.5% of total cost of the project  Facilitate training.	Number of water storage tanks rehabilitated  Funds contributed Number of stakeholder trained
	140kms of pipe networks rehabilitated by 2020.	Mobilize community  Solicit fund from donor	Number of pipe networks rehabilitated.

#### 4.4.1 Strategic Objective 4

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced
- G. Emergence preparedness and disaster management improved

##### 4.4.4.1 Strategic Theme 4: Livestock and Fisheries Development

Strategic Objective	Target	Strategies	Performance Indicators
Services improved and HIV/AIDS infections reduced	24 livestock and fisheries staffs trained on HIV/AIDS infection by	Conduct HIV/AIDS training	Number of staff trained

Strategic Objective	Target	Strategies	Performance Indicators
	2017.		
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	24 livestock and fisheries staffs trained on Anticorruption policy by 2017	Conduct training on Anticorruption policy	Number of staff trained
Access, quality and equitable social service delivery improved	40,050 livestock keepers households visited by Extension officers by 2020	Conduct regular visit to livestock keepers	Number of livestock keepers households visited
	Farmers trained on livestock and fisheries husbandry in 108 villages by 2019	Conduct training	Number of villages trained
	Monthly supervision of livestock and fisheries activities carried out in 108 villages by 2025	Carry out monthly supervision	Number of villages supervised
	8 staff facilitated to attend meetings, seminars, workshops, festivals at District, Region and National levels by 2022	Enable the staff	Number of staff
	4 reports prepared each year by 2025	Write quarterly, annual, third quarter and annual reports	Number of reports
Quantity and Quality of social services and Infrastructure increased	5 milk cooling tanks installed in 5 dairy potential areas by 2025	Install milk cooling tanks	Number of milk cooling tanks installed
	5,000 local cow breeds improved by 2019	Inseminate local cows	Number of cows
	16 fish ponds supplied with fingerlings by 2017	Supply fingerlings	Number of fish ponds
	1 abattoir constructed at District headquarters by 2020	Build abattoir structures	Number of abattoir
	2 motorcars purchased by 2025	Procure motorcars	Number of motorcars
	20 Motorcycles purchased by 2025	Procure motorcycles	Number of motorcycles
	1 refrigerator purchased by 2017	Procure refrigerator	Number of refrigerators
	1 set of furniture	Procure set of furniture	Number of set of



Strategic Objective	Target	Strategies	Performance Indicators
	purchased by 2017		furniture
	1 veterinary kit purchased by 2019	Procure veterinary kit	Number of veterinary kit
	4 laptops, 1 printer and 1 photocopy machine procured by 2025	Purchase working equipment	Number of items purchased
Good governance and administrative services enhanced	24 staffs facilitated for annual leave by 2017	Enable staffs for leave	Number of staff
	5 staff expected to retire facilitated with travel allowances by 2023	Enable the staff for allowance	Number of staff
	24 staff facilitated to attend burial ceremonies by 2025	Enable staff attend burial	Number of staff facilitated to attend burial ceremonies
Emergency and Disaster Management improved	37,808 cattle, 1,778 dogs, 182,522 chickens, vaccinated against various diseases by 2020	Conduct vaccination	Number of livestock vaccinated

#### 4.4.5 Strategic Objective 5

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- F. Social welfare, gender and community empowerment improved
- G. Emergence preparedness and disaster management improved

##### 4.4.5.1 Strategic Theme 5: Health and Social Welfare Development

Strategic Objective	Target	Strategies	Performance Indicators
Services improved and HIV/AIDS infections reduced	Prevalence rate of HIV/AIDS reduced from 6.4%% in 2015 to 5.2% in by 2020	Prevent new infection by provision of health education	Number of people with HIV Positive
	Prevalence of STI's reduced from 5.5%% in 2015 to 5.2% by June 2020	Treat all infected people Provide advocacy to the community	Number of people with STI
Access, quality and equitable social service delivery improved	Increased villages involved in health promotion activity from	Orient village communities (Village Health Committee	Number of villages involved in health promotion

Strategic Objective	Target	Strategies	Performance Indicators
	10 % to 30% by June 2015	members) on Water Sanitation and Hygiene (WASH)  Advocacy villages leaders on health promotion and behavior change	
Access, quality and equitable social service delivery improved	Shortage of medicine, Medical supplies and Diagnostic supplies in 41 public Health facilities reduced from 57.54% to 25% by June 2020	Procure medicine, Diagnosis and Diagnostic supplies	Number of Health facilities with supply of medicine throughout the year
Access, quality and equitable social service delivery improved	Involvement of male in family planning methods Increase from 27% in 2015 to 45% by June 2020	Conduct advocacy meeting	Number of male involved in family planning
Access, quality and equitable social service delivery improved	Shortage of medical equipment and apparatus in 41 public Health facilities reduced from 52% to 40% by June 2020	Procure medical equipment and apparatus	Number of medical equipment procured
Access, quality and equitable social service delivery improved	Shortage of skilled mix Human resources for health reduced from 41% to 30% by June 2020	Train unskilled staffs  Request for new health employees  Motivate the present employees	Number of skilled Health workers available
Access, quality and equitable social service delivery improved	Coverage of supportive supervision increases from 40%, in 2015 to 70% by June 2020	Procure 1vehicle for supervision Procure diesel for supervision Conduct preventive maintenance of vehicles	Number of supervision routs conducted
Access, quality and equitable social service delivery improved	Percentage of skin condition reduced from 11.5% in 2015 to 6% in by June 2020	Treat all infected people Provide advocacy to the community	Number of people with Skin infection

Strategic Objective	Target	Strategies	Performance Indicators
	Maternal mortality rate reduced from 4/100000 in 2015 to 12/100000 by June 2020	<p>Train health worker on the ways of reducing maternal death</p> <p>Procure delivery Kits</p> <p>Conduct refresher training on providing Comprehensive Emergency Maternal and Obstetric neonatal Care (CEMOC) services</p> <p>Conduct orientation on option B+ strategy to nurses</p>	Number of maternal death
Access, quality and equitable social service delivery improved	Under five mortality rate reduced from 3/1000 in 2015 to 1/1000 by 2020	<p>Conduct mobile clinic</p> <p>Supply Vitamin A and de worming to all under five</p> <p>Ensure availability of RCH Cards (RCH1,4,5) and pantograph and LPG cylinders</p> <p>Orient health providers on IMCI</p> <p>Distribute nutrition supplement for under five</p>	Number of under five death
	Neonatal mortality rate reduced from 61/1000 in 2015 to 25/1000 by June 2020	<p>Mentor and coach health providers on Kangaroo mother care</p> <p>Procure resuscitation kits for new-born care services</p> <p>Procure electric heaters and install in kangaroo mother care units in 1 health center</p> <p>Commemorate breastfeeding week through provision of</p>	Number of neonates death

Strategic Objective	Target	Strategies	Performance Indicators
		breast-feeding education	
	Infant mortality rate reduced from 2/1000 in 2015 to 1/1000 by June 2020	Mentor and coach health provider on early infant diagnosis of HIV	Number of Infant death
Access, quality and equitable social service delivery improved	Prevalence rate of malaria reduced from 9% in 2015 to 4% by June 2020	Commemorate Malaria day  Train health providers on malaria prevention  Mentor and coach on proper use of ITNs to health providers	Number of people with malaria cases
Access, quality and equitable social service delivery improved	Prevalence rate of Pneumonia reduced from 8.2% in 2015 to 3% by June 2020	Detect pneumonia infection early  Treat the pneumonia infection early	Number of patient with pneumonia cases
	Management on environment health and sanitation in health facility reduced from 60% to 35% by June 2020	Procure environmental clean material  Orient health providers on adherence to National Infection Prevention Guideline  Inspect food premises  Commemorate National Environmental day  Mentor and coach health providers on waste management  Distribute environmental health by-laws and regulations to VEOs  Conduct meeting with VEOs on institution of environmental health by laws in their villages	

Strategic Objective	Target	Strategies	Performance Indicators
		<p>Construct of placenta pits and incinerators</p> <p>procure water collection material of 2000 liters capacity to HF's</p> <p>Renovate sewerage system in health facilities</p> <p>Conduct orientation to health providers on occupational health and safety in HF's</p>	
Access, quality and equitable social service delivery improved	Prevalence rate of oral health condition reduced from 9%, in 2015 to 4% by 2020	<p>Treat all infected people</p> <p>Provide advocacy to the community</p>	Number of people with oral condition
	Prevalence rate of TB reduced from 2.15% in 2015 to 1.05 by June 2020	<p>Treat all infected people</p> <p>Provide advocacy to the community</p>	Number of people with Tuberculosis disease
	Prevalence rate of ARI reduced from 18.2% in 2015 to 13.2% by June 2020	<p>Treat all infected people</p> <p>Provide advocacy to the community</p>	Number of people with Acute Respiratory Infection
	Prevalence rate of anemia reduced from 1.2% in 2015 to 0.8% by June 2020	<p>Treat all infected people</p> <p>Provide advocacy to the community</p>	Number of people with Anemia
	Percentage of intestinal worms reduced from 5% in 2015 to 2% by June 2020	<p>Treat all infected people</p> <p>Provide advocacy to the community</p>	Number of people with intestinal worms
	Percentage of health governing committee Increases from 96.7% in 2015 to 100% by June 2017	<p>Conduct monthly and quarterly meetings</p> <p>Conduct planning meetings</p>	Number of health governing committee
	Identification and	Identify and register	Number of traditional

Strategic Objective	Target	Strategies	Performance Indicators
Access, quality and equitable social service delivery improved	registration of traditional healers reduced from 36.4% in 2015 to 11% June 2020	traditional healers	healers identified and registered
	Patient from traditional healers delay treatment and develop complication reduced from 18% in 2015 to 8% by June 2020	Conduct annual review meeting with Traditional healers to discuss performance, challenges and come up with way forward in their practice  Conduct advocacy meeting with political leaders traditional healers regulations	Number of patient referred from traditional healers
	Funds raised from 40% in 2015 to 65% by June 2020	Sensitize community on enrollment of Community Health Fund	Amount of fund available
	Knowledge to private organization on the importance of public private partnership (PPP) reduced from 80% in 2015 to 55% by June 2020	Conduct meetings with Private sectors	Number of private sectors with Services agreement
	Commitment of staffs reduced from 38% in 2015 to 125 by June 2020	Provide rewards to staffs with good performance	Number of staffs rewards
Quantity and quality of economic services and infrastructure improved	Shortage of physical infrastructure at all level of health facility reduced from 59% IN 2015 to 34% by 2020	Construct dispensaries and health centers  Rehabilitate dispensaries	Number of dispensaries and health centers constructed and rehabilitated
	Shortage of staff houses reduced from 60% in 2015 to 40 % by June 2020	Construct houses staffs Rehabilitate houses staffs	Number of staffs Houses constructed and rehabilitated
Social welfare, gender and community empowerment improved	Access of social services and protection raised from 40% in 2015 to 70% by June 2020	Establish adolescents friendly sexual and reproductive health clinics  Identify elders, poor and	Number of people access social services and raised protection

Strategic Objective	Target	Strategies	Performance Indicators
		<p>Vulnerable for exemption waiver at facilities levels</p> <p>Establish service window for elders in health facilities</p> <p>-Establish consultation desk for family support and counseling in one Health center</p>	
<p>Emergence preparedness and disaster management improved</p>	<p>Management capacity on disasters and emergency preparedness raise from 54% to 80% by June 2020</p>	<p>Conduct meeting to develop emergence and disaster preparedness and response plan</p> <p>Conduct training to health providers from on management capacity of emergencies and disaster preparedness and responses</p> <p>Conduct survey for identify of susceptible areas for emergencies in the council</p> <p>Conduct meeting for addressing the way out on how to advocacy the community for prevention</p> <p>Conduct simple survey for detection of vulnerable communities to emergencies</p>	<p>Number of emerged disasters managed</p>

#### 4.4.6 Strategic Objective 6

- A. Services improved and HIV/AIDS infections reduced
- C. Access, quality and equitable social service delivery improved
- F. Social welfare, gender and community empowerment improved

#### 4.4.6.1 Strategic Theme 6: Community, Gender and Youth Development

Strategic Objectives	Target	Strategies	Performance Indicators
Services improved and HIV/AIDS infection reduced	HIV AIDS prevalence rate reduced from 14.8% to 5% in the district by June 2020	Conduct awareness raising meetings on effect and importance of HIV AIDS testing.	-Number of people tested for HIV AIDS
	Cinema shows conducted in 54 villages on harmful cultural practices by 2020	Conduct cinema shows in 54 villages	Number of cinema shows
	Establish 220 youth clubs 16 in Secondary and 106 in primary Schools in the District	Conduct sensitization meetings in Secondary and primary schools and community	Number of clubs formed
	Establish community fund for orphans and PLHIV in 108 villages by 2020	Conduct fund raising campaign in the villages	Number of village funds established
Access, quality and equitable social services delivery improve	Increase working gears and improve working environment from 15% to 80% by 2020	Facilitate purchase of 15 office chairs, 15 tables, 5 computers 2 photocopier machines and cupboards	Number of working gears procured
Social welfare, gender and community empowerment improved	Facilitate establishment of 50 youth and 50 women income generating groups.	Conduct awareness raising meetings on group dynamics and gender issues in 54 villages	Number of groups formed
	Establish community district youth fund.	Conduct fund raising sensitization meetings on importance of community youth fund in 108 villages	Amount of fund raised
	Reduce crime and gender discrimination events in 108 villages by 2020	Conduct sensitization meetings to community and leaders and cinema shows in 108 villages	Number of meetings and cinema shows

#### 4.4.7 Strategic Objective 7

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- H. Management of natural resources and environment improved



#### 4.4.7.1 Strategic Theme 7: Beekeeping Development

Strategic Objectives	Target	Strategies	Performance Indicator
Services improved and HIV/AIDS infections reduced	3 Beekeeping staff trained on HIV/AIDS Infection by June 2020	Use of council HIV/AIDS coordinator Use monthly departmental meeting	Number of staff trained
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	3 Beekeeping staff trained on the effects of corruption by June 2020	Use of Prevention Combating of Corruption bureau experts Use monthly departmental meetings	Number of staff trained
Access, quality and equitable social services delivery improve	34 Beekeeping groups capacitated on beekeeping practice by June 2020	Enhance awareness Train on improved beekeeping practices	Number of Beekeeping groups trained.
	Annual Bee production increased from 2694.6 kg in 2015 to 4042 kg by June 2020	Conduct training and monitoring to beekeepers.	Number of kilograms produced annually.
Management of Natural Resources and Environment improved	10 Beekeeping apiaries established by June 2020	Conduct awareness to community. Perchance Modern hives for demonstration. Solicit funds from deferent development partners	Number of Beekeeping apiaries established

#### 4.4.8 Strategic Objective 8

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved

#### 4.4.8.1 Strategic Theme 8: Primary Education improvement

Strategic Objectives	Target	Strategies	Performance Indicator
Services improved and HIV/AIDS infection reduced	Counseling on voluntary testing on HIV/AIDS conducted to 20 education staff members by June 2020	Conduct seminars on HIV/AIDS  Provide money for infected teachers.	Number of staff capacitated and tested.

Strategic Objectives	Target	Strategies	Performance Indicator
		Provide light duty	
	Voluntary testing and counseling on HIV/AIDS increased from 250 teachers in 2015 to 783 teachers in 106 Primary Schools by June 2020	Conduct seminars HIV/AIDS  Provide money for infected teachers.  Provide light duty.	Number of teachers capacitated and tested.
	5300 pupils sensitized by June 2020.	Conduct seminars HIV/AIDS  Provide money for infected teachers.  Provide light duty.	Number of pupils capacitated and tested.
Effective, implementation of the National Anti-corruption strategy enhanced and sustained	110 education stakeholders capacitated in combating petty and grand corruption by June 2020.	Conduct seminars on combating petty and grand corruption to 110 education stakeholders	Number of education stakeholders capacitated
	106 Clubs of Ant - Corruption established by 2020.	Establish clubs of Ant Corruption.	Number of clubs established.
Access to quality and equitable social services delivery improved	2 Land cruiser Hard Top cars procured by June 2020	Seek advice from central Government.  Allocate budget.	Number of Cars procured.
	21 Motorcycle procured for Ward Education Coordinators by June 2020.	Seek advice from central Government.  Allocate budget.	Number of Motorcycle procured.
	Operational Fund increased from Tsh. 90,909,000/ in 2015 Tsh. 140,909,000/= by June 2020.	Make budget allocation for every activity.	Amount of money allocated.
	Capitation Grant increased from Tsh. 139,526,000/=in 2015 to Tsh. 392,780,000/= by June 2020	Make budget allocation for every pupil at specific year.  Disburse capitation grants to 106 pre-primary and primary schools.	Amount of capitation Grant allocated.
	Education Staff	Communicate with	Increased number of

Strategic Objectives	Target	Strategies	Performance Indicator
	Recruited by June 2020.	MOEVT and PMORALG to allocate 10 Education Officials	education Officials.
Access to quality and equitable social services delivery improved	Pupils book ratio reduced from 1:6 in 2015 to 1:1 by June 2020	Procure and Disbars books and other teaching and learning materials for Pre-primary, Primary and Special needs pupils	-Number of text books procured and disbursed.
	Examination budget increased from Tsh. 71,400,500/= in 2015 to Tsh. 266,420,000/= by June 2016.	Make budget allocation for National examinations.	Increased Percent of pupils passed STD II, STD IV, STD VII, COBET and ICBAE national exams
	Illiteracy rate in Wanging'ombe DC reduced from 8.9% in 2015 to 3% by June 2020.	Train head teachers, ward education coordinators, pre-primary and primary teachers on 3Rs	Increased Percent of pupils passed STD II, STD IV and STD VII national exams
	Grants of one Special School (Ilembula Mchanganyiko) improved from 74% to 80% by June 2020	Make budget allocation for Ilembula special school. Disbars fund to Ilembula special school.	Fund allocated.
	Increased number of qualified Pre-primary teachers from 0 in 2015 to 106 by June 2016.	Communicate with MOEVT and PMORALG to allocate 106 qualified pre-primary teachers.  In service Training on 3Rs.	Number of teachers trained
	Increased number of qualified primary teachers from 783 in 2015 to 962 by June 2020.	Communicate with MOEVT and PMORALG to allocate 176 qualified primary teachers.	Number of teachers employed.
	Increased number of trained teachers from 81 In 2015 to 150 by June 2020.	In service Training.  Make budget allocation for training.	Number of teachers trained.
	150 teachers motivated by June 2016.	Make budget for promotion. Refresher course.	Number of teachers Trained

Strategic Objectives	Target	Strategies	Performance Indicator
		Teacher claims paid on time.  Recognition especially for those up graded.	
Access to quality and equitable social services delivery improved	Reduced number of drop out from 9 in 2015 to 0 by June 2016.	Improve teaching and learning environment. Encourage sports and games. Motivation.	Number of drop out decreased.
	Reduced number of truants from 1,617 pupils in 2015 to 0 by June 2020	Improve teaching and learning environment. Encourage sports and games. Motivate best pupils. Provide food and water	Number of truants reduced.
	Increased % of pupils pass std VII national examinations from 65% in 2015 to 80% by June 2016.	Make follow up supervision in schools. Train teacher with 3Rs. In service training. Make budget for national examination. Make budget for BRN classes.	Increased % of pupils passed national examinations.
	Increased % of pupils pass std IV national examinations from 65% in 2015 to 80% by June 2016.	Make follow up supervision in schools. Train teacher with 3Rs. In service training. Make budget for national examination. Make budget for BRN classes.	Increased % of pupils passed national examinations.
Access to quality and equitable social services delivery improved	Adults book ratio reduced from 1:6 in 2015 to 1:1 by June 2020	Procure and Disbars books and other teaching and learning materials for COBET and ICBAE.	Number of text books procured and disbursed.
	106 teachers motivated by June 2016.	Set budget for promotion. Refresher course. Recognition especially for those up graded.	Increased Percent of pupils passed, COBET national exams
	Increased number of	Conduct In service	Number of teachers

Strategic Objectives	Target	Strategies	Performance Indicator
	COBET facilitators from 10 In 2015 to 101 by June 2020.	Training. Make budget allocation for training.	trained.
	Increased number of ICBAE facilitators from 8 In 2015 to 106 by June 2020.	In service Training. Make budget allocation for training.	Number of teachers trained.
	4 Motorcycle procured for COBET and ICBAE staffs by June 2020.	Seek advice from central Government. Allocate budget.	Number of Motorcycle procured.
Quantity and quality of social services and infrastructure increased	30 classrooms for Pre-primary, Primary, COBET and ICBAE constructed by June 2020.	Make budget for construction. Raise Fund. Request fund from District Own Source	Number of infrastructure constructed.
	25 teacher houses for Pre-primary and Primary constructed by June 2020.	Make budget for construction. Raise Fund. Request fund from District Own Source	Number of infrastructure constructed.
	133 pit latrines for boys and girls for Pre-primary, Primary and COBET constructed by June 2020.	Make budget for construction. Raise Fund. Request fund from District Own source	Number of infrastructure constructed.
	10 offices for Pre-primary, Primary, COBET and ICBAE constructed by June 2020.	Make budget for construction. Raise Fund. Request fund from District Own source	Number of infrastructure constructed.
	1 Vocational Training Centre for ICBAE constructed by June 2020.	Make budget for construction. Raise Fund. Request fund from District Own source	Number of infrastructure constructed.

Strategic Objectives	Target	Strategies	Performance Indicator
Quantity and quality of social services and infrastructure increased	5 Counseling rooms for Pre-primary, Primary, COBET and ICBAE constructed by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of infrastructure constructed.
	5 stores for Pre-primary, Primary, COBET and ICBAE constructed by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of infrastructure constructed.
	5 teacher resource centres constructed by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of infrastructure constructed.
	Increased number of schools with electricity supply from 10 schools in 2015 to 25 schools by June 2016.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of schools with electricity increased.
	Increased number of schools with clean and safe water supply from 10 schools in 2015 to 25 schools by June 2016.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of schools with clean and safe water supply increased.
	Increased number of desks procured in schools from 13,512 in 2015 to 14,896 by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of desks procured.
		Increased number tables procured in schools from 1155 in 2015 to 1828 by	Make budget for construction.

<b>Strategic Objectives</b>	<b>Target</b>	<b>Strategies</b>	<b>Performance Indicator</b>
	June 2020.	Raise Fund.  Request fund from District Own source	
Quantity and quality of social services and infrastructure increased	Increased number of chairs procured in schools from 2111 in 2015 to 2749 by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of chairs procured.
	Increased number of cupboards procured in schools from 345 in 2015 to 1039 by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of cupboards procured.
	Increased number of shelves procured in schools from 152 in 2015 to 314 by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of shelves procured.
Quantity and quality of social services and infrastructure increased	30 COBET and ICBAE constructed by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of infrastructure constructed.
	13 pit latrines for COBET and ICBAE constructed by June 2020.	Make budget for construction. Raise Fund.  Request fund from District Own source	Number of infrastructure constructed.
	Increased number of COBET centres from 10 in 2015 to 106 by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of Centres increased.

<b>Strategic Objectives</b>	<b>Target</b>	<b>Strategies</b>	<b>Performance Indicator</b>
	04. Increased number of ICBAE centres from 80 in 2015 to 106 by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of Centres increased.
Quantity and quality of social services and infrastructure increased	Increased number of entrepreneurship centres from 20 in 2015 to 106 by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of Centres increased.
Quantity and quality of social services and infrastructure increased	Increased number of playing fields from 546 in 2015 to 856 by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of playing field constructed.
	Increased number of sports teachers (coach) from 16 in 2015 to 216 by June 2020.	Training of sports teachers (coach).  Short courses	Number of teachers trained.
	Increased number of sports gear by June 2020.	Make budget for construction.  Raise Fund.  Request fund from District Own source	Number of sports gear procured.
	Increased number of registered sports and games clubs from 16 in 2015 to 45 by June 2020.	Make budget for construction. Raise Fund. Request fund from District Own source	Number of sports and games clubs registered.
	Increased number of scouts in primary schools from 112 in 2015 to 1221 by June 2020.	Make budget for construction. Raise Fund. Request fund from District Own source	Number of scouts increased.
	2 historical cites established by June 2020.	Make budget for construction. Raise Fund.	Number of historical sites established.



Strategic Objectives	Target	Strategies	Performance Indicator
		Request fund from District Own source	
Quantity and quality of social services and infrastructure increased	1 museum centre established by June 2020.	Make budget for construction. Raise Fund. Request fund from District Own source	Number of museum established.
	5 recreation places established by June 2020.	Make budget for construction. Raise Fund. Request fund from District Own source	Number of recreation places established.
	2 Motorcycle procured for Sports and games staffs by June 2020.	Seek advice from central Government.  Allocate budget.	Number of Motorcycle procured.

#### 4.4.9 Strategic Objective 9

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved

##### 4.4.9.1 Strategic Theme 9: Secondary Education Improvement

Strategic Objectives	Target	Strategies	Performance Indicator
Services improved and HIV/AIDS infections reduced	620 Secondary schools teachers trained on HIV/AIDS infection by 2018.	Conduct HIV/AIDS training.	Number of teachers trained.
	6905 Secondary schools students trained on HIV/AIDS infection by 2018.	Conduct HIV/AIDS training to students	Number of students trained.
	21 counseling rooms constructed by 2020	Allocate funds to build Counseling rooms	Counseling rooms constructed

<b>Strategic Objectives</b>	<b>Target</b>	<b>Strategies</b>	<b>Performance Indicator</b>
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	5 Educational staffs trained on combating petty and grand corruption by 2016	Conduct 2 days of sensitization meeting on anti-corruption awareness to Educational staff.	Number of staffs trained
Access, quality and equitable social service delivery improved	Performance of form II examinations increased from 68% to 90% by 2020	Provide remedial classes,  Emphasize students on solving Questions and past papers	Percentage of performance increased
	Performance of form IV examinations increased from 72% to 90% by 2020	Provide remedial classes,  Emphasize students on solving Questions and past papers	Percentage of performance increased
	Performance of form VI examinations maintained 100% where now it is up to 2020	Provide remedial classes,  Emphasize students on solving Questions and past papers	Percentage of performance maintained
	Capitation grants raised from TSH 172,625,000 in 2015 to TSH 225,000,000 by 2020.	Allocate capitation funds Tsh.225,000,000 to the budget. allocation of Capitation  Disbars capitation to the schools	Amount of Capitation grants in Tsh. allocated
	Ratio of books in the secondary school is 1:5 in 2015 and to be 1:1 by 2020	Procure and disbars text books	Books procured and disbursed to the students
	Purchase number of teaching and learning materials of Books, chalks, manila sheets, marker pens, by 2016	Facilitate purchase of teaching and learning materials of Books, chalks, manila sheets, marker pens,	Teaching and learning materials are available
	Construct 60 teachers houses by 2020	Allocate fund in a budget for construction of teachers houses	Houses for teachers are constructed

Strategic Objectives	Target	Strategies	Performance Indicator
	Performance of cultural and sports activities to 16 secondary schools in the district council by increasing 12 sports teachers by June 2020	Communicate with MOEVT and PMORALG to allocate sports teachers to the council.  Facilitate sports wares, Preparation of grounds,	Sports teachers are allocated in the council  Sports are improved in the council
	Number of science teachers increased from 63 in 2015 to 90 science teachers by June 2020	Communicate with MOEVT and PMORALG to allocate science teachers to the council.	Number of Science teachers increased in the council
	Purchase One car for transport and to enhance supervision especially the examinations period by June 2020	Purchase One car	Number of car purchased
	Stop Drop outs and Truants to students by 2020	Provide education to students about importance of being educated Provide counseling about early marriages and early pregnancies	Education given
Quantity and quality of economic services and infrastructure improved	295 teachers houses Constructed by 2025	Allocate funds to build teachers houses  Mobilise community to contribute fund	Teachers houses constructed
	86 dormitories Constructed by 2025	Allocate funds to build dormitories  Mobilise community to contribute fund	Number of Dormitories are constructed
	160 toilets and pit latrines Constructed by June 2025	Allocate funds to build Toilets and pit latrines	Number of Toilets and pit latrines are constructed
	64 classrooms for A-level Constructed and 10 administration blocks Constructed by 2025	Allocate fund  Find donors	Classrooms are constructed and administration blocks are constructed
	8 laboratories	Allocate funds to build	Laboratory constructed

Strategic Objectives	Target	Strategies	Performance Indicator
	Constructed and ensure have enough related equipment's like Bunsen burners, gas pipes etc. by 2020	laboratories  Mobilise community to contribute fund	and have related equipment's
	4 secondary schools Constructed by 2020	Allocate fund find donors	Schools are constructed
	Destruction of Secondary schools by strong wind eradicated by June 2019	Plant trees( as wind breakers) Use standard contractors to build school buildings	Wind breakers planted standard contractors are used to build school buildings

#### 4.4.10 Strategic Objective 10

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- G. Emergence preparedness and disaster management improved

##### 4.4.10.1 Strategic Theme 10: Works Development

Strategic Objectives	Target	Strategies	Performance Indicator
Services improved and HIV/AIDS infections reduced	10 works staff trained on HIV/AIDS by June 2020	Invite HIV/AIDS expert to provide training awareness to works department staff and contractors during project implementations	Number of staff trained
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	10 works staff trained by June 2020	Invite PCCB expert to provide ant corruption awareness to works department staff	Number of staff trained
Access, quality and equitable social service delivery improved	Performance and accountability of staffs improved from 45 % in 2015 to 90% by June 2020	Provide training to the works department staff. Facilitate working facilities to work staffs	Number of staff trained
	20 Staff quarters for civil servants constructed by June 2020	Set aside fund for staff quarters construction work	Number of houses constructed

Strategic Objectives	Target	Strategies	Performance Indicator
	1 office constructed by June 2020	Set aside fund for office construction work	Number of offices constructed
	4 technical departmental staff employed by June 2020	Remind District executive Director on employment	Number of staff employed
Quantity and quality of economic services and infrastructure improved	820.7 km Road infrastructures rehabilitated, improved, and maintained by June 2020	Budget allocation for roads construction Prepare write ups for road construction fund raising	Number of kilometers of roads constructed
	25 number of Bridge infrastructures improved and constructed by June 2020	Allocate Budget for bridge construction  Prepare write ups to bridge infrastructure for fund raising	Number of bridges constructed
	Fund raised for construction of 250km gravel roads by June 2020	Remind Road fund Tamisemi through letters	Fund received
	Minimized bureaucratic procurement procedure from 40% in 2015 to 5% by June 2020	Ensure reduced procuring process time	Number of days reduced
Emergency preparedness and disaster management improved	disaster preparedness and management increased from 20% in 2015 to 55% by June 2020	Avoid road construction during rain season Allocate budget for emergency and disaster management	Percentages of Emergency and disaster reduced in infrastructures

#### 4.4.11 Strategic Objective 11

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved

##### 4.4.11.1 Strategic Theme 11: Environment and Cleansing Management

Strategic Objective	Target	Strategies	Performance Indicators
Services improved and HIV/AIDS infections reduced	2 Environment staff trained on how to combat HIV/AIDS by 2016	conduct training to environment staff on effects of HIV/AIDS	Number of environment staff trained

<b>Strategic Objective</b>	<b>Target</b>	<b>Strategies</b>	<b>Performance Indicators</b>
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	2 Environment staff capacitated with strategies against corruption by 2018	conduct training to department staff on effects of corruption	Number of department staff trained
Access, quality and equitable social service delivery improved	25 Village councils trained on Climate change and adaptation by 2020	facilitate training on impacts of climate change and adaptation measures to Village councils	Number of village councils trained
		conduct monitoring to trained village councils on application of adaptation measures	Monitoring reports available
	2 village environment committees and 2 village health committees capacitated with knowledge on pollution by 2018	facilitate training on environmental sanitation	Number of Village environment committees and Village health committees capacitated
	8 collection points constructed at Igwachanya for solid waste management by 2019	construct collection points	Number of collection points constructed
	4 collection points constructed at Ilembula by 2020	Construct collection points	Number of collection points constructed
	1 dump constructed at Igwachanya by 2019	Construct a dump	1 dump constructed
	Awareness raised to 10 villages on management of wild fire by 2017	facilitate wild fire campaign meetings	Number of Villages conducted meeting
	1 computer , 4 office chairs, 2 office tables, 1 cabinet and 1 book	set budget for procurement of working	Number of respective working facilities

Strategic Objective	Target	Strategies	Performance Indicators
	shelve procured by 2017	facilities	procured
Access, quality and equitable social service delivery improved	8 awareness meetings conducted on pit latrine construction by 2020	Conduct awareness meetings	Number of awareness meetings conducted
	6 awareness meetings conducted on environmental sanitation by 2018	Facilitate awareness meetings	Number of awareness meetings conducted

#### 4.4.3 Strategic Objective 12

- A. Services Improved and HIV/AIDS Infections Reduced
- B. Effective Implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, Quality and Equitable Social Service Delivery Improved
- E. Good Governance and Administrative Services Enhanced
- G. Emergence Preparedness and Disaster Management Improved

##### 4.4.12.1 Strategic Theme 12: Planning, Statistics, Monitoring and Evaluation

Strategic objectives	Targets	Strategies	Performance Indicators
Services Improved and HIV/AIDS Infections Reduced	5 Planning staffs trained on HIV/AIDS infection by June 2017	Conduct HIV/AIDS training	Number of staffs trained
Effective Implementation of the National Anti-corruption Strategy Enhanced and Sustained	5 Planning staffs trained on the effects of corruption by June 2017	Conduct training on the National Anti- corruption programs	Number of staffs trained
Access, Quality and Equitable Social Service Delivery Improved	Quality Council Plan and Budget approved two months before end of Financial year annually by June 2020	Carry out project identification, planning and implementation in all wards	Presence of MTEF Budget books annually
		Identify and mobilize resources for implementation of development projects in all wards	Availability of funds for projects implementation
		Conduct review of villages' O&OD plans in all wards	Presence of O&OD plans

<b>Strategic objectives</b>	<b>Targets</b>	<b>Strategies</b>	<b>Performance Indicators</b>
		Undertake follow up and supervision of development projects in all wards	Availability of reports
Good Governance and Administrative Services Enhanced	Software used for Planning and data management Updated annually (PlanRep 3, LGMD e.t.c) by June 2020	Maintain the Council Database (LGMD) and PlanRep for planning, monitoring and Budgeting	PlanRep and LGMD system in place
	Council carry out project Implementation in collaboration with other stakeholders by June 2020	Forecast an Co-fund development projects which require council collaboration	Availability of reports for cofounded projects
	Council data, GDP and Socio Economic Profile Updated annually by June 2020	Collect and analyse data and prepare document for Socio-economic services provision and GDP	Availability of Documents
	1 staff facilitated to attend annually short courses training, seminar and workshops by June 2020	Allocate fund for training	Number of staff trained
	6 Tables, 6 chairs, 3 Computers, 2 Printers, 1 Photocopy machine and 1 File cabinet procured by June 2017	Allocate budget.	Number of respective working facilities procured
Emergency and Disaster Management improved	Disaster preparedness and management increased from 20% in 2015 to 55% by June 2020	Avoid road construction during rainy season Allocate budget for emergency and disaster management	Percentages of Emergency and disaster reduced

#### 4.4.13 Strategic Objective 13

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced

##### 4.4.13.1 Strategic Theme 13: Finance and Trade Development

<b>Strategic Objective</b>	<b>Target</b>	<b>Strategies</b>	<b>Performance Indicator</b>
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Strategic Objective	Target	Strategies	Performance Indicator
Services improved and HIV/AIDS infections reduced	Counseling and voluntary testing on HIV/AIDS conducted to 4 finance department staff by 2020	Allocate fund for HIV/AIDS testing	Number of staff Counseled and tested on HIV/AIDS
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	4 staff trained on National Anti-corruption ethics yearly by 2020	Allocate fund for training	Number of staff trained
Quantity and quality of economic services and infrastructure improved	Revenue collection increased from Tshs 1.0 billion in 2015 to Tshs 3.5 billion by 2020	Collect data base, Privatize collection of revenue Adopt electronic means of collection	Amount of revenue collected against targeted amount
	8 new sources of revenue identified by 2020	Survey potential areas	Number of new sources identified
	14 current council sources of revenues surveyed by 2020	Allocate fund for survey	Number of sources of revenue surveyed
	1 Motor vehicle (i.e. pick up double cabin) procured	Allocate funds for procurement	Number of motor vehicle procured
	21 motorcycles procured by 2020	Allocate fund for procurement	Number of motorcycle procured
Good governance and administrative services enhanced	5 computers acquired for Information Financial Management Information System (EPICOR) implementation by 2020	Seek assistance from PMO-RALG	Number of computers procured
	4 Finance staff trained on International Accounting Standards and Certified Public Accounting by 2020	Allocate fund for training	Number of staff trained

Strategic Objective	Target	Strategies	Performance Indicator
	Audit queries reduced from 10 in 2015 to 0 by 2020	Adhere financial rules, procedures and regulation, Respond quickly to queries arose Appoint committed Pre-audit staff	Number of audit queries reduced
	10 staff recruited by 2020	Send request to District Executive Director	Number of staff recruited
	6 office executive chairs, 6 executive table, 3 office cabinet, 1 printer, 1 photocopier procured by 2020	Allocate funds for procurement	Number of respective working facilities procured
Good governance and administrative services enhanced	1 staff trained on National Anti-corruption yearly by 2020	Allocate funds for training	Number of trained
	1 Trade officer trained on business matters	Allocate fund for training	Number of staff trained
	1 motor cycle procured by 2020	Allocate fund for procurement	Number of motorcycle procured
	Trade centers increased from 3 in 2015 to 6 by 2020	Allocate funds for construction	Number of trade centers increased
	2500 Business license issued by 2020	Allocate fund for follow up	Number of business license issued
	2 office executive chairs, 2 executive table, 1 office cabinet, 1 printer, 1 photocopier, 1 desktop computer, 1 laptop, 1 scanner procured by 2020	Allocate funds for procurement	Number of respective working facilities procured
	2 staff recruited by 2020	Send request to District Executive Director	Number of staff recruited

#### 4.4.14 Strategic Objective 14

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced

#### 4.4.14.1 Strategic Theme 14: Internal Audit Control

Strategic Objective	Target	Strategies	Performance Indicator
Services improved and HIV/AIDS infections reduced	1 staff trained on HIV/AIDS by 2020.	Allocate Fund for training.	Number of staff trained
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	1 staff trained on Anti-Corruption campaign by 2020.	Allocate Fund for training.	Number of staff trained
Quantity and quality of economic services and infrastructure improved	102 Council's projects audited annually by 2020.	Allocate budget for auditing	Number of projects audited
	14 Sources of Revenues audited quarterly by 2020.	Inspect sources of Revenues quarterly	Number of sources of revenue audited.
Good governance and administrative services enhanced	Audit queries reduced from 10 external audit queries in 2015 to 0 by 2020.	<p>Prepare three (3) different quarterly Audit Reports.</p> <p>Timely submit Quarterly Audit Reports to the Accounting Officer, Finance Committee, Ministry of Water, National Audit Office, Regional Secretary Office, PMO-RALG and Office of Internal Auditor General.</p> <p>Audit public fund expenditures to 106 villages, 21 Wards, 13 departments, 5 sections, 2 Health centers, 16 Secondary Schools, 106 Primary Schools and 39 Dispensaries</p>	Number of audit queries reduced.

Strategic Objective	Target	Strategies	Performance Indicator
	310 Council's staffs trained on compliance to financial laws and regulations by 2020.	Allocate fund for training.	Number of staff trained.
	1 Double Cabin Toyota Hilux purchased by 2020	Request from PMO-RALG.	Number of motor vehicle procured.
	2 Printers, 2 computer desktops, 3laptops, 1 camera, 1 scanner, 1 photocopy machine, 1 Shelf, 3 executive tables, 3 executive chairs, purchased by 2020.	Allocate fund for procurement	Number of respective working facilities procured.
	1 staff facilitated to attend annually short courses training, seminar and workshops by 2020	Allocate fund for training.	Number of staff trained.
	3 staffs recruited by 2020.	Send request to District Executive Officer	Number of staff recruited.

#### 4.4.15 Strategic Objective 15

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- E. Good governance and administrative services enhanced

##### 4.4.15.1 Strategic Theme 15: Legal Service Development

Strategic Objective	Target	Strategies	Performance Indicator
Services improved and HIV/AIDS infections reduced	5 training on HIV/AIDS infection Conducted to 2 Legal Staffs by June 2020.	Conduct training Allocate Funds	Number of training Conducted
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	5 training on Anti-Corruption conducted to 2 Legal Staffs by June 2020.	Conduct Training Allocate Funds	Number of training Conducted.
Access, quality and equitable social service delivery improved	3 District Council Cases reduced to 0 cases by June 2020	Allocate funds	Number of District Council cases reduced.

Strategic Objective	Target	Strategies	Performance Indicator
Access, quality and equitable social service delivery improved	Training to 108 Village Leaders, 21 Ward Leaders on District By-Laws and Village by June 2018.	Conduct Legal Seminars Allocate Funds	Number of Leaders trained.
	2 legal staffs attend seminars, Meeting, training and Workshop on legal issues by June 2020.	Allocate Funds	Number of seminars, Meeting, training and Workshop attended.
	5 training on local government District Authorities act number 287, 1982 R.E 2002 and District by-law to 18 heads of Department and unit by June 2020	Allocate Funds	Number of training Conducted.
Good governance and administrative services enhanced	2 tables, 2 chairs, 2 Computers and 2 Printers Procured by June 2018.	Allocate Budget to the respective legal office facilities.	Number of respective legal Unit facilities Procured.
	Seminars on legal awareness provided to 108 Villages by June 2020.	Conduct legal Seminars. Allocate funds.	Number of Village trained.
	63 Legal Seminars provided to 21 Ward Tribunals by June 2018.	Conduct Legal training. Allocate funds	Number of Legal Seminars Conducted.
	Four Ward Tribunals established in four new Ward by June 2016.	Allocate Funds	Number of Ward Tribunals established.
	20 District By-laws and 108 Village by laws enacted by June 2020.	Allocate Funds	Number of District By-laws and Village-by laws enacted.

#### 4.4.16 Strategic Objective 16

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- G. Emergence preparedness and disaster management improved
- I. Information and communication Technology improved

#### 4.4.16.1 Strategic Theme 16: Information and Communication Technology (ICT) Development

Strategic Objective	Target	Strategies	Performance Indicator
Services improved and HIV/AIDS infections reduced	3 ICT Unit staffs trained annually on the effects of HIV/AIDS by June 2020	Allocate fund for training to 3 ICT Unit staffs on the effects of HIV/AIDS.	Number of ICT Unit staffs trained.
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	3 ICT staffs trained on the National Anti-corruption Strategy programs by June 2020.	Allocate funds for training on the National Anti-corruption Strategy programs.	Number of ICT Unit staffs trained.
Access, quality and equitable social services delivery improved	19 Heads of Departments and Units trained on the ICT policy by June 2020.	Conduct training on the ICT policy.	Number of Heads of Departments and Units trained.
	1 House for Head of ICT unit built by 2020.	Allocate budget. Seek funds from different source.	House for Head of ICT unit
	4 Table ,4chairs,2 Cabinets, 4 Computers, 1 Printer,1 Fax mashine,1 Digital camera,1 Digital video camera, 1 Digital multi meter and 2 Technical toolkits of ICT Unit bought by 2020	Allocate budget. Seek funds from different source. Procure ICT facilities	Number of respective ICT facilities.
	3 ICT Staff facilitated to attend short course training and seminar by 2020	Allocate fund for training.	Number of ICT staff trained
Emergency and Disaster Management improved	2 Server computers and 5 External storage for Data Backup bought by 2020	Allocate fund for purchasing External Storage.	Number of External Storage procured
Information Communication technology improved	Council Local Area Network (LAN) constructed by 2020	Allocate fund for purchasing LAN equipments. Procure service provider for LAN installation.	LAN installed
	National Optical Fiber backbone laid by 2020	Allocate fund for National Optical fiber backbone installation.	National Optical Fiber backbone installed

Strategic Objective	Target	Strategies	Performance Indicator
		Procure service provider for National Optical Fiber installation.	
	Council website developed by 2020	Allocate fund for website designing. Procure service provider for website hosting.	Website online
	Strong data security created by 2020	Create security mechanism.	Security mechanism in place
	Strong Antivirus installed by 2020	Allocate fund.	Installed antivirus

#### 4.4.17 Strategic Objective 17

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- E. Good governance and administrative services enhanced

##### 4.4.17.1 Strategic Theme 17: Election Management

Strategic Objective	Target	Strategies	Performance Indicator
Services improved and HIV/AIDS infections reduced	2 staffs in Election Unit trained on HIV/AIDS infection by 2017	Conduct HIV/AIDS training	Number of staffs trained
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	2 staffs in Election Unit trained on the effects of Corruption by 2017	Conduct training on the National Anti- corruption Programs	Number of staffs trained
Good governance and administrative services enhanced	90% of the community members (above 18 years old) educated on Voting education by 2019	Sensitizing all community members with 18 years and above to participate in Registration and Updating of Voters Particulars	Number of the community members sensitized
		Mobilizing and Educating the Community members on Civic issues	Number of the community members educated

Strategic Objective	Target	Strategies	Performance Indicator
Services improved and HIV/AIDS infections reduced	Local Government Elections conducted by December 2019	Facilitating the process of establishment of new administrative areas (4 villages)  Prepare and conducting Local Government Election for 112 villages	Number of new administrative areas (villages) established
	General election Conducted by October 2020	Preparation and Updating Voters Registration Book  Provision of Education to community on their rights to elect leaders or being elected to be leaders	Number of Voters registered  Number of community members educated

#### 4.4.18 Strategic Objective 18

- A. Service improved and HIV/AIDS infection reduced
- B. Effective implementation of the National Anti- corruption strategy enhanced and sustained.
- E. Good governance and administrative service, enhanced

##### 4.4.18.1 Strategic Theme 18: Administration and Human Resource Development

Strategic Objectives	Target	Strategies	Performance indicators
Service improved and HIV/AIDS infections reduced	146 Staff trained on HIV/AIDS by 2020	Allocate fund for training	Number of staff trained
Effective implementation of the National Anti-corruption strategy enhanced and sustained	146 Staff trained on Anti-Corruption campaign by 2020.	Allocate fund for training	Number of staff trained
Good Governance and administrative service enhanced	270 statutory meetings conducted by 2020	Allocate budget for meetings	Number of statutory meetings conducted
	10 Cars purchased by 2020	Allocate fund for procurement	Number of cars procured



Strategic Objectives	Target	Strategies	Performance indicators
Good Governance and administrative service enhanced	120 office tables, 160 chairs, 20 Executive chairs, 25 executive tables, 30 shelves, 15Visitors' chairs, 12 cabinets, 5 notice board, 60 fire extinguishers, 150 suggestion boxes, 120 curtains, 3 flat screen TV set, 5 electrical kettle, 5 set of tea cup,50 tea spoons, 5 telephone/fax devices purchased by 2020	Allocate fund for procurement	Number of respective equipments purchased
	50 computer desktops, 30 laptops computer, 50 printers,10 scanners, 120 cartridges,5 photocopy machines, 50 anti-viruses, 3500 ream papers, 100 boxes of staple pins, 150 staplers, 100 punching machines, 200 boxes of pens, 50 calculators, 20 boxes of pencils, 3000 personal and subject files, 250 box file, 2600 envelopes, 250 diaries, 5 visitors books, 130 attendance registers, 123 stamp pads, 150 stamps,50 log books, 56 dispatches, 50 file trays,60 flip charts,100 boxes of marker pens, 25 copies of Public Service circulars purchased by 2020	Allocate budget for procurement	Number of respective working facilities purchased
	20% of own source and GPG collection transferred to Village Councils100% by 2020	Follow up on transfer of fund	Percentage of fund transferred
	30 reports prepared and submitted to respective	Allocate budget for preparation and	Number of reports prepared and submitted

Strategic Objectives	Target	Strategies	Performance indicators
	authorities by 2020	submission of reports	
	5 annual budgets prepared and submitted to respective authorities by 2020	Allocate fund for preparation and submission of budgets	Number of budgets prepared and submitted
	146 staff facilitated to attend annually short courses training, seminar and workshops by 2020	Allocate fund for training.	Number of staff trained.
	552 staffs recruited by 2020.	Send request to Permanent Secretary, President's Office, Public Service Management	Number of staff recruited.
Good Governance and administrative service enhanced	31 Councilors 146 staff trained on compliance to government policies, laws, regulations, standing orders and circulars on public service by 2020	Allocate budget for training	Number of councilors trained
	31 Councilors gowns purchased by 2020	Allocate fund for procurement	Number of gowns procured
	2 staff paid housing, electricity, telephone, furniture allowances by 2020	Allocate budget for payment	Number of staff paid
	552 staff paid subsistence allowance by 2020	Allocate budget for payment	Number of staff paid
Good Governance and administrative service enhanced	30 staff paid best workers prices by 2020	Allocate budget for payment	Number of staff paid
	150 staff paid moving expenses and disturbance allowances by 2020	Allocate budget for payment	Number of staff paid
	20 casual laborers recruited by 2020	Allocate budget for recruitment	Number of staff recruited
	438 staff paid leave travel expenses by 2020	Allocate fund for leave expenses	Number of staff paid
	60 staff paid extra duty allowance by 2020	Allocate budget for payment	Number of staff paid

Strategic Objectives	Target	Strategies	Performance indicators
	20 cars paid insurance costs by 2020	Allocate budget for insurance payments	Number of cars insured
	20 cars maintained by 2020	Allocate budget for maintenance	Number of cars maintained
	Water and electricity bills paid 100% by 2020	Allocate fund for payment	Percentage of bills paid
	Statutory obligations settled 100% by 2020	Allocate fund for payment	Percentage of obligations settled
	4 staff paid acting allowance by 2020	Allocate fund for payment	Number of staff paid
	100 departmental meetings conducted by 2020	Allocate budget for meetings	Number of meetings conducted
	20 staff facilitated to attend long courses by 2020	Allocate fund for training.	Number of staff trained.
	Burial expenses met 100% by 2020	Allocate fund for burial expenses	Percentage of expenses met
	150,000 litres of diesel purchased by 2020	Allocate budget for procurement	Number of litres purchased

#### 4.4.19 Strategic Objective 19

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved

##### 4.4.19.1 Strategic Theme 19: Procurement and Management control

Strategic objective	Targets	Strategies	Performance Indicators
Services improved and HIV/AIDS infections reduced	3 procurement staffs trained on HIV/AIDS infection by June 2020	Set aside fund for training Conduct HIV/AIDS training to 3 procurement Management Unit staffs.	Number of trained staffs
Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	National Anti-corruption campaign programs conducted yearly to 3 procurement staffs by June 2020	Set aside fund for training Conduct yearly the National Anti-corruption campaign programs to 3 procurement staffs.	Number of staff trained.
Access, quality and equitable social service	Three computers procured by June 2020	Set aside fund for procurement.	Number of Computers

delivery improved		Keep requirements in the Annual Procurement plan.	procured.
	Conduct procurement training yearly to 19 user departments by June, 2020	Set aside fund for training. Train 19 user departments	Number of user departments capacitated

## CHAPTER FIVE

### IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORKS

#### 5.1 Implementation

The successful implementation of the strategic plan will be the responsibility and accountability of the District Executive Director (DED), who is the Chief Executive Officer of the Council. With respect to this strategic plan, DED will be an overseer for the strategic plan implementation process. DED shall be responsible and accountable for the implementation of the Wanging'ombe District Council's (2014/2015 – 2019/2020) Strategic Plan. The DED with the support of the Management team shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

For the successful coordination of all services areas, the Planning Statistics and Monitoring Department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic plan. Thus, the respective Departments and Units/Sections shall be responsible for the day to day operationalization of the Strategic Plan with a helping hand from the key stakeholders from within and outside the District boundary.

#### 5.2 Monitoring

Monitoring and evaluation are essential feedback mechanisms within the adaptive management framework to keep the strategic plan dynamic and responsive to changing conditions. Monitoring and evaluation provide the public and partners with information on the progress and results of the strategic plan implementation. Monitoring of the Wanging'ombe District Council's strategic plan will include both simple observation of the results of plan activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan.

Therefore monitoring implementation of the plan shall be a continuous process. Its objectives shall include the following:

- Determine whether implementation is focused on the fulfillment of the vision and mission of the District Council
- Facilitate review of the implementation process
- Facilitate feedback to management which is necessary for decision making
- Ensure that strategic objectives are being accomplished within the expected timeframe and taking necessary measures for timely implementation
- Ensure that the activities are carried out as planned, and that any deviations are corrected promptly
- Ensure that financial discipline as a cornerstone for proper and prudent use of resources is sustained.

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Wanging'ombe District Council Community such as the CMT and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 5.1 shall guide the format of the progress reports.

**Table 14: Example of quarterly progress report**

S/No.	Strategic objective	Planned activities	Planned budget	Actual expenditure	Planned targets	Achievements	Remedial action

A part from reporting at the various Council committees, there shall be one internal review meeting which will be conducted annually, bringing together the representative of all internal stakeholders to review the strategic plan implementation process. Once in two years, these meetings will also involve external stakeholders. These meetings together with the discussions in various committees will provide opportunities to enhance awareness and ownership of the strategic plan.

### 5.3 Evaluation

In order to assess the plan performance, there shall be annual plan evaluation exercises for the entire plan period. Match activity funding with plan implementation, evaluation and review it is recommended that the evaluation exercises are conducted at the end of the financial year. Two types of evaluations are further recommended. These are interim evaluation to be conducted after two and half years and to be carried out by internal evaluators. The second type of evaluation to be carried at the end of the planned period using external evaluators with the assistance from internal evaluators. These reports, including the quarterly ones, shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan activities.

Specifically, the evaluation of the Wanging'ombe District Council Strategic Plan (2014/15 – 2019/20) shall largely aim at:

- (i) Establishing whether the Council is mobilizing adequate resources and the use of such scarce resources is justifiable.
- (ii) Assessing the reasons given with regards to success or failure in achieving implementation targets
- (iii) Understanding whether the Plan implementation is achieving desired impact in fulfilling the Wanging'ombe District Council vision and mission

During evaluation, performance indicators or evidence that shows the extent of the strategic plan implementation progress will be developed. These will be a base to determine success or failure of the plan. Moreover, these will help in collecting useful data and in search for required evaluation tools and information sources. Performance indicators as a unit of success will be both quantitative (Number of people served with a particular service and number of services delivered) and qualitative (such as positive or negative feedback, problems, complaints, and comments).

## 5.4 Review

Plan review is important in order to remain focused in realizing the Wanging'ombe District Council core missions, strategic objectives, targets and therefore stay the course to the vision. Plan reviews shall be triggered by the results of evaluation activities. That is, plan reviews are meant to be responsive to the shortcomings in the course of plan implementation. There shall be minor plan reviews annually, medium plan reviews after one and half years and a major Plan review after five years.

## 5.5 Risks Management and Assumptions

For the successful implementation of Wanging'ombe District Councils' Strategic Plan risk management is a prerequisite aspect. A systematic approach to managing risks throughout the whole organization's plan implementation period by identifying, assessing, understanding, acting on and communicating risk issues shall be enforced. Working in achieving its objectives in a rapidly changing world, Wanging'ombe District Council needs an integrated organization-wide approach to manage uncertainty. However, adopting such an organization-wide approach to risk management is a continuous, pro-active and systematic process to managing risk implies a significant change in council's management culture at all levels. Risk management requires a clear delineation of roles based on existing hierarchy, responsibilities and areas of work. It has to be understood as a collective responsibility the anticipation and management of risk has to become everyone's concern. It presupposes the strengthening of existing analysis, management and communication capacities and calls for the need to set up and implement preventive, mitigation and reactive plans. Systematic management of risk at all levels of the District council and at each stage of programming will improve planning efficiency and service delivery, and will allow better and more reliable decision-making. Risk management therefore will form an integral part of strategic plan implementation and results based management.

For risk management in Wanging'ombe District Council, the following risks were identified for mitigation

SNo.	Risk Category	Illustration issue to consider
1	Economic	Budget deficit from internal source of fund. Fluctuation of exchange rates
2	Socio-cultural	Demographic change might affect demand for services; stakeholder expectations change
3	Technological	Obsolescence of current systems Cost of procuring best technology available Ability to seize opportunity arising from technological development
4	Legal or regulatory	Regulation changes, laws/regulations which impose requirements
5	Environmental	Environmental / natural hazards Buildings / waste disposal / purchases need to comply with changing standard
6	Programmatic	Un adapted, ill-conceived or overly ambitious sector programmes
7	Organizational / general administration	Heavy bureaucratic procedures and lack of flexibility leading to time delays

SNo.	Risk Category	Illustration issue to consider
		Dividing up of common budget earmarked for one theme/field of activity between several teams / sectors reduces delivery possibilities and ability for effective follow-up.
8	Human capital / people risks	Human Resource (staff capacity / skills / recruitment) Ability to attract and retain qualified staff Loss of institutional memory if short-term staff are not retained or with the use of consultants
9	Integrity	Risks relating to regularity and propriety / compliance with relevant requirements / ethical considerations Corruption and fraud
10	Information technology	Reliability of information used for project management / monitoring  Risks linked to information (inadequate information preventing sound decision making, lack of privacy and data protection, unreliable or inadequate databases and IT technology)
11	Relationships and partnerships	Delivery partners (threats to commitment to relationship / clarity of roles) End users (satisfaction with delivery) Accountability (particularly to Governing Bodies)
12	Financial	Insufficient project funding, poor budget management Inadequate use of funds, failure to deliver activity within a set budget frame

### 5.5.1 Risk Mitigation

In controlling the identified risks, the Wanging'ombe District Council shall adopt some mitigation measures for smooth implementation of the strategic plan.

#### (i) Wisely allocation of resources by the management team

Having conducted risk management will help the Wanging'ombe District Councils' senior management to plan strategically, allocate resources more wisely. It enables more responsible decision-making and helps to constrain threats to the organization. Monitoring the results of risk management will become a part of performance auditing ensuring a closer link between expected outcomes, results and evaluation. Existing management and reporting mechanisms will be used in order not to increase staff workload.

#### (ii) To increases efficiency

To maximize its impact, an organization has to take risks. Managing risk enables Wanging'ombe District Council to take the lead in its field of competence and achieve better results especially working in adverse

or unreliable environments. Risk management facilitates decision making and priority-setting and thus contributes to achieving the organization's objectives more efficiently.

**(iii) To facilitate innovation field**

To be innovative implies taking risks. Risk management encourages staff to take risks wisely, which means it supports innovation while insuring prudent decision making and maintaining stakeholder trust.

**(iv) To foster a supportive work environment for self-reliance**

Risk management serves as a tool for analyzing causes and consequences of difficult situations rationally and systematically. This enables staff to account for risk management decisions by explaining reasons and evidence on which they are based and thus increases confidence and self-reliance. It is a tool for proactive thinking, learning from experience and for improving teamwork. It leads to improved stewardship and accountability.

**(v) To increase the credibility of the organization**

Risk management improves results and gives assurance to member states and other stakeholders that goals will be met and thus improves the organization's credibility and reputation. Effective risk management enables us to avoid costly surprises both in terms of spending and credibility or reputation.

**5.6 Assumptions**

For the Strategic objectives of this 2014/2015-2019/2020 strategic plan to be achieved, the following are the major assumptions which need close monitoring and timely responded by Wanging'ombe District Council management.

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