

**UNITED REPUBLIC OF TANZANIA**



**PRESIDENT'S OFFICE**

**REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**



**TARIME DISTRICT COUNCIL**

**STRATEGIC PLAN**

**2021/2022-2025/2026**

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**MAY, 2021**

## EXECUTIVE SUMMARY

This Strategic Plan (2021/2022-2025/2026) for Tarime District Council has been prepared based on the mandate of the Council vested upon it by the Local Government Act No. 7 of 1982 and its subsequent amendment which aimed at strengthening and promoting the local government system. The preparation of this Strategic Plan also considered the Tanzania Development Vision 2025, the Tanzania Long Term Perspective Plan (2011/2012-2025/2026), performance review of 2014/2015-2019/2020 strategic plan for Tarime District Council, situation analysis of all 19 Service Areas of the Council (13 Departments and 6 Units); Sustainable Development Goals (SDGs), the Second Five Year Development Plan (2016/2017-2020/2021), the Third Five Year Development Plan (2021/2022-2025/2026), CCM election manifesto (2020-2025), President's inaugural speech of November 2020, Planning Frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual (Rolling Plan and Forwarded Budget), Sectoral Policies and stakeholders' inputs during consultative workshop. This Strategic Plan was prepared using participatory approach principles. This was very important to ensure that many stakeholders are involved for the purposes of enhancing inclusion of as many as stakeholders' needs and priorities as well as enhancing ownership and acceptability of the plan and hence collective responsibilities during its implementation. In this regard, the development of the vision, mission, core values, targets and performance indicators of this Strategic Plan is complete. The Vision of Tarime District Council is to have a peaceful community with improved livelihood while the Mission is to provide socio-economic services to its community with improved livelihood through effective and efficient use of available resources.

For effective and efficient implementation of the strategic plan the Council has developed five core values which are accountability, integrity and fairness, transparency, innovativeness, result oriented and teamwork. Nine Strategic Objectives coded "A to I" guide the formulation of This Strategic Plan. These are : A. Services Improved and HIV/AIDS Infections Reduced, B. National Anti-Corruption Implementation Strategy Enhanced and Sustained, C: Access to Quality and Equitable Social Services Delivery Improved, D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased, E: Good Governance and Administrative Services Enhanced, F: Social Welfare, Gender and Community Empowerment Improved, G: Management of Natural Resources and Environment Enhanced and Sustained, H: Local Economic Development Coordination Enhanced and I: Emergency and Disaster Management Improved. Each strategic objective has its set of targets, strategies and performance indicators which shall determine the attainment of respective strategic objective. Some assumptions of the 2021/2022-2025/2026 Strategic Plan include: adequate financial controls and procurement processes resulting in efficiency, effective and compliance to legislation; adequate human capital management including attraction, retention, development and succession planning; adequate performance management and measurement systems resulting into achievement of established annual targets and adherence of the service providers and other stakeholders to legislations and regulations.

All service areas shall be the main implementers under the guidance of the District Executive Director (DED) who shall be responsible and accountable for the implementation of this strategic plan. DED with the support of the Council Management Team, shall regularly report to the Full

Council with regards to the plan implementation and its overall performance. To enhance smooth coordination of all Service Areas, the Planning, Statistics and Monitoring Department shall be the strategic plan manager and thus provide coordination and oversight of the implementation, monitoring and evaluation of the strategic plan. Apart from reporting to the various Council Committees, there shall be one annual internal review meeting, 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. 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. The conducting of evaluation exercises is at the end of the financial year. There is also, two types of evaluations; these are Mid-term evaluation conducted after two and half years and carried out by internal evaluators. The second type of evaluation is terminal evaluation carried at the end of the planned period using external evaluators with the assistance from internal evaluators. Carrying out Plan review is vital to remain focused in realizing the Vision, Mission, Strategic Objectives and Targets. The results of monitoring and evaluation activities shall trigger Strategic Plan reviews. This is because plan reviews are meant to be responsive to the shortcomings during plan implementation. There shall be minor plan reviews annually, mid-term review after two and half years and a major Plan review after five years.

## TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>I</b>
<b>TABLE OF CONTENTS</b>	<b>III</b>
<b>LIST OF TABLES</b>	<b>VIII</b>
<b>STATEMENT OF THE COUNCIL CHAIRPERSON</b>	<b>X</b>
<b>STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR</b>	<b>XI</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS</b>	<b>XII</b>
<b>CHAPTER ONE</b>	<b>1</b>
<b>INTRODUCTION</b>	<b>1</b>
<b>1.1 BACKGROUND INFORMATION</b>	<b>1</b>
1.1.1 GEOGRAPHICAL LOCATION AND BOUNDARIES	1
1.1.2 POPULATION, SETTLEMENTS AND ETHNIC GROUPS	1
1.1.2.1 Population	1
1.1.2.2 Settlements	2
1.1.2.3 Ethnic groups	2
1.1.3 ECOLOGY AND CLIMATE	2
1.1.3.1 Ecology	2
1.1.3.2 Highlands's areas	2
1.1.3.3 Midland areas	2
1.1.4 SOIL TYPES	2
1.1.5 MAJOR ECONOMIC ACTIVITIES	3
<b>1.2 MANDATE OF TARIME DISTRICT COUNCIL</b>	<b>3</b>
<b>1.3 STRATEGIC PLANNING APPROACH AND PROCESS</b>	<b>3</b>
<b>1.4 LAYOUT OF THE STRATEGIC PLAN</b>	<b>4</b>
<b>CHAPTER TWO</b>	<b>5</b>
<b>SITUATION ANALYSIS</b>	<b>5</b>
<b>2.1 PREAMBLE</b>	<b>5</b>
<b>2.2 INTERNAL ENVIRONMENTAL SCAN</b>	<b>5</b>
2.2.1 DEPARTMENT OF ADMINISTRATION AND HUMAN RESOURCE	5
2.2.1.1 Human Resource Development and Administrative services	6
2.2.1.2 Good Governance	6

---

Strategic Plan (2021/2022-2025/2026) for Tarime District Council

2.2.1.3 Problems Facing the Department of Human Resource and Administration	7
2.2.2 DEPARTMENT OF LANDS AND NATURAL RESOURCES	7
2.2.2.1 Land Section	7
2.2.2.2 Natural Resources Section	10
2.2.2.3 Problems Facing the Department of Land and Natural Resources Management	10
2.2.3 DEPARTMENT OF LIVESTOCK AND FISHERIES DEVELOPMENT	10
2.2.3.1 Livestock Sector	10
2.2.4 DEPARTMENT OF PLANNING, STATISTICS AND MONITORING	12
2.2.5 DEPARTMENT OF AGRICULTURE, IRRIGATION AND COOPERATIVE	14
2.2.5.1 Agriculture Production	15
2.2.5.2 Irrigation	16
2.2.5.3 Cooperative	16
2.2.5.4 Problems Facing the Department of Agriculture, Irrigation and Cooperative	17
2.2.6 DEPARTMENT OF COMMUNITY DEVELOPMENT AND GENDER	17
2.2.6.1 Disbursement of Concessional Loans in 2015-2020 Financial Years	18
2.2.6.2 Participatory and Communities Development Desks	19
2.2.6.3 Implementation of the Productive Social Safety Net program (TASAF III)	21
2.2.6.4 Cross Cutting Issues Desk	23
2.2.6.5 Women Development Desk	23
2.2.6.6 Problems Facing the Department of Community Development and Gender	24
2.2.7 DEPARTMENT OF PRIMARY EDUCATION	25
2.2.7.1 Pre-primary and Primary Education	25
2.2.7.2 National Examinations Performance	26
2.2.7.3 Enrollment in both Pre-primary and Primary Schools	26
2.2.7.4 Adult Education, Culture, Sports and Games	27
2.2.7.5 Special Needs Education	27
2.2.7.6 Problems Facing the Primary Education Department	27
2.2.8 DEPARTMENT OF SECONDARY EDUCATION	27
2.2.8.1 Status of Secondary Education	28
2.2.8.2 Performance ion National Examinations	28
2.2.8.3 Problems Facing the Department of Secondary Education	30
2.2.9 DEPARTMENT OF WORKS	30
2.2.10 DEPARTMENT OF HEALTH	30
2.2.10.1 Health Service Delivery	30
2.2.10.2 Social Welfare services	33
2.2.10.3 Promoting and Sustaining PPP in delivery of health services	34
2.2.10.4 Health education, traditional medicines, and alternative healing health system	34
2.2.10.5 Problems Facing the Department of Health	35
2.2.11 WATER DEPARTMENT	35
2.2.12 Department of Finance and Trade	36
2.2.12.1 Finance	37
2.2.12.2 Trade	37
2.2.12.3 Problems Facing the Department of Trade and Finance	38

2.2.13 DEPARTMENT OF ENVIRONMENT AND SANITATION	38
2.2.13.1 Service Delivery in the Department	38
2.2.13.2 Problems Facing the Department of Environment and Sanitation	39
2.2.14 INTERNAL AUDIT UNIT	39
2.2.14.1 Activities Performed	40
2.2.14.2 Problems Facing Internal Audit Unit	40
2.2.15 BEEKEEPING UNIT	40
2.2.15.1 Status of Beekeeping in the District	40
2.2.15.2 Problems Facing Beekeeping Unit	41
2.2.16 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)	41
2.2.16.1 The Status of ICT Services Provision	42
2.2.16.2 Problems Facing ICT Unit	42
2.2.17 LEGAL UNIT	42
2.2.17.1 Legal Services delivery	43
2.2.17.2 Problems Facing Legal Unit	43
2.2.18 ELECTION UNIT	44
2.2.18.1 Election Service delivery	44
2.2.18.2 Problems Facing Election Unit	44
2.2.19 PROCUREMENT MANAGEMENT UNIT (PMU)	44
2.2.19.1 Procurement service delivery	45
2.2.19.2 Problems Facing Procurement Management Unit	46
<b>2.3 THE EXTERNAL ENVIRONMENTAL SCAN</b>	<b>46</b>
2.3.1 THE TANZANIA NATIONAL DEVELOPMENT VISION (2025)	46
2.3.2 THE LONG-TERM PERSPECTIVE PLAN (LTPP 2011/2012-2025/2026)	47
2.3.3 THE THIRD FIVE YEARS DEVELOPMENT PLAN (2021/2022-2025/2026)	47
2.3.4 INTEGRATED INDUSTRIAL DEVELOPMENT STRATEGY 2025	48
2.3.5 SMALL AND MEDIUM ENTERPRISE DEVELOPMENT POLICY 2002	48
2.3.6 NATIONAL AGRICULTURE POLICY 2013	49
2.3.7 AGRICULTURAL SECTOR DEVELOPMENT PROGRAMME II (ASDP II)	49
2.3.8 SUSTAINABLE DEVELOPMENT GOALS (SDGs)	50
2.3.9 EAST AFRICAN COMMUNITY INITIATIVES	51
2.3.10 AGENDA 2063: THE AFRICA WE WANT	51
<b>2.4 STRENGTH, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC) ANALYSIS</b>	<b>51</b>
2.4.1 STRENGTHS	52
2.4.2 WEAKNESS	52
2.4.3 OPPORTUNITIES	53
2.2.4 CHALLENGES	53
<b>2.5 STAKEHOLDERS ANALYSIS</b>	<b>54</b>
<b>2.6 CORE VALUES</b>	<b>58</b>
<b>2.7 CRITICAL ISSUES</b>	<b>58</b>

---

<b>CHAPTER THREE</b>	<b>59</b>
----------------------	-----------

<b>3.1 HIGHLIGHTS OF 2014/2015-2019/2020 STRATEGIC PLAN</b>	<b>59</b>
<b>3.2 ACHIEVEMENTS OF THE IMPLEMENTATION OF 2014/2015-2019/2020 STRATEGIC PLAN</b>	<b>59</b>
3.2.1 ACHIEVEMENTS IN AGRICULTURE, IRRIGATION AND COOPERATIVE DEPARTMENT	59
3.2.2 ACHIEVEMENTS IN BEEKEEPING UNIT	59
3.2.3 ACHIEVEMENTS IN COMMUNITY DEVELOPMENT AND GENDER DEPARTMENT	60
3.2.4 ACHIEVEMENTS IN ELECTION UNIT	60
3.2.5 ACHIEVEMENTS IN ENVIRONMENT AND SANITATION	60
3.2.6 ACHIEVEMENTS IN FINANCE AND TRADE DEPARTMENT	61
3.2.7 ACHIEVEMENTS IN HUMAN RESOURCES AND ADMINISTRATION DEPARTMENT	61
3.2.8 ACHIEVEMENTS IN INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)	61
3.2.9 INTERNAL AUDIT UNIT	61
3.2.10 ACHIEVEMENTS IN LAND AND NATURAL RESOURCES DEPARTMENT	61
3.2.11 ACHIEVEMENTS IN LEGAL UNIT	62
3.2.12 ACHIEVEMENTS IN LIVESTOCK AND FISHERIES DEVELOPMENT DEPARTMENT	62
3.2.13 ACHIEVEMENTS IN PLANNING, STATISTICS AND MONITORING DEPARTMENT	62
3.2.14 ACHIEVEMENTS IN PRIMARY EDUCATION DEPARTMENT	62
3.2.15 ACHIEVEMENTS IN SECONDARY EDUCATION DEPARTMENT	63
3.2.16 ACHIEVEMENTS IN PROCUREMENT MANAGEMENT UNIT	63
3.2.17 ACHIEVEMENTS IN WATER DEPARTMENT	63
3.2.18 ACHIEVEMENTS IN WORKS DEPARTMENT	63
3.2.19 ACHIEVEMENTS IN HEALTH DEPARTMENT	63
<b>3.3 MAJOR CONSTRAINTS OF THE IMPLEMENTATION OF 2014/2015-2019/2020 STRATEGIC PLAN</b>	<b>64</b>

**CHAPTER FOUR** 66

---

**THE PLAN (2021/2022-2025/2026) FOR TARIME DISTRICT COUNCIL** 66

---

<b>4.1 VISION</b>	<b>66</b>
<b>4.2 MISSION</b>	<b>66</b>
<b>4.3 STRATEGIC OBJECTIVES</b>	<b>66</b>
<b>4.4 STRATEGIC PLAN MATRIX FOR KEY RESULT AREAS</b>	<b>66</b>
4.4.1 RESULT AREA 1: ADMINISTRATION AND HUMAN RESOURCES DEPARTMENT	66
4.4.2 RESULT AREA 2: AGRICULTURE, IRRIGATION AND COOPERATIVES DEPARTMENT	68
4.4.3 RESULT AREA 3: HEALTH DEPARTMENT	70
4.4.4 RESULT AREA 4: PRIMARY EDUCATION DEPARTMENT	74
4.4.5 RESULT AREA 5: SECONDARY EDUCATION DEPARTMENT	76
4.4.6 RESULT AREA 6: RURAL WATER SUPPLY AND SANITATION	77
4.4.7 RESULT AREA 7: COMMUNITY DEVELOPMENT AND GENDER DEPARTMENT	78
4.4.8 RESULT AREA 8: LIVESTOCK AND FISHERIES DEVELOPMENT DEPARTMENT	80
4.4.9 RESULT AREA 9: PLANNING, STATISTICS AND MONITORING DEPARTMENT	81
4.4.10 RESULT AREA 10: WORKS DEPARTMENT	82

4.4.11 RESULT AREA 11: LAND AND NATURAL RESOURCES DEPARTMENT	82
4.4.12 RESULT AREA 12: ENVIRONMENT AND SANITATION	85
4.4.13 RESULT AREA 13: FINANCE AND TRADE DEPARTMENT	86
4.4.14 RESULT AREA 14: INTERNAL AUDIT UNIT	86
4.4.15 RESULT AREA 15: ELECTION UNIT	88
4.4.16 RESULT AREA 16: PROCUREMENT MANAGEMENT UNIT	88
4.4.17 RESULT AREA 17: LEGAL UNIT	89
4.4.19 RESULT AREA 19: BEEKEEPING UNIT	90
<b>CHAPTER FIVE</b>	<b>92</b>
<b>IMPLEMENTATION, MONITORING, EVALUATION, REVIEW AND REPORTING SYSTEM OF THE STRATEGIC PLAN</b>	<b>92</b>
<b>5.1 IMPLEMENTATION OF THE STRATEGIC PLAN FOR TARIME DC</b>	<b>92</b>
<b>5.2 MONITORING OF THE STRATEGIC PLAN FOR TARIME DC</b>	<b>93</b>
<b>5.3 EVALUATION OF THE STRATEGIC PLAN FOR TARIME DC</b>	<b>94</b>
<b>5.4 REVIEW OF THE STRATEGIC PLAN FOR TARIME DC</b>	<b>95</b>
<b>5.5 REPORTING SYSTEMS OF THE STRATEGIC PLAN</b>	<b>96</b>
5.5.1 INTERNAL REPORTING SYSTEM	96
5.5.2 EXTERNAL OR CENTRAL GOVERNMENT REPORTING SYSTEM	97
<b>5.6 LINKING STAFF PERFORMANCE WITH THE STRATEGIC PLAN</b>	<b>97</b>



## LIST OF TABLES

Table 1: Distribution of Land Area in the Tarime District Council by Division .....	1
Table 2: Population distribution.....	1
Table 3: Number of existing livestock infrastructures .....	11
Table 4: Revenues from Livestock Sector in Tarime DC.....	11
Table 5: Summary of physical infrastructure project implemented for five years .....	13
Table 6: Target productivity of major crops produced in the council.....	15
Table 7 : Existing cooperative societies and their members.....	16
Table 8: Current capital of each active cooperative society .....	16
Table 9: Soft Loan Disbursed to Youth, Women and People with Disabilities (2015-2020).....	18
Table 10: Bad debtors since 2015/2019.....	18
Table 11: Implementation of Gender Related Budget in 2019/2020 .....	19
Table 12: Targeted and Enrolled Households by Rounds .....	21
Table 13: Targeted and Enrolled Households by Rounds .....	22
Table 14: Micro Projects Established .....	22
Table 15: Sensitized stakeholders .....	23
Table 16: List of Self-Help Groups of people living with HIV/AIDS .....	24
Table 17: Resources Availability for Teaching and Learning in Pre-primary and Primary Schools....	25
Table 18: SFNA Examination Performance.....	26
Table 19: PSLE Examination Performance.....	26
Table 20: Pre-Primary Registrations in both Government and Private Schools in 2020 .....	26
Table 21: Standard One Registrations in both Government and Private Schools in 2020 .....	26
Table 22: Resources Availability for Teaching and Learning in Secondary Schools .....	28
Table 23: Form Two National Assessment Overall Performance (Government).....	29
Table 24: Form Four National Examination Overall Performance (Government) .....	29
Table 25: Form Six National Examination performance (government) .....	29
Table 26: Ten Leading Diseases in Tarime District Council .....	31
Table 27: Trends of Mortality Cases for the Past 5 Year .....	32
Table 28: Revenue collection trend from 2015/2016 to 2019/2020 .....	37
Table 29: Trend of Liquor License Issuing from 2015 to 2020 .....	37
Table 30: Number of trained beekeeper's groups from 2019/202 to 2020/2021.....	40
Table 31: Stakeholders Analysis Matrix for Tarime District Council .....	55

Table 32: Example of implementation plan: Key Result Area: Planning Statistics and Monitoring 92

Table 33: Format of the Monitoring Plan of the Strategic Plan ..... 93

Table 34: Evaluation Plan ..... 94

Table 35: Planned Reviews of the Strategic Plan for Tarime DC..... 95

Table 36: Reporting System of Strategic Plan for Tarime DC..... 96

## STATEMENT OF THE COUNCIL CHAIRPERSON

It is my pleasure to present the Strategic Plan for the Tarime District Council (TDC) for the next five years (2021/2022-2025/2026). Tarime District Council has reviewed the 2014/2015-2019/2020 Strategic Plan to cover the current priorities in response to the continuously changing environment to meet the stakeholders' expectations and its mandated roles and functions effectively and efficiently.

The preparation of this Strategic Plan is a result of the cooperation of the Council Management Team (CMT), staff and stakeholders of Tarime District Council. I take this opportunity to commend on this cooperation during the implementation of this strategic plan and for the foreseeable future of our council. I extend my special gratitude to the consultant for his technical support in the preparation of this strategic plan.

While pledging cooperation with stakeholders in ensuring meeting different stakeholders' interests, Tarime District Council expects support from Tarime residents; the Ministries, Departments and Agencies (MDAs), Regional Secretariat, potential investors, and development partners in implementing objectives enumerated in the Strategic Plan. This plan will therefore be the basis for the preparation the council Medium Term Expenditure Framework (MTEF) budgets and a point of reference for all staff and stakeholders.

The main emphasis of this plan is participation in planning and decision making at all levels of the council hierarchy. It is my expectations therefore if well implemented, the people of Tarime and its stakeholders will have a right to expect sustainable enabling environment for social economic activities, quality services and enhancement of good governance and administrative services which will ultimately lead to improved livelihood of the community.

Lastly, I wish to challenge all Tarime District Council staff, Councilors and Stakeholders to fully commit themselves to the Implementation of this plan.



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SAMWEL KILES SIMION  
**CHAIRPERSON**  
**TARIME DISTRICT COUNCIL**

## STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR

The 2021/2022-2025/2026 Strategic Plan highlights the commitment of the Tarime District Council (TDC) to achieving both national and international development agenda. May I take this opportunity to extend my gratitude to all stakeholders who have participated in the formulation of this strategic plan. I extend my sincere gratitude to the Council's chairperson, the Honorable Councilors, Heads of Departments and Units and other functionaries of the Tarime District Council, District Commissioner, Non-Governmental Organizations (NGOs), Special groups and the consultant for contributing in the preparation of this strategic plan.

The strategic plan has highlighted the Council's Vision, Mission, Core Values, Strategic Objectives, Targets, Strategies and Key Performance Indicators (KPIs) for the next five years. This strategic plan has therefore been prepared in ensuring wise utilization of available resources so that it can serve many people to improve their livelihood.

The approach in the preparation of this plan was highly participatory as it involved stakeholders in all stages of its preparation. It has also considered the National Planning Framework, Sector Policies, lessons learnt and experience of implementing previous plans and the operating environment of the council.

Implementation of this plan will therefore improve service delivery and better livelihood for the people of Tarime. However, successful implementation requires high levels of commitment, discipline and accountability by Tarime District Council staff, availability of resources, continued cooperation with councilors and other stakeholders.

The successful implementation of this Strategic Plan requires well dedicated workers with a positive attitude and adhering to organizational ethics and core values. I call upon the dedication of all staff and other stakeholders to the aspirations of this document. The council will conduct periodic monitoring and evaluation in the implementation of the planned targets and activities. It will also conduct a review of the targets of the strategic plan every year to improve it and include any emerging requirements.



.....  
APOO CASTRO TINDWA  
**DISTRICT EXECUTIVE DIRECTOR**  
**TARIME DISTRICT COUNCIL**

## LIST OF ABBREVIATIONS AND ACRONYMS

ACSEE	Advanced Certificate of Secondary Education Examination
ACT-Wazalendo	Alliance for Change and Transparency - Wazalendo
AI	Artificial insemination
AIDS	Acquired Immune Deficiency Syndrome
AMCOS	Agricultural Marketing Co-operative Society
BEMIS	Basic Education Management Information System
BOQ	Bill of Quantity
BREM	Billing Revenue Expenditure Management System
CBHS	Community Based Health Services
CCM	Chama cha Mapinduzi
CHADEMA	Chama cha Demokrasia na Maendeleo
CHF	Community Health Insurance Fund
CHF-IMIS	Community Health Fund Insurance Management Information System
CHW	Community Health Workers
CMT	Council Management Team
COBET	Complimentary Basic Education in Tanzania
COWSO	Community Owned Water Supply Organizations
CSEE	Certificate of Secondary Education Examination
CUF	Civic United Front
DED	District Executive Director
DHSB	District Health Services Board
DP	Democratic party
FBO	Faith Based Organization
FFARS	Facility Financial Accounting and Reporting System
FFS	Farmer field schools
FTNA	Form Two National Assessment
GAP	Good Agriculture Practices
GBV	Gender Based Violence
GN	Government Notes
GoTHOMIS	Government of Tanzania Hospital Management Information System
Ha	Hectare
HIV	Human Immunodeficiency Virus Infection
ICT	Information and Communication Technology
IFA	Iron and Folic Acid
IPSAS	International Public Sector Accounting Standards
Kg	Kilogram
KICU	Tarime Co-operative Union
KTA	Tarime Township Authority
LAN	Local Area Network
LGRCIS	Local Government Revenue Collection Information System
LRMIS	Land rent management information system
NCCR	National Convention for construction and Reform
NEC	National Electorate Commission
NECTA	National Examination Council of Tanzania

NGO	Non-Governmental Organization
NHIF	National Health Insurance Fund
NRA	National Reconstruction Alliance
NTD	Neglected – Tropical Diseases
O&OD	Opportunities and Obstacles to Development
PAID	Public Artificial Insemination Delivery
PCCB	Prevention and Combating of Corruption Bureau
PE	Personal Emoluments
PlanRep	Planning and Reporting
PMU	Procurement Management Unit
PREM	Primary Education Management
PSLE	Primary school leaving examination
PWD	People with Disability
SACCOS	Savings and Credit Cooperative Society
SAU	Sauti ya Umma
SAWA	Sanitation and Water Action
SGR	Standard Gauge Railway
SIS	Student Information System
SRI	System of Rice Intensification
LATRA	Land Transport Regulatory Authority
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TANAPA	Tanzania National Parks
TASAF	Tanzania Social Action Funds
TAWA	Tanzania Wildlife Management Authority
TB	Tuberculosis
TBA	Traditional Birth Attendants
TBC1	Tanzania Broadcasting Corporation 1
TFCG	Tanzania Forest Conservation Groups
TFS	Tanzania Forest Services
TLP	Tanzania Labour Party
TTBH	Tanzania Top Bar hive
TZS	Tanzania Shilling
UDP	United Democratic Party
UMD	Union for multiparty Democracy
UPDP	United People’s Democratic Party
USAID	United States Agency for International Development
VAC	Violence Against Children
WDC	Ward Development Committee
WSDP	Water Sector Development Program

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background Information

##### 1.1.1 Geographical Location and Boundaries

The District Council is situated in the North-West of Tanzania and lies between latitudes 10.00" - 10.45" S and longitudes 33030' – 350 00' E, with a total area of 1,404.37 km<sup>2</sup>. The Council boarded by Kenya (Trans-Mara and Kurya District) to the North, Serengeti District to the East, Rorya District to the west and Butiama District to the south. The coverage of about 270 km<sup>2</sup> of its area is Serengeti National Park (Lamai Area). The Council comprises of 4 divisions, 26 wards, and 88 villages with 500 hamlets as shown in the Table No. 1.

**Table 1: Distribution of Land Area in the Tarime District Council by Division, 2020**

SN	Divisions	Wards	Number of wards	Number of villages	Number of hamlets	Number of households
1	Ingwe	Gorong'a, Kemambo, Matongo, Nyamwaga, Nyanungu, Itiryoy, Nyasincha, Muriba, Nyarukoba and Kwihancha	10	34	145	32,089
2	Inchage	Kibasuka, Nyakonga, Ganyange, Nyarero, and Binagi	5	17	156	35,206
3	Inano	Bumera, Manga, Komaswa, and Kiore	4	13	96	10,922
4	Inchugu	Mwema, Susuni, Sirari, Regicheri, Mbogi, Gwitiryo and Pemba	7	24	103	19,968
<b>Total</b>			<b>26</b>	<b>88</b>	<b>500</b>	<b>98,185</b>

Source: Tarime District Council, 2020

##### 1.1.2 Population, Settlements and Ethnic Groups

###### 1.1.2.1 Population

The District Council has a total of 273,555 people in 2002 of which 129,729 were males and 143,826 were females with population growth rate of 2.9% between years 1988-2002. In year 2010, the the people estimate in the Council is 490,925 people with average population density in the Council is 219 people per square kilometre (excluding area of LAMAI Game Reserve). Population distribution by divisions is as shown in Table 2.

**Table 2: Population distribution**

No.	Division	Total population	2002 Census		2012 Census		
			Rural	Urban	Total	Rural	Urban
1.	Ingwe	89,405	81,287	8,118	160,447	145,879	14,569
2.	Inchage	98,089	61,967	36,122	176,032	111,207	64,825
3.	Inano	30,429	30,429	None	54,608	54,608	None
4.	Inchugu	55,632	38,837	16,795	99,838	69,697	30,141
<b>Total</b>		<b>273,555</b>	<b>212,520</b>	<b>61,035</b>	<b>490,925</b>	<b>381,391</b>	<b>109,534</b>

Source: Tarime District Council, 2020

### **1.1.2.2 Settlements**

The distribution of Population settlements is throughout the Council except in Lamai Game Reserve. However, only 15.34% of the total population lives in Tarime urban area and trading centers of Sirari, Nyamongo and Nyamwaga, the remaining 84.66% live in rural areas.

### **1.1.2.3 Ethnic groups**

The Council has 1 major ethnic group, the Kuria; there is a minor ethnic group of Luo.

### **1.1.3 Ecology and Climate**

#### **1.1.3.1 Ecology**

Tarime District Council has two ecological zones, the highlands, and the midland. Topographical features and natural vegetation of Tarime District Council mainly has sand and alluvial soils. The District Council is situated between 1500 m.a.s.l. and 1800 m.a.s.l. with temperature varying from 14°C - 20°C and average annual rainfall between 1000mm - 1600mm. Wind speed is high in highland areas and decreases as altitude decreases. The two main agro-ecological zones which are highland area is situated at the North and midland area is situated on the south west and south east part of the District Council.

#### **1.1.3.2 Highlands's areas**

The highland has an area of 549 km<sup>2</sup> situated at an altitude between 1500 m.a.s.l. – 1800 m.a.s.l; With rainfall between 1200 mm – 1600 mm. The zone covers Inchage division (excluding Kibasuka ward), Inchugu division and Ingwe division (excluding Kemambo and Matongo wards). This zone had 210,563 people with a population density of 383.36 per square kilometre in year 2002. In the year 2010 this zone had 282,333 people with a population density of 514 per square kilometre.

#### **1.1.3.3 Midland areas**

The Midland has an area of 635 km<sup>2</sup>, situated at an altitude of 1300 m.a.s.l - 1500 m.a.s.l. with annual rainfall between 900mm - 1250 mm. The zone covers Inano division and Kibasuka wards in Inchage division and Kemambo and Matongo wards in Ingwe division. This zone had a population of 119,010 people with a population density of 53.25 per square kilometre in year 2002. In the year 2010, this zone was estimated to have 83,352 people with a population density of 131 per square kilometre.

#### **1.1.4 Soil Types**

The Highland Agro ecological zone is dominated by heavy clay soils, sand clay soils and clay soils. The midland zone is dominated by mbuga soils and alluvial soils along river basins. The lowland zone is dominated mainly by sandy soils and alluvial soils along river basins. Highlands areas are suitable for agriculture, major crops grown in this zone include, maize, finger millet, sorghum, banana, sweet potatoes, Irish-Potatoes, cassava, beans, onions, as food crops and coffee, tea and tobacco as cash crop. Midlands's areas are also suitable for agriculture, major food crops in this area being maize, millet, sorghum, sweet, and Irish potatoes, and coffee as a cash crop.



### **1.1.5 Major Economic Activities**

The district council has endowment of great potentials of economic development and prosperity. Productive sectors in the council include: agriculture, livestock, forestry, fisheries, beekeeping, mining, service, trade, tourism, and industries. The council has very good climate and arable land favorable for agriculture.

### **1.2 MANDATE OF TARIME DISTRICT COUNCIL**

As per Local Government Act No. 7 of 1982, Tarime District Council is mandated the following key functions:

- To maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction
- To promote the social welfare and economic well-being for all persons within its area of jurisdiction Subject to the National policy and plans for rural and urban development; to further the social and economic development of its area of jurisdiction
- To take necessary measures to protect and enhance the environment in order to promote sustainable development
- To further the social and economic development of its area of jurisdiction.
- To give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services of all levels of local government authorities
- To promote and ensure democratic participation in and control of decision making by people concerned.

### **1.3 STRATEGIC PLANNING APPROACH AND PROCESS**

The council reviewed the previous five-year Strategic Plan (2014/2015-2019/2020) and the previous performance against the set of objectives and targets. The drafting process of this strategic plan (2021/2022-2025/2026) was both consultative and internally participatory. The consultant formed a technical team that involved the Council Management Team (CMT) and one subordinate staff from each Council department and unit. In building inclusiveness of the technical team, the conducting of five days' workshop provided training on strategic planning process to the technical team. The training aimed at capacity building to the technical team to become knowledgeable with strategic planning process to enhance fully participation during planning process. At the end of each day members of the technical team provided a certain output based on the concepts and theory learnt on the respective day. Both primary and secondary data collected using various methods that included: Brainstorming, literature review, performance review, self-assessments, logic model, SWOC analysis and stakeholder's analysis. The analysis of collected data conducted to determine the internal environment to identify critical issues in all service areas and formulated targets to address them. At the end of the fifth day, the technical team together with the consultant managed to generate all the information needed for plan documentation.

After the planning workshops, the consultant had an opportunity to write a draft plan for sharing with the Heads of Departments and Units for review and validation. The heads of Departments and Units provided their comments in four days, whereas the consultant incorporated and produced second draft. The second draft was prepared after getting inputs in a one-day workshop with a wide stakeholder, ranging from Councilors, Ward Executives, Other Government Entities in the District Council, Faith Based

Organizations, Non-Governmental Organizations to Private sector. Thereafter, improvement of the draft made, circulated, and presented to the CMT and other technical staff for validation before presented to the respective Council's Committee and to the Full Council for comments and approval.

The preparation of this Strategic Plan has taken into account the Local Government Act No. 7 of 1982 and its subsequent amendments, the Tanzania Development Vision 2025, the Tanzania Long Term Perspective Plan (2011/2012-2025/2026), performance review of 2014/2015-2019/2020 strategic plan for Tarime District Council, situation analysis of all Service Areas of the council, Sustainable Development Goals (SDGs), the Second Five Year Development Plan (2016/2017-2020/2021), the Third Five Year Development Plan (2021/2022-2025/2026), CCM election manifesto (2020-2025), President's inaugural speech of November 2020, Planning Frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual (Rolling Plan and Forwarded Budget), Sectoral Policies and stakeholders' inputs during consultative workshop.

#### **1.4 LAYOUT OF THE STRATEGIC PLAN**

This strategic plan has five chapters. Chapter One presents the introduction of the strategic plan. The chapter covers the background information of the District Council, strategic planning approach and process as well as layout of the plan. Chapter Two presents situational analysis covering both external and internal environments which affect operations of Tarime District Council. The chapter also presents SWOC matrix, stakeholder's matrix, core values and critical issues of the council. Chapter Three provides the performance review on the implementation of 2014/2015-2019/2020 strategic plan. The chapter presents the highlights of 2014/2015-2019/2020 strategic plan, achievements, and major constraints of its implementation. Chapter Four provides the Vision, Mission and Strategic Planning Matrix of 2021/2022-2025/2026 strategic plan. Finally, Chapter Five presents implementation, monitoring, evaluation, review and reporting system of 2021/2022-2025/2026 strategic plan.

## CHAPTER TWO

### SITUATION ANALYSIS

#### 2.1 PREAMBLE

This chapter presents the internal and external situation analysis of Tarime District Council. The analysis of internal environment for the council involved data collection and analysis of all 13 service areas (13 Departments and 6 Units) which entailed the major functions, capacity (performance) in service delivery and problems affecting each service area. The analysis of external environment involved an overview of National policies, National Visions, National strategies, and National initiatives. Also, the analysis involved international targets, agenda, and conventions which the Tanzania has agreed upon hence has a bearing on operations of the Tarime District Council. The chapter also provides the reports on stakeholder's analysis; Strengths, Weaknesses, Opportunities and Challenges (SWOC); core values and critical issues.

#### 2.2 INTERNAL ENVIRONMENTAL SCAN

##### 2.2.1 Department of Administration and Human Resource

This section is the overall in-charge of all administration and human resources matters in the Council. The major role is to assist the District Executive Director in discharging administrative and human resources functions with the prime responsibility for supporting in all matters pertaining to administration, staffing, training and development, performance monitoring, social and welfare programs, and employees counseling. For smooth function and operations of day to day activities, the department has two Units of Human Resource and Administration.

Human resource unit has four major functions which are: Recruitment process which involves (management of staff benefits, staff performance management and manage capacity building and training plan); Management of staff establishment (Management of Human Capital Information System (HCMIS) ; Translate and implement laws, regulations and service scheme of the employees (Promote discipline of the staffs), Management of personal emoluments budget (Management of staff records and council's information, coordinate and organize other departments within the council). On the other hand, the core functions of administration unit are: to promote good governance and democracy, to facilitate and coordinate statutory and other council's meetings, management of council's inventories, organize and coordinate national festivals, To interpreted laws, rule and regulation governing administration of council and advice District Executive Director and various committees on matters related to administration of the council; to supervise wards and village administration and to supervise and oversee administrative functions of the council like employees attendance, supervision open and confidential registry activities, to prepares monthly, quarterly and annual report for administration section and to maintain complains register, to supervise the use of council hall, to supervise office cleaning and its surroundings, to supervise performance of the staffs under administration section.

This section has three more subsections: secretariat's subsection, transport subsection and records management office (registry) subsection. The core functions of secretariat's subsection include: to facilitate council meeting, its standing committees and Council Management Meetings, Minutes writing and record keeping; to prepare proposal for committee meetings such as schedule and coordinate its

implementation; to keep and maintain meetings attendance Register, to deal with councilors affairs. The major functions of transport subsection are to supervise proper use of vehicles and plants through: maintaining all records concerning vehicles, supervising cars needs for various department and ensure proper utilization of cars and plants; preparing monthly, quarter, and annual report for the transportation sub section and ensuring all vehicles are in good condition (insures, services, repair, etc.). The major functions of the records management office (registry) subsection are to receive, to records, and maintain records and preserve for future reference. Regarding staffing, the department requires a total of 182 staff while the available staff is 117 and hence the department has a deficit of 65 staff has 259 staff. As per establishment, the Council requires 4,057 technical and supporting staff but only 2,171 staff are available and hence there is overall shortage of 1,886 staff.

### **2.2.1.1 Human Resource Development and Administrative services**

Human Resource department in collaboration with other departments and units have succeeded to facilitate various capacity building programs among its Council's staff. The department has a training plan of which qualified staff get permission and facilitated to attend short- and long-term courses. The aim of such trainings is to reduce skills gaps, shortage and mismatch and improve staff working morale and professionalism. On staff promotion, 450 staff who were due for promotion were all promoted in year 2017/2018; 450 staff who were due for promotion were all promoted in year 2018/2019 and 1,742 staff who were due for promotion were all promoted in in year 2019/2020. On recategorization, 14 staff who applied for recategorization were all recategorized in year 2017/2018 while 73 staff who applied for recategorization were all recategorized in year 2018/2019 and 126 staff who applied for recategorization were all recategorized in year 2019/2020. For the past two years, a total of 56 staff retired, 5 staff terminated, 20 staff got transfer and 12 staff resigned their job. About infrastructures, at the higher level of the council, the council has no offices for officials and houses for heads of departments and units. On infrastructures at lower level, 70 villages have offices while 18 villages do not have offices. All wards have proper WEOs and 80 villages have proper VEOs out of 88 villages. In 2019/2020, a total of 2,000 staff out of 2,171 staff got into the performance contract with the council as they filled in the Open Performance Review Appraisal (OPRAS) forms. However, 171 staff who did not fill in OPRAS forms warned through letters.

### **2.2.1.2 Good Governance**

Human resource department has a mandate to coordinate all statutory meetings of the Council, Ward and Villages. Governance and participation in decision making within the Council has improved over the last five years. Currently, all 26 Wards and 88 Villages conduct statutory meetings according to annual meeting plan. At the Council level, there are 5 Standing Committee, namely The Finance Committee, Town Planning Committee, Social Service Committee, Councilors Ethics Committee and Council Multi-sectoral AIDS Committee (CMAC). All Committee conclude their resolutions through Full Council for decision making. The Finance Committee conducts its meeting monthly while the other 4 committees meet on quarterly basis. The Full Council also meets quarterly. The conducting of Council obligatory meetings at Higher level is 100 percent. There has been a great success in making payment of seating allowances and other related expenses in every meeting. At the ward level, the Ward Development Committees conduct meetings on quarterly basis. The 26 Wards managed to meet as per schedule. At the Village level, the Village Committees and Village Councils require to meet monthly. The implementation of these meetings schedule was about 98% as per schedule. However, community

members do not know the need to participate fully in decision making bodies. Awareness creation to Community members is essential on the importance of fully participating in the decision making on matters pertaining their development.

### **2.2.1.3 Problems Facing the Department of Human Resource and Administration**

Despite the achievement attained by the department to discharge its duties, still there is several factors that hinder effective and efficient service provision by the department. These factors include; lack of office building at the council headquarter, lack of staff houses for all heads of departments and units, labor turnover, shortage of staff, inadequate HIV/AIDS workplace intervention, low skills and knowledge among staff, interference by politicians, poor working condition due to shortage of staff houses, offices and office working tools, inadequate budget for capacity building, Open Performance Review and Appraisal Forms not properly filled, failure or delay to provide staff benefits and entitlement by the Council and shortage of transport facilities.

### **2.2.2 Department of Lands and Natural Resources**

Land and Natural resources department is responsible for land management, valuation and registration, management of forest resources and conservation and management of wild animals and conservation of natural resources. The department composition includes two main sectors namely; Lands sector and Natural Resource sector in which the sectors further subdivided into six sections namely; Land section, Town Planning section, Survey and Mapping section, Valuation section, Games section and Forestry section. Regarding staffing, the department (all sections and subsections) has a total of 12 staff against the demand of 30 staff, hence a deficit of 15 staff. Wildlife section has 3 staff while the demand is 12 staff resulting into a deficit of 9 staff. The forest section has 2 staff while the demand is 10 staff resulting into a deficit of 8 staff.

#### **2.2.2.1 Land Section**

Land section has four sub-sections namely; land management, land survey, town planning and valuation. Land Management section is mandated to perform the following functions; to prepare legal documents concerning land ownership, to establish and oversee implementation of land use plan in villages, to solve land conflicts among the land users, to facilitate revenue collection from land users to provide technical advices on land matters to clients, to create awareness to the members of the community on land law, to prepare quarterly and annual reports on land matters. On land ownership, the council has 7213 people who are eligible to own land in both urban and rural areas (Granted and Customary Right of Occupancy). Currently, the Council has prepared and issued 244 Granted Right of Occupancy and 167 Customary Right of Occupancy to 355 land owners which is equal to 0.4 % of the total aged population. The land rent collection section deals with the collection of land rent and other charges related to land ownership. Land rent and other charges within the Council stick to Government electronic systems (GEPG and MOLISV3). Currently there are 244 granted Certificates of Right of Occupancy from which a total amount of TZS 400,000,000/- (Four hundred Million) collected and there are only 4 land rent defaulters who charged to the District Land and Housing Tribunal. In the annual budget 2020/2021, the Department targeted to collect a total of TZS 500,000,000/- whereas up to 30<sup>th</sup> November, 2020 total amount of TZS 390,000,000/- equal to 78% of the total estimated collection attained through government payment electronic System (GEPG and MOLISV3). The expectation of the Council is to

collect all the targeted amount at the end of the financial year 2020/2021 due to increased number of Surveyed plots.

Land conflict resolution subsection is responsible in resolving all types of land conflicts such as land ownership conflicts and land Boundary conflicts. Generally, the Council faces the Villages boundary conflicts specifically where different clans bordered. Due to cultural habit (Classes according to Clan) this type of conflicts becomes very difficult in reaching to consensus. Land conflicts within the council has become chronic challenge which hinders the implementation of other development activities on land such as Village Land Use Planning, Surveying of Village Land Boundaries etc. Currently the Council registered twenty (20) Village land boundary conflicts whereas only 8 of them have been resolved and 12 of them still in progress. The most difficult and chronic Village boundary conflicts within the Council which also need external intervention includes Mrito (Nyamongo Clan) vs Gibaso (Wairegi Clan), Matongo (Nyamongo) and Nyarwana, Nyakunguru (Nyabasi Clan), SENAPA bordered Villages of Kegonga, Nyandage and Kenyamosabi. The Council also faces boundary conflict between Villages of Tarime District council and other councils such as Butiama District, Tarime District Council and Tarime Town Council which is caused by the contradiction between the G.N (Government Notes) of establishment and the actual situation in the ground.

#### **(i) Land Survey and Mapping Subsection**

Land survey sub-section is responsible for land survey and mapping. The subsection mainly deals with the land surveying, demarcation and map reading and interpretation in both Urban and Rural areas. It is concerns with Survey and demarcation of plots, Farms and boundary demarcation and preparation of survey maps and drawings. The council has an area of 1404.375SQKM in both Urban and rural areas. Total Surveyed area within the Council is 190sqkm which is equivalent to 13.53%. Currently there are 7213 Surveyed Plots in all the four Planning areas of Sirari, Nyamongo, Nyamwaga and Komaswa and 205 surveyed Farms. Also, there is ongoing Project of Surveying 2,400 Plots at Sirari Minor Settlement in which 1981 plots have been demarcated. In the Annual year of 2020/2021, the Council has planned to Survey 1,000 plots at Sirari and Komaswa Minor Settlements. Village Boundary Survey is the participatory verification, coordinating and demarcation of the village boundaries and preparation of boundary maps. The council has 88 villages but only 57 village land boundaries are surveyed equals to 64.77% and 31 villages are not surveyed equivalent to 35.23%. Regarding the large number of surveyed village boundaries but still in those villages there are boundary disputes due to irrelevant of survey maps to actual ground.

#### **(ii) Urban and Rural Planning Subsection**

This subsection deals with preparation of General Planning Schemes, preparation of Detailed Planning schemes, regularization of Informal Settlement, collection, and Analysis of data for the preparation of village Centres which are ripe as planning areas; and analysis of Change of use and incorporate in the town planning drawings. Preparation of General Planning Schemes also include preparation of Land use plans in different levels. Currently, the council has no district Land use plan/Masterplan. Village Land Use Planning is the participatory arrangement (planning) of the uses of village land into various uses according to the present and future needs of the community such as Land for Agriculture, Livestock keeping, Industrial areas, Settlements, Social services, Reserves etc. However, out of the current 88 villages only 21 villages have Land Use Plans for different uses, including Land for Agriculture, Livestock keeping, Industrial areas, Reserves etc. On Detailed Planning schemes, the council has four (4) planning

areas of Sirari, Nyamongo, Nyamwaga and Komasa. Currently the areas have been prepared with 30 Town Planning Drawings of total plots 15216. Regarding Regularization of Informal Settlement, the council has four (4) minor settlements of Sirari, Nyamongo, Nyamwaga and Komasa with informal Settlements. Currently the council has two (2) ongoing Regularization project (Nyamongo – Nyamwaga and Sirari Regularization Project), in which regularization of 9,355 plots at Nyamongo – Nyamwaga and 1891 plots at Sirari is complete.

Tarime District council has 11 ripe village Centres for planning areas as per urban Planning Act Na. 8 of 2007. In the financial year 2020/2021 the council targets to gazette 11 village centres through conducting the collection of data, creating awareness at both village levels and district level. Currently there is only one village Centre of Masanga which its process is in progress, this is equivalent to 9%. This intends to control informal settlements in those areas and reduce urban decay within the Council through Planning and Surveying of Plots in the areas. Regarding control of the use of land, the council as a Planning authority deals with the control of the use of land in both urban and rural areas to ensure that there is compatible use of land and that all designed land parcel is in appropriate use as planned. The guarantee of this is by proper planning of both urban and village land, area inspection and law enforcement for those who misuse the land (who use the land irrelevantly) by ordering the one to stop or request for change of land use. Currently, there are 14,666 designed plots which are in use as per Planning, 550 plots have differing uses contrary to planned uses and 50 plots have requested for change of use. For Village land use its control is through Participatory Village Land Use Planning whereby at village level the task of land use control is under the Village Land Use Management Committee (VLUMC). Development Control is the management and controlling of developments in both planned and Unplanned or in formal and Informal Settlements by the enforcement of development principles, rules, and regulations. Some of the issues observed are issuing of Building Permits, Regularization of Informal Settlements, Architectural drawings, and Plots Inspection for proper use of land and to avoid incompatible land use within the area.

### **(iii) Land Valuation Subsection**

The department undertake valuation for transfer, mortgage, renewal, and compensation purposes when required by government or Non-government organizations. Also, Valuation undertakings is for accounting and balance sheet purposes but also to estimate different rates of land values. Valuation for Compensations Mostly conducted by the council in collaboration with the Ministry of Land and other related entities during the acquisition of land for mining activities specifically Nyamongo mining area whereby about 118Ha owned by various land owners acquired to date. The undertaking of Valuation for mortgage is for enabling legal land owners to use his/her title for collateral to secure amount of loan from financial institutions. Currently within the council there are 8 individuals whose secured loans from financial institutions using their land title as collateral. On the other hand, the council also conducted asset valuation for financial purposes in which a total of TZ 35 billion were ascertained for all Council's immovable assets and machinery. Assessment of land rates is the searching and ascertaining the amount of one square metres or acre/hectare for a specific location. Current land rates in Tarime District Council varies from TZS 3000 to TZS 20,000 per sqm in urban areas and TZS 500,000 to TZS 8,000,000 per acre in Rural areas.

## **2.2.2.2 Natural Resources Section**

### **i) Wildlife Management**

The Wildlife management section is responsible for; prevention of illegal hunting and poaching, controlling animals' crop raiding the villages bordering wildlife areas, implementation of wildlife policy, collection of all data and information relating to wildlife, collaboration with wildlife stakeholders to conserve and manage wildlife, provision of permit to people engaging in animal capture, collection of revenue from wildlife sub-sector.

### **ii) Forest Resources Management**

The Forest section has a mandate to establish, manage, and conserve all-natural forests in Tarime District, to establish and manage apiaries, to implement national forest Policy of 1998, to enforce forest lawmaking in the District Council, to provide extension services related to forestry, to collect forest revenue and marketing of forest products.

## **2.2.2.3 Problems Facing the Department of Land and Natural Resources Management**

The department is facing major problems that affect undertaking of planned land and natural resources management activities. These issues include: inadequate staff, inadequate working tools, land conflicts and speculations especially along mining areas, establishment of new villages without detailed boundaries, land disputes, lack of data collection tools and database center especially for Game section concerning dangerous animals escaping from the national park to the surrounding villages, poor coordination of the government from high level to low level regarding natural resources, outbreak of tree pests and diseases, human invasion to wildlife corridors; low education level, lack conservation knowledge on long term benefits of conserving natural resources and unfamiliarity of forest reserves boundaries; increase of unsurveyed villages and settlements in the District.

## **2.2.3 Department of Livestock and Fisheries Development**

The core function of the department is to create enabling environment for the development of livestock and fisheries. Specifically, the department performs the following functions: Coordination and supervision of extension service providers at all levels in the District Council; coordination and strengthening of research-extension–farmers' linkages; promotion and strengthening of participatory extension services; strengthening technical support services for extension services; strengthening of infrastructure and facilities for extension services; commercialization of the Livestock Sector through adoption of improved technologies; subsector law enforcement and addressing the cross-cutting issues in the delivery of services. The department has two (2) sections which are Livestock section and Fisheries section. The staffing requirements as per establishment are 123 livestock staff (available staff is 20 with the deficit is 123 staff) and 30 fisheries staff (available staff is 1 with the deficit of 29 staff). Thus, understaffing contributed to ineffective extension services delivery to community in many parts of the District Council.

### **2.2.3.1 Livestock Sector**

Tarime district council in terms of livestock population in Mara region is third ranked after Serengeti and Bunda District. According to national census conducted in 2012, the District Council is endowed to have 148,278 indigenous cattle; 2,402 exotic cattle; 173,746 indigenous goats; 207 exotic goats; 34,558



sheep; 182,780 indigenous poultry; 8970 improved chickens; 20431 ducks; 1,197 donkeys; 14,715 dogs; 7,104 cats and 504 pigs. Table 3 presents number of existing livestock infrastructures in Tarime DC.

**Table 3: Number of existing livestock infrastructures**

S/N	Categories	Required	Present	Deficient
1	Veterinary Health Centre's	5	0	5
2	Veterinary Clinics	2	0	2
3	Veterinary Laboratory	1	0	1
4	Livestock market	8	6	2
5	Livestock stock route	85	0	85
6	Veterinary Crushes	85	7	78
7	Cattle Dips	36	26	10
8	Charcodams	24	14	10
10	Abattoir	1	1	0
11	Slaughter slabs	85	5	80
12	Hides/Skin Banda	85	8	77
13	Milk collection Centre	4	1	3
14	Milk small Factory	1	0	1
	<b>Total</b>	<b>422</b>	<b>68</b>	<b>354</b>

Source: Tarime District Council, 2020

Major livestock diseases are the tick-borne diseases like East Coast Fever (ECF), Anaplasmosis, Heart water, Babesiosis, Viral diseases such as Foot and Mouth diseases (FMD) and lumpy skin diseases, orf, Helminthiasis, Trypanosomiasis, and black quarter. Council in collaboration with other stakeholders conduct various programs to eliminate livestock diseases such as “*Rabies free Tanzania*” program to conduct rabies vaccination along the District Council, also Ministry of Livestock and Fisheries Development has established a program of supplying acaricide to the council for the aim of mobilizing livestock dipping activities hence reduce the number of tick-borne diseases cases.

Livestock sector in Tarime District council is ranked as third in Revenue contribution after Service levy and Business license. Department is responsible of collecting both Council revenue through livestock market fee and Central government revenue through Animal health livestock movement permit. For the financial year ended June 2019 Livestock sector collect a sum of TZS 286,435,500 where TZS 163,850,000/= is for Council and TZS 122,585,500/= for Central Government as shown in Table 4.

**Table 4: Revenues from Livestock Sector in Tarime DC**

Type of Livestock	Number yarded	Number sold	Average price	Value	Central gov. Revenue	Council Revenue
Cattle	69,220	35,197	439,916.67	15,676,189,500.00	87,992,500	140,788,000
Goat	37,332	16,049	73,791.67	1,915,971,000.00	24,073,500	16,049,000
Sheep	15,532	7,013	56,750.00	429,432,000.00	10,519,500	7,013,000
	<b>122,084</b>	<b>58,259</b>		<b>18,021,592,500.00</b>	<b>122,585,500</b>	<b>163,850,000</b>

Source: Tarime District Council, 2020

On the other hand, livestock sector has contributed significantly to the economy of the people through selling of live animals on the 11 available livestock auction market. An average of TZS 18,021,592,500.00/= people earn per year. The average milk produced per year is 416,244 litres worth TZS 417,294,620/=. The average animals slaughtered for human consumption within Tarime District

council per year are 8455 cattle; 3353 goats; 2465 sheep and 56 pigs. A total of 913,393 Kgs of meat products are produced annually, which is valued at 4,675,675,000. The average of 8455 cattle hides, 3353 goat skins and 2471 sheep skins are produced annually, worth TZS 15,276,100. During the last three years (from 15/June/2017), the Tarime District council have been implementing the identification program of cattle through branding, during this period a total of 149,185 cattle have been identified.

### **2.2.3.2 Fisheries Sector**

Tarime district council fisheries activities are conducted in Mara River where the captured fish are for both subsistence and for small scale commercial use. The council is making initiatives in advocating the farming of aquatic animals, currently aquaculture activities are conducted in 84 ponds in different localities.

### **2.2.3.3 Problems Facing the Department of Livestock and Fisheries Development**

The major constraints facing livestock sector in the council are inadequate budget to support departmental operations; shortage of livestock and fisheries staff; outbreak of livestock pests and diseases: livestock diseases namely Rabies, FMD (Foot and Mouth Disease), BQ disease, LSD-disease, CRD disease, fowl-typhoid, several types of worms, Newcastle diseases, coccidiosis, eye disease, mastitis, dystocia, babesiosis, anaplasmosis bovine, ECF; deficits of land and pastures; shortage of working facilities such as means of transport (both vehicle and motor cycle), equipment (surgical kit, Milk quality testing kit, fishing nets, medical kits, obstetric kit, veterinary drugs and vaccines); lack of Livestock products processing facilities and marketing; lack of quality fish feeds and seeds; low livestock productivity, weak value chain in both livestock and fisheries; inadequate knowledge and skills of improved livestock and fisheries management practices.

### **2.2.4 Department of Planning, Statistics and Monitoring**

Planning, Statistics and Monitoring department consists of three sections namely; Planning, Statistics and Monitoring and Evaluation. The core functions of the department are to: prepare and implement council plan and budget; collect, manage, analyze and interpret data for use by the council; to translate national policy on development; to coordinate and facilitate availability of resources (Identify new revenue sources and solicit funds) for development undertakings; to plan, monitor, supervise and evaluate development projects and identify challenges faced during budget implementation. As per establishment, the department is supposed to have 7 staff but it has only 3 staff. The department plays a big role of coordination in attaining the council objectives. The council planning and budgeting starts from lower level (Villages and wards). All lower levels participate in planning and budgeting through improved O&OD involving 88 villages and 26 wards. The department has been coordinating preparation and implementation of Council Budget each year. The department has the role of coordinating and consolidating preparation of quarterly and annual reports (CFR, CDR), progress report, monthly reports, CCM party Manifesto report, Operational and Maintenance reports, Action plan, talking notes, and directives from higher authorities in accordance with National Standards. The department, also coordinates and supervises various projects implemented in each ward and villages through facilitation of fund from Constituent Development Catalyst Fund.

During the Financial year 2018/2019. the Council approved to collect and spend a total of 32,203,604,952.00 shillings. By June 30, 2019 the Council had received a total of 27,168,219,700.00 shillings equivalent to 84% of the approved funds in the 2018/2019 budget. In terms of expenditure, the

Council spent a total of 28,057,070,254 shillings of which 27,273,187,357 shillings is expenditure due to the approved budget for the year 2018/2019 and 783,882,897 shillings was carry over funds for the financial year 2017/2018. In the financial year 2018/2019 Tarime District Council planned to spend 4,335,967,861.00 Shillings to implement development projects. These funds were from various sources of revenue such as own source revenue, grants from the central government and funds from donors. A total of 88 projects worth 3,212,569,336.48 shillings were implemented in 2018/2019. Some of the projects implemented have been completed and others are in the final stages. On the other hand, the Council during the financial year 2018/2019 received an amount of 883,697,465.63 shillings which is out of the plan and budget for the implementation of various development projects in the Health and Education sectors of which 454,209,072.50 TZS is from the Central Government and 429,488,394.13 shillings from the EP4R project. The funds implemented a total of 23 projects (Completion of classrooms, laboratory, and dispensary/health center) in the education and health sector.

On the financial year 2019/2020, the Council was authorized to collect and spend a total of 39,116,039,063.00 shillings from various sources of revenue. As of June 30, 2020, a total of 29,884,460,405.98 Shillings had been collected equivalent to 75% of all approved estimated collections. In the financial year 2019/2020 the Council approved a total of 4,917,965,174.00 shillings for the implementation of development projects, of which 1,804,752,000.00 shillings is from own source revenue, 1,806,640,000.00 shillings is from Central Government and 1,306,753,174.00 shillings funds from development donors. Up to June 30, 2020, the Council had received a total of 3,676,776,836.00 shillings equivalent to 75% of the funds of which 1,804,752,000.00 shillings is from own source revenue, 1,254,000,000.00 shillings is a grant from the Central Government and 618,024,836.00 shillings is funding from Development Donors. A total of 119 projects were implemented some of the projects implemented have been completed and others are in the final stages of completion.

The financial year 2020/2021 the Council was authorized to collect and spend a total of 34,533,870,026.51 shillings from various sources of revenue. As of October 31, 2020, a total of 10,667,808,072.67 Shillings had been collected equivalent to 27% of all collections. The Plan and Budget for Development Projects for the Financial Year 2020/2021, the Council approved to collect and spend 8,786,801,936.02 shillings of these funds, derived from Own Source Revenue is 2,228,399,721.51 shillings, Development Grant 3,503,114,998.51 shillings and Funds from various Donors is 3,055,287,216.00 shillings for the implementation of Development projects. On October 31, 2020 the council received 1,849,943,668.50 shillings equivalent to 22%, of the budget. A total of 51 projects received funds for implementation, projects intended are in various stages of implementation. For the past five years (2015/2016 to 2019/2020), the council has been implementing development projects in the sectors of economy and services to the community with the aim of improving their lives. Funds for the implementation of development projects have been derived from own source revenue, Central Government and from development donors. Table 5 shows the various infrastructure projects supervised and implemented over a period of five years (2015/2016 to 2019/2020).

**Table 5: Summary of physical infrastructure project implemented for five years**

SN	INFRASTRUCTURE	IMPLEMENTED	FUNDS SPENT (TZS)
1	Classrooms	282	3,127,671,987.49
2	Dining Holes	2	200,000,000.00
3	Dormitories	6	426,000,000.00

SN	INFRASTRUCTURE	IMPLEMENTED	FUNDS SPENT (TZS)
4	Laboratories	91	679,132,681.22
5	Staff houses	27	640,266,782.00
6	Teacher offices	5	190,000,000.00
7	Pit latrines	333	630,315,089.16
8	Hospital	1	670,000,000.00
9	Health Centers	3	1,647,068,132.00
10	OPD	18	275,000,000.00
11	RCH	4	80,000,000.00
12	Dispensaries	10	1,040,356,000.00
13	Desks	4,752	350,000,000.00
	<b>Total</b>		<b>9,955,810,671.87</b>

The District Council has various investment opportunities which are; Investment in agro-processing industries, Investment in supermarkets and hotels, especially in the small towns of Sirari, Nyamwaga, Nyamongo, Komasa and in the Serengeti National Park at Lamai - Gibaso, Forest Products, Investment in Minerals and Gems also Investment in quality Health and Education services. Investment in agro-processing industries is very important due to the high production of agricultural products, for example the production of maize products averaged 54,478 tons, bananas 41, 553 tons and sweet potatoes 25,738 tons.

In undertaking its activities, the department faces a number of challenges: delay of financial resources from the central government to fund implementation of various projects; failure to meet some individual own sources collection targets; late completion of development projects; unfinished development projects; weak coordination among stakeholders; lack of transport facilities for monitoring and supervision of development projects; insufficient resources to facilitate improved O&OD and insufficient knowledge of community participation in planning and budgeting, inadequate knowledge about monitoring and evaluation framework, ineffective use of accurate, correct and consistent data during the planning process; Low level skills on data collection, organizing and interpretation to the lower level government, political interference in the planning process, and less community willingness to accept establishment of some projects.

### **2.2.5 Department of Agriculture, Irrigation and Cooperative**

The agriculture, irrigation and cooperative department is responsible for overseeing agricultural and cooperative sector development in the council. The department is mandated to perform the following functions: Provision of extension services to the farming community; facilitate value addition of agricultural products; create awareness to farmers on importance of irrigation; improving irrigation infrastructures; allocate the suitable land area for agricultural activities; formation, supervision, capacity building and auditing of co-operative associations; develop various fundable project proposals; to provide technical consultation services related to agriculture and co-ordinate availability and supply of agricultural inputs and implements. The department has 3 sections namely, agriculture, irrigation, and co-operative according to the structure of Ministry of Agriculture. Regarding staffing, the department has a total of 48 staff including 5 agricultural officer, 1 agricultural engineer, 41 agriculture field officers and 1 cooperative and currently has a deficit of 73 staff. Out 26 wards only 21 wards have resident extension officer and only 3 extension officers are working at village level. The department has only 1 motor vehicle and only 9 motorcycles compared to 2 motor vehicle and 47 motorcycles required. Currently, the available extension officers have been able to reach an average of 32,890 households out

of 50,600 farming households. A total of 82,225 active farmers have been reached out 126,512 available active farmers. Different method has been used to reach farmers including field visit, group training and farmer field schools. A total of 155 field schools have been established compared to 500 targeted farmer field schools.

### 2.2.5.1 Agriculture Production

Majority of residents of Tarime District Council depend on agriculture for their livelihood. The council has a total of 90,630Ha of arable land out of which only 69,155 under cultivation. Both food and cash crops are been produced, however only food crops are been produced biannually. On average annual production is 54,478 tons of maize; 21,930 of sorghum; 41,553 tons of banana; tones of 27,877 cassava; 25,738 tons of sweet potatoes, 3,396 tons of round potatoes; 3,907 tons of beans; 2,350 tons of finger millet; 823 tons of rice and 553 ton of groundnuts. Also, council produces 936.75 tons of coffee, 13.2 tons of tea and 61.9 tons. To increase crop production and production farmers are advised to use proper agricultural practices using knowledge they get form extension staffs, use fertilizer and improved implement and seeds. The department must make effort to control pest and crop diseases outbreak. The department together with other stakeholders has managed to reduce crop pests and diseases infestation from 1033.43Ha to 352.5Ha. Use of fertilizers has also been increased from 3,276 tons to 3,380 tons compared to 6,875 tons of requirements. On the other hand, the use of improved seed has increased from 655.2 tons to 676 tons compared to 851 tons of seed required each year. This increase on use of improved agricultural inputs has resulted in increased of crop productivities. Table 6 shows targeted productivity of major crops produced, area under cultivation, yield and productivity in 2020/2021.

**Table 6: Target productivity of major crops produced in the council**

S/N	Crop	Annual Target			Actual Performance per year		
		Area (Ha)	Targeted Production (Tons)	Productivity (Tons/ha)	Area (Ha)	Actual Production (Tons)	Productivity (Tons/ha)
1	Maize	19,242	79,892	4.2	15,601	54,478	3.5
2	Sorghum	10,239	30,718	3.0	9,156	21,930	2.4
3	Cassava	10,687	35,069	3.3	9,292	27,877	3.0
4	Sweet Potatoes	6,904	29,704	4.3	6,198	25,738	4.2
5	Banana	6,231	49,970	8.0	6,111	41,553	6.8
5	Coffee	2,989	2,989	1	2,998	431.99	0.14
6	Tea	90.5	289.6	3.2	55.15	13.2	0.23
7	Cotton	40	175	1.2	51.6	61.9	1.2
	<b>Total</b>	<b>56,422.5</b>	<b>228,806.6</b>		<b>49,462.75</b>	<b>172,083.09</b>	

Source: Tarime District Council, 2020

About food security, the Council produces enough food to meet consumption requirements, whereby it produces average of 188,194.8 tons of food crop per year. Requirement of food for domestic consumption per year is 80,156.1 tons creating surplus of 101,038.6 tons equal to 53.6%. Food secured household increased from 37,000 to 48,600 compared to 52,000 of all available household. Processing is an important action to adds value to agricultural produce. The council makes efforts to make sure farmer have access to crop processing facilities by facilitating farmer groups and other stakeholder to

acquire crop processing machines. Currently, there is 7 crop processing plants of which two of them are owned by private investors. However, 75% of coffee, tea and sunflower are sold unprocessed due to low processing capacities of existing plants. Furthermore, farmers have been facilitated to market their agricultural crops by creating good environment for them to sale through 13 crop markets established. Cooperative societies and private firms do marketing of cash crops.

### 2.2.5.2 Irrigation

Irrigation schemes help farmers to produce even during unfavorable weather condition. Tarime district council has 8,643 Ha suitable for irrigation, however only 354 Ha are currently under irrigation. The irrigation practices in the Council are small scale irrigation conducted by small scale farmers using tradition irrigation methods. No irrigation schemes have been constructed so far, there efforts are required to make sure irrigation schemes constructed to increased production in drought prone areas and other areas without depending on rain. Training of farmers on irrigation management is also important to conducted to give knowledge to farmer on irrigation.

### 2.2.5.3 Cooperative

Cooperatives societies are micro financial institutions which help farmers to access financial services for their agricultural activities. Currently, the Council has a total of 74 cooperative societies, however only 30 are active. Available cooperative societies are not enough to satisfy the financial needs of farmers, therefore there is a need to increase number of cooperative societies by sensitizing formation and registration of new cooperative societies. Existing cooperative societies and their members is shown in Table 7.

**Table 7 : Existing cooperative societies and their members**

S/N	TYPES OF COOPERATIVE SOCIETY	QUANTITY	NUMBER OF MEMBERS	ACTIVE	NON-ACTIVE
1	AMCOS	19	1,374	19	0
2	SACCO	34	5,785	9	25
3	Mining	16	592	2	14
4	Livestock	1	13	0	1
5	Service	1	48	0	1
6	Industry	3	53	0	3
	<b>Total</b>	<b>74</b>	<b>7,865</b>	<b>30</b>	<b>44</b>

Source: Tarime District Council, 2020

Saving and Crediting Cooperative Societies (SACCOS) need to have capital for running of their activities. Active SACCOS have a total of TZS 706,025,948 out of which TZS 629,775,948 are share, TZS 76,025,000 are savings and deposit are TZS 225,000.00 as shown in Table 8.

**Table 8: Current capital of each active cooperative society**

SN	NAME OF SACCOS	SACOS CAPITAL			
		SHARE	SAVINGS	DEPOSIT	TOTAL
1	Ahueni Saccos	34,730,000	395,813,174		430,543,174
2	Muongano Saccos	8,393,000	41,358,000		49,751,000
3	Mkombozi Saccos	6,600,000	67,300,789		73,900,789

4	Mwongozo Saccos	18,000,000	76,799,785		94,799,785
5	Wasasi Saccos	3,407,000	13,108,000		16,515,000
6	Kazi Ni Moyo	780,000	12,859,000		13,639,000
7	Nyarokoba Saccos	1,680,000	9,773,400	225,000	11,678,400
8	Kemnyage Saccos	375,000	3,806,000		4,181,000
9	Nyabigena Saccos	2,060,000	8,957,800		11,017,800
<b>Total</b>		<b>76,025,000</b>	<b>629,775,948</b>	<b>225,000</b>	<b>706,025,948</b>

Source: Tarime District Council, 2020

#### 2.2.5.4 Problems Facing the Department of Agriculture, Irrigation and Cooperative

The department is facing several problems. These include inadequate working tools; inadequate staff; poor agriculture infrastructure; insufficient transport facilities, insufficient supply of agricultural inputs, high price of agricultural inputs, unwillingness of community to allow land use for public development projects without compensation, presence of incidences of crop pest and diseases such as Cassava Mosaic Disease, Yellow Mottle Virus in rice, *striga sp* etc.; limited farmers access to financial and or credit facilities; unreliable markets leading to unstable prices crop; low proportion of cultivated land due to limited agro mechanization practices; insufficient storage and low knowledge on post management; low fertilizer usage rate by the farmers; increasing population leading to conversion of agricultural land into residential areas; lack of agriculture market information; low prices of agricultural produces imposed by middleman; low adoption rate of good agriculture practices (GAP) by farmers; weak cooperative societies, lack of intensified supervisory and monitoring system of agriculture operation; regular land use conflicts between farmers and livestock keepers; dependence on seasonal rains; lack of agricultural processing factories and fewer agro-input suppliers in rural areas.

#### 2.2.6 Department of Community Development and Gender

The Council has been promoting gender equity in social – economic development, responsible citizenship, improved livelihood, poverty eradication and sustainable utilization of resources. The Department is responsible for coordination and promotion of community development initiatives to further social and economic development on the bases of different policies and strategies. It aims at building self-confidence in the community to attempt and effectively take part in effort to foster their sustainable development. In this regard, the department works directly with communities in different sectors such as agriculture, education, health, business, and entrepreneurship. Community Development Department operates in four major areas namely, Social cultural development, Environment Management, Socio-Economic Empowerments, and management of cross cutting Issues. According to government secular of 2019 issued by Ministry for Health, Community Development, Gender, Adults and Children, on arrangement of section in community development department there are seven (7) sections. These sections are: Participatory Desk: The participatory desk deals with coordination, mobilization and organization of both human resource and material within and outside communities towards development agenda; Based on its nature. The desk relies on government established documents towards its operation; Communities Development Desk: The section deals with gender balance equity and welfare on developments projects, It concerns with gender analysis, hence includes them into gender related budgets in development projects; Children developments Desk: The section deals with children social welfare in terms of up bring justice, protection development and social

connections; Non-Governmental Organization and Coordination Desk: This section align with, Non-Government Act No 24 of 2002, The incumbent deals with coordination of the NGOs through assessments of the existence, projects, registration so as to deliver sustainable projects that aligns with government seculars and standards; Cross Cutting issues Desk: The sections is on inter- intra development agendas, its concerns with issues such as HIV/AIDS, Nutrition, environment, health, Land disputes managements and other related matters such as marriage conflicts in the families their might emerge as per events. The incumbent deals with issues on altitudes development toward management of the phenomenon; Community Empowerment and Development Desk: The section deals with both marginalized and ordinary groups. It concerns with disbursement of concessional loans to special groups inclusively women, youths and disable groups and HIV Section: The section deals with coordination and supervision of medical intervention on HIV/AIDS programme. Coordination comprises activities in NGOs, interdepartmental and other development partners. As per establishment, the department is required to have a total of 124 staff while the available staff is 8 and the deficit is 116 staff.

### 2.2.6.1 Disbursement of Concessional Loans in 2015-2020 Financial Years

From financial year 2015/2016 to 2019/2020, the department has registered 1189 of Income Generating Groups, by which 552 registered groups were issued with soft loans amounting Tanzania Shillings 2,036,500,000/= while during the period of 5 years of budget implementation, the community development department received 927 group applications of soft loan that amounted to Tanzania shillings 4,568,780,000. The rate of community economic status improvement decreased daily due to low income. Table 9 shows the amount of money distributed compared with total number of groups.

**Table 9: Soft Loan Disbursed to Youth, Women and People with Disabilities (2015-2020)**

SN	YEAR	AMOUNT OF LOAN DISTRIBUTED						TOTAL AMOUNT	TOTAL NUMBER
		YOUTHS	NO. OF YOUTH GROUP	LOAN WOMEN	WOMEN GROUP	AMOUNT DISABABLELOAN	NO. OF P/PLE WITH DISABILITIE GOUP		
1	2015/2016	102,000,000	58	108,000,000	64	2,500,000	0	212,500,000	122
2	2016/2017	86,500,000	24	130,500,000	45	2,500,000	1	219,500,000	70
3	2017/2018,	198,500,000	45	308,000,000	70	3,000,000	1	499,500,000	116
4	2018/2019	130,000,000	31	177,000,000	39	21,000,000	5	328,000,000	75
5	2019/2020	234,500,000	35	514,500,000	88	28,000,000	8	777,000,000	131
6	2020/2021	102,000,000	12	143,000,000	22	12,000,000	4	257,000,000	38
	<b>TOTAL</b>	<b>619,000,000</b>	<b>205</b>	<b>1,280,500,000</b>	<b>328</b>	<b>69,000,000</b>	<b>19</b>	<b>2,036,500,000</b>	<b>552</b>

Source: Tarime District Council, 2020

**Table 10: Bad debtors since 2015/2019**

S/N	YEAR	AMOUNT OF LOAN PROVIDED	DISBUSMENT AMOUNT	AMOUNT REMAIN	DISCRIPTION
1	2015/2016	233,750,000	218,464,000	15,286,000	Council Ordered WEOs and Council Legal Officer to lawfully deal with bad debtors
2	2016/2017	244,450,000	208,020,000	33,430,000	



3	2017/2018	305,250,000	236,926,600	68,323,400
4	2017/2018	244,200,000	186,284,500	57,915,500
5	2018/2019	38,500,000	30,550,000	7,950,000
<b>TOTAL</b>		<b>1,066,150,000</b>	<b>880,245,100</b>	<b>182,904,900</b>

Source: Tarime District Council, 2020

Table 10 further show that from 2015 to 2019 amount of loan disbursed to soft loan beneficiaries was Tanzania Shillings 1,066,150,000 whereby revolved amount was about Tanzania Shillings 880,245,100 while the remained amount was Tanzania Shillings 182,904,900. This means that about 49% of soft loan given fall in bad debts.

### 2.2.6.2 Participatory and Communities Development Desks

During 2015-2020, the department as management to draw attentions of numbers of the stakeholders to involves in various social economic developments programs. The involvement and participations of the stakeholders comprises NGOs, individuals, institutions, and companies. Also, there has been departmental coordination that had drawn their attention to formulate and implement gender related budget. Table 11 describes stakeholders and council departments on how they were involved in various socio-economic development in Tarime District Council. Gender Related Budget is aimed to address inequalities and mainstream responsiveness of uplifting marginalized sections in communities to attain welfares.

**Table 11: Implementation of Gender Related Budget in 2019/2020**

DEPARTMENTS	PLANNED ACTIVITIES	AMOUNT PLANNED 2019/2020	AMOUNT PLANNED 2020/2021	INCREASED AMOUNT	REASON FOR INCREASE /DECREASED	AMOUNT RELEASED 2019/2020	AMOUNT OF FUND USED	(%) USED
COMMUNITY DEVELOPMENT DEPARTMENT	1. Entrepreneurship Skills Trained to women, youths & PWDs	300,000,000	524,007,481	224,007,481	Revenue collection increased	300,000,000	300,000,000	100%
	2. Reducing number of GBV cases	16,701,200	19,420,000	2,718,800	Girl students Sanitary pad needs increased	13,050,000	13,050,000	100%
	3. Facilitating national or international commemoration days	9,250,000	5,350,000	-3,900,000	Lack of priorities in decision making meetings	3,050,000	3,050,000	100%
	4. Creating community awareness on harmful cultural behavior practiced	2,900,000	3,250,000	350,000	Size of target group and coverage of important issues addressed to the community	2,900,000	2,900,000	100%
	5. Establishing and coordinating income generating groups	1,900,000	2,700,000	800,000	Size of target group and coverage of important issues addressed	1,900,000	1,900,000	100%
HEALTH	1. Construction of	184,188,000	77,500,000	-10,668,000	No priority	184,188,000	184,000	100%

DEPARTMENTS	PLANNED ACTIVITIES	AMOUNT PLANNED 2019/2020	AMOUNT PLANNED 2020/2021	INCREASED AMOUNT	REASON FOR INCREASE /DECREASED	AMOUNT RELEASED 2019/2020	AMOUNT OF FUND USED	(%) USED
DEPARTMENT	Muriba dispensary				during decision making			
	2.Construction of Nyamwaga hospital	300,000,000	370,000,000	7,000,000	Need of secondary level referral Centre for the public health in the District	300,000,000	300,000,000	100%
	3.Ensuring availability of maternal facilities	112,986,648	171,825,000	5,8838,352	To reduce maternal death	112,986,648	112,986,648	100%
	4.Provision of safe % clean water	18,500,000	40,000,000	21,500,000	Important issues to be implemented in the community	18,500,000	18,500,000	100%
	5.Payments of health centers electronic bills	12,000,000	16,500,000	4,500,000	Important issues to be addressed in the community	12,000,000	12,000,000	100%
	6.Construction of special holes for hard & liquid dust in the hospitals, dispensaries & health centers	64,000,000	75,000,000	11,000,000	Important issues to be implemented in the community	64,000,000	64,000,000	100%
	7.Construction of maternal wads	235,000,000	250,000,000	15,000,000	Important issues to be implemented in the community	235,000,000	235,000,000	100%
PRIMARY EDUCATION DEPARTMENT	1.Construction of school pit holes	129,800,000	206,312,000	76,512,000	Pupils population Increased	129,800,000	129,800,000	100%
	2.Availability of clean & safe water in the schools	38,100,000	61,336,000	23,236,000	Pupils population Increased	38,100,000	38,100,000	100%
	3.Construction of special room for girl students	7,700,000	11,152,000	3,452,000	Pupils population Increased	7,700,000	7,700,000	100%
	4.Availability of girl's sanitary pads	1,000,000	9,600,000	8,600,000	Girls student population Increased	1,000,000	1,000,000	100%
	5.Construction of special holes for hard & liquid dusts	300,000	400,000	100,000	Problem increased	300,000	300,000	100%
	6.Availability of student foods	Foods depending on parents' contribution						
SECONDARY SCHOOL DEPARTMENT	1. Construction of school pit holes	75,000,000	88,100,000	13,100,000	Revenue collection increased	75,000,000	75,000,000	100%
	2. Availability of clean & safe water in the schools	20,000,000	23,000,000	3,000,000	Revenue collection increased	20,000,000	20,000,000	100%
	3.Construction of special room for girl students	1,000,000	4,460,000	3,460,000	Important of issue	1,000,000	1,000,000	100%
	4. Availability of girl's sanitary pads	3,900,000	9,600,000	5,700,000	Important of issue	3,900,000	3,900,000	100%

DEPARTMENTS	PLANNED ACTIVITIES	AMOUNT PLANNED 2019/2020	AMOUNT PLANNED 2020/2021	INCREASED AMOUNT	REASON FOR INCREASE /DECREASED	AMOUNT RELEASED 2019/2020	AMOUNT OF FUND USED	(%) USED
	5. Construction of special holes for hard & liquid dusts	300,000	400,000	100,000	Important of issue	300,000	300,000	100%
	6. Availability of student foods	285,120,000	402,300,000	117,180,000	Important of issue	285,120,000	285,120,000	100%
	7. Construction of girl's dormitories	66,000,000	75,000,000	9,000,000	Revenue collection increased	66,000,000	66,000,000	100%
LAND AND NATURAL RESOURCE DEPARTMENT	1. Enhancing village land committee's distribution	2,980,000	1,344,000	-1636,000	Absence of priority in decision making committees	2,980,000	2,980,000	100%
	2. Land use awareness creation	3,990,000	4,300,000	310,000	Important issue	3,990,000	3,990,000	100%
	3. Land resolution in the villages	4,060,000	5,085,000	1,025,000	Important issue	4,060,000	4,060,000	100%
	4. Preparing and distributing 500 tradition certificates of occupancy	40,390,000	40,842,000	452,000	Important issue	40,390,000	40,390,000	100%
	5. Enhancing Muriba village & Nyarero to protect preserved district forest	10,800,000	11,060,000	260,000	Important issue	10,800,000	10,800,000	100%

Source: Tarime District Council, 2020

### 2.2.6.3 Implementation of the Productive Social Safety Net program (TASAF III)

#### i) Targeting and enrollment of poor households

Tarime District Council is one of Councils in Mara Region Implementing Productive Social Safety Net program (TASAF III). The aims of the program are to enabling poor households to increase income and opportunities while improving consumption. The program targets people living under food poverty line in the country which is currently at 9.7% as per National Household Budget Survey of 2012. The Council has currently 44 villages out of 88 implementing PSSN (50%). During targeting exercise a total of 6,554 out of 6,996 estimated households were targeted from 66 villages/streets equal to 94%. Targeting exercise followed by enrollment whereby a total of 5,964 out of 6,554 targeted households were enrolled in all 66 villages and streets covered by PSSN but beneficiaries managed to receiving payment at start were 5,949 households. Due to different reasons which include death, shifting and not collecting payments for more than two consecutive payments period, number of households currently benefiting from PSSN has been reduced to 5,525.

**Table 12: Targeted and Enrolled Households by Rounds**

S/N	ROUND	NO. OF VILLAGE	TARGETED OF HHS	ENROLLED HHS	% ENROLLED
1	Round 1	17	1942	1589	82%
2	Round 2	17	1767	1642	93%
3	Round 3	16	1320	1280	97%
4	Round 4	16	1525	1453	95%
		<b>66</b>	<b>6,554</b>	<b>5,964</b>	

Source: Tarime District Council, 2020

## ii) Conditional cash transfer to beneficiaries

Enrolled beneficiaries received payments as part of program interventions. Beneficiaries receive three type of funds which in total make a sum of cash entitled to the family. These are basic payment received by every enrolled household, payment with school attendance conditions, payment with health conditions, payment to households with under 18 children and payment to households with member having disability (Table 12). For a household to receive conditional payments need to meet condition set by program by making sure children attend schools and clinic for children under five years old.

**Table 13: Targeted and Enrolled Households by Rounds**

SN	Type of payment per households	Payment per month	Payment for two months (one payment window)
1	Basic payment	12,500.00	25,000.00
2	Payment of households with under 18 years old children	4,000.00	8,000.00
3	Payment of households with member having disability	4,000.00	8,000.00
4	Payment with health condition	4,000.00	8,000.00
5	Payment with primary school condition for maximum of 4 children	2,000.00	4,000.00
6	Payment with secondary school condition for maximum of 3 children	4,000.00	8,000.00
7	Payment with high school condition for maximum of 2 children	6,000.00	12,000.00
	<b>Total</b>		<b>73,000.00</b>

Source: Tarime District Council, 2020

## iii) Enhancement of Livelihoods and Increasing Income of Poor Households

This component has not started to be implemented in Tarime DC however some activities related to this component have been conducted. These activities are been done by trained ward extension officers to help TASAF beneficiaries to run micro project for generating income. The aim is to enable poor households to start and manage livelihood enhancement micro projects as well as making follow up and data collection. These training and follow up has made many beneficiaries have started and run micro projects which include house improvement, livestock keeping, agriculture and small business as shown in Table 13.

**Table 14: Micro Projects Established**

SN	TYPE OF PROJECT	QUANTITY	NUMBER OF BENEFICIARIES INVOLVED
1	House improvement	1,676	1,676
2	Cattle	1,023	677
3	Goats	4,460	1,732
4	Sheep	715	289
5	Chicken	16,303	2,586
6	Ducks	1,797	320
7	Small business	-	927
8	Agriculture	-	835

Source: Tarime District Council, 2020

## iii) Conducting Capacity Building

Since the start of its implementation July 2015, the council has managed to conduct training and sensitization of leaders of different levels, facilitators, and community members. A total of 10,990 stakeholders have been trained and sensitized as shown in Table 14.

**Table 15: Sensitized stakeholders**

SN	Target Group	Participants		
		Male	Female	Total
1	Councilors	37	4	41
2	Council Management Team Members	26	18	44
3	District Security Committee	4	1	5
4	Program Facilitators	24	11	35
5	Media Representatives	0	9	9
6	Village Chairperson	64	2	66
7	Village Executive Officers	58	8	66
8	Village council Members	643	257	900
9	Community Team	416	130	546
10	Community Members	4,735	4,543	9,278
	<b>Total</b>	<b>6,007</b>	<b>4,983</b>	<b>10,990</b>

Source: Tarime District Council, 2020

#### iv) Public Work (PWP) and Targeted Infrastructure (TI)

Currently, the council is not implementing public work program and targeted infrastructure programme.

#### 2.2.6.4 Cross Cutting Issues Desk

Community development department deals with cross cutting issues based on gender mainstreaming, equity, empowerment, sustainability, and social accountability. This in turn support the department to build community capacity on sense of ownership and support the long-term sustainability of organization.

#### 2.2.6.5 Women Development Desk

Community development department deals with cross cutting issues based on gender mainstreaming, equity, empowerment, sustainability, and social accountability. This in turn support the department to build community capacity on sense of ownership and support the long-term sustainability of organization. International women's days is observed across the world on march 8 a global day that celebrate, social economic, cultural, and political achievements of women. The day also marks a call to action to increase gender equality. The day is celebrated through bolds a change to sustain sustainable development, promote gender diversity in the workplace and attend women's networking events. The department has been celebrating women's day throughout in 2015-2020.

#### i) Children Developments Desk

This section is useful in community development department to address children priorities and challenges to reach in socio- economic development goals of the Tarime council and national level at large. This aimed at addressing and improving of child sequences, physical, language, thought and emotional changes that occurs from childhood to the beginning of adulthood as well improving protection of children from gender-based violence. On June 16<sup>th</sup> every year, Africans commemorate the African child day. The commemoration of this day aims at raising awareness about children in Africa and the rights of African children as stipulated under article II to XXII of the African charter on the rights and welfare of child. The day of the African child to commemorate student uprising in Soweto, South Africa, where students who were in protest of apartheid-inspired education, were brutally murdered.

## ii) Community Health Fund (CHF) and HIV/AIDS

In coordinating and promoting social partnership in cross-cutting issues, the department created awareness on the importance of using Improved Community Health Fund (ICHF) to 88 villages through village assembly meetings. The household must pay TZS 30,000.00 for 6 members to access CHF services. With respect to HIV/AIDS, the Council continues to sensitive the community on HIV/AIDS prevention. Measures used to fight against HIV/AIDS include counseling and HIV testing services. The department has established several Self-Help Groups of people living with HIV/AIDS to improve their living status such as healthy, socially, economically, culturally by improving standard of nutrition, stigma reduction and to deliver high quality of HIV/AIDS services in the communities. Also, community development department used these groups to create community awareness on gender equality at all levels in distribution of social services. Table 15 presents a List of Self-Help Groups of people living with HIV/AIDS.

**Table 16: List of Self-Help Groups of people living with HIV/AIDS**

SN	NAME OF GROUP	YEARS	WARD	ACTIVITIES PERFORMED
1	Nyarukoba VICOBA	2015	Kibasuka	VICOBA
2	Masanga group	2015	Gorong'a	Small enterprises
5	Imarika VVU VICOBA	2015	Kibasuka	VICOBA
6	Jitambue 'B'	2014	Susuni	Seed products purchases for selling
7	Upendo VICOBA Nyamongo	2014	Matongo	Small enterprises
8	KIMAWAVU group	2024	Komaswa	Small enterprises
9	Songambebe	2015	Susuni	Small enterprises
10.	Mandela group	2014	Nyamwaga	VICOBA
11	Jitambue 'A'	2013	Susuni	Seed products purchases for selling
12	Tumaini VICOBA wavvu	2013	Mwema	VICOBA
13	Furaha	2014	Sirari	VICOBA
14	Jiunge VICOBA Surubu	2013	Komaswa	VICOBA
15	Kikundi cha Eumawavu	2015		Small enterprises
16	Tupendane support group	2013	Nyamwaga	Agriculture
17	Obuhanchi	2014	Nyarukoba	VICOBA
18	Tarime Association Society Development	2012	Susuni	Producing and Selling sunflower products

Source: Tarime District Council, 2020

### 2.2.6.6 Problems Facing the Department of Community Development and Gender

The department is facing several problems in execution of its core functions. These include: inadequate staff at both lower and higher levels of the council; shortage & long distance of HIV service centers; inadequate of funds to support a number of activities; harmful cultural practices such as Female Genital Mutilation, gender violence, women/girls stereotypes, early marriage, unequal household, works distributions; weak and/or unstable economic groups; discordant groups that lacks merits to be provided loans; low moral on loans repayment; availability of many poor households not enrolled by TASAF III; delayed start of implementation of other components of TASAF III; low morale of community involvements and contributions; poverty among individuals and communities; insufficient funds for community empowerments; availability of unfaithful community member; low Community participation in implementation of development programs; low rate of government loans repayment by Income generating groups; low enrollment rate to CHF due to inadequate health facilities in remote areas; and lack of entrepreneurship skills by income generating groups.

## 2.2.7 Department of Primary Education

The core functions of the department is to oversee high quality service provision to the sector stakeholders; supervision and follow ups on enrolment of pre-primary and standard one pupils; improve and build new infrastructures; provide incentives and other services to primary school teachers; to supervise and co-ordinate various sports and fine art infrastructures; to supervise and co-ordinate special needs activities in primary schools; to co-ordinate and supervise all basic needs to all pupils with special needs; to collect, analyze, compile, keep and submit correct data; to prepare and supervise department budget and finally, to supervise receiving and expenditure of capitation grants in all primary schools. Currently, Tarime District council has a total of 137 Primary Schools, of which 118 are public/government owned primary schools and 19 are private owned primary schools.

### 2.2.7.1 Pre-primary and Primary Education

According to the Primary Education Policy of the United Republic of Tanzania, every primary school is directed to have pre-primary school. Currently, the council has a total of 137 primary schools of which 118 schools are government owned and 19 schools are private owned. The total number of pupils in government owned schools is 90,398 out of these 45,295 are boys and 45,103 are girls and the total number of pupils in private owned schools is 5,440 out of these 2,910 are boys and 2,530 are girls as the tables below show. The council also has a total number of 1,277 primary school teachers whereas 838 are males and 439 are females. Categorically, the District Council has 47 Degree holder teachers, 146 Diploma holder teacher, 1211 grade IIIA teachers and 13 grades IIIB. Currently the demand of primary teachers is 2278 and the deficit is 1001 teachers. Furthermore, the council has only 4 teachers teaching 58 pupil's special education and the deficit of teaches is 50%. For primary education infrastructures, the council has a total of 1220 classes, 1,638 teachers' houses, 3194 pit latrines, 240 offices, 118 stores, 13905 Desks, 4295 tables, 369 cupboards, 45 school bands, 01 Library, 118 sports and games ground (Table 16).

**Table 17: Resources Availability for Teaching and Learning in Pre-primary and Primary Schools**

SN	TYPE	REQUIRED	AVAILABLE	DEFICIT	% OF DEFICIT
1	Classrooms	2445	1075	1370	70.7
2	Teachers Houses	4620	1097	3523	203.2
3	Latrines	4748	1555	3193	82.4598
4	Offices-Head offices	104	83	21	20
5	Stores	150	16	134	89
6	Desks	38116	22717	15399	39.6
7	Tables	3196	1133	2063	78.2
8	Chairs	3734	2116	1618	54.51
9	Cupboards	1685	305	1380	82
10	School bands (set)	104	45	59	57
11	Staff Offices	173	67	96	55
12	Library	104	9	95	91
13	Kitchen	104	6	98	94
14	Dinning	104	0	104	100
15	TRC's	25	0	25	100
16	Sports and games play grounds	416	104	312	75

Source: Tarime District Council, 2020

### 2.2.7.2 National Examinations Performance

Pupils academic performance depend on various factors including Pupils Teachers Ratio, adequacy of educational infrastructures, community awareness and engagement in educational activities, teachers professional support and activities done by teachers and pupils in the classroom including academic assessment through continuous exercises, monthly tests, as well as terminal/annual examination for the past three years. The District council aimed to increased academic performance from 45.9% to 70% by June, 2020 where by the target attained by 100% in both standard four and seven examination as shown in Tables 17 and 18.

**Table 18: SFNA Examination Performance**

YEAR	REGISTERED			CANDIDATES SAT FOR EXAMINATIONS			PASSED			
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	%
2017	6055	5805	11860	5684	5558	11,248	4329	4427	8,756	78
2018	7,417	7,131	14,548	6,943	6,800	13,743	5,845	5,427	11,272	82.2
2019	11,234	11,285	22,519	8,417	8,980	17,397	7,523	7,832	15,355	88.2

Source: Tarime District Council, 2020

**Table 19: PSLE Examination Performance**

YEAR	REGISTERED			CANDIDATES SAT FOR EXAMINATION			PASSED				SELECTED TO STD ONE			
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	%	BOYS	GIRLS	TOTAL	%
2017	4581	4363	8944	3550	3338	6888	2800	1987	4787	69.4	2800	1987	4787	100
2018	4268	4430	8698	4069	4306	8375	2921	2456	5377	64.3	2921	2456	5377	100
2019	3554	3234	6788	3387	3141	6528	2867	2392	5259	80.5	2867	2392	5259	100

Source: Tarime District Council, 2020

### 2.2.7.3 Enrollment in both Pre-primary and Primary Schools

Registration and enrollment in both pre-primary and primary schools from 2017 to 2020, the council has recorded an outstanding achievement as shown in Tables 19 and 20.

**Table 20: Pre-Primary Registrations in both Government and Private Schools in 2020**

YEAR	EXPECTED			REGISTRATION			
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	%
2017	7194	7017	14211	7504	7036	14540	102
2018	6042	6130	12172	6258	6106	12364	101.5
2019	5438	5541	10979	5942	5856	11798	107
2020	4,460	4,545	9,005	6,156	5,953	12,109	130

Source: Tarime District Council, 2020

**Table 21: Standard One Registrations in both Government and Private Schools in 2020**

YEAR	EXPECTED			REGISTERED			%
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	
2017	6633	6338	12971	7654	7517	15171	117
2018	7169	7119	14288	7162	6861	14023	98.15
2019	5406	5327	10733	5872	5865	11737	109
2020	6,075	6,069	12,144	6,172	5,953	12,125	99.8

Source: Tarime District Council, 2020



#### **2.2.7.4 Adult Education, Culture, Sports and Games**

Adult Education as primary education sub department it plays different functions which include: conduct census for Community Based Education (COBET), and Integrated community based Adult Education (ICBAE) classes, and supervise the Adult Education services; conduct promotion event of commemoration of Adult Education week; conduct training to school committees and Ward Coordinator on roles and responsibilities; sensitize and create awareness on self-reliance programs in schools; ensure programs of health services and health education in schools and community; promote and enhance establishment of post-primary technical schools/centers; ensure special needs programs are facilitated and ensure visual aids and libraries are available in schools and in the community.

Culture, sports, and games sub department has the major functions that include: Preparation and submission of quarterly reports; facilitation of national festivals and anniversaries; facilitation registration of ceremonial halls, cultural groups, and artisans; supervise various competition such UMITASHUMTA and SHIMISEMITA competitions and supervise sports and game clubs and their registration.

#### **2.2.7.5 Special Needs Education**

Special needs education is moving toward inclusive settings. Positive change of attitudes is taking place. Therefore, people with special needs are accessing formal education. The progress for has been impressive as there is no drop outs. Equal number of enrolled children register, sit for examination, and pass the examination. However, some problems hinder efforts towards high quality service provision for this special group. These include negative perceptions by some community members, shortage of funds.

#### **2.2.7.6 Problems Facing the Primary Education Department**

The primary education department is facing with different problems including: inadequate motivation for teachers; inadequate in-service training for teachers; inadequate fund for monitoring and supervision of the projects; land use conflict among schools and community; delays or no release of funds to effectively implement education programs; there is high ill trace among the community; teachers and pupils are affected by HIV/AIDS, shortage of infrastructures, learning materials and furniture in schools that are potential in teaching and learning; shortage of electricity; poor community participation in educational activities; and long distance to schools; and lack of food provision in schools.

#### **2.2.8 Department of Secondary Education**

The department of secondary education performs the following functions: supervise teaching and learning activities in all Public and Private secondary schools; supervise all development projects in secondary schools within the District Council. For example, construction of classrooms, teachers' houses, laboratories, etc.; monitor discipline and moral behavior of all teachers and non-teachers; make regular and close follow-up on teachers and non-teachers benefits in government secondary schools; monitor and supervise the implementation of education policies and Tanzanian National Culture in all secondary schools; supervise equal provision of education to Students; data collection, storage and deliverance of education data to the authorized provision; co-operate with other departments and various Education Stakeholders in order to ensure that education is being delivered to students and the community in general; and ensure that all funds provided to school development projects are utilized accordingly.

### 2.2.8.1 Status of Secondary Education

Tarime District Council has a total of 37 secondary schools of which 34 schools are public or government owned and 3 schools are private owned. The Council has a total of 361 teachers of whom 275 are males and 66 females. The total number of Government Secondary students are 15,662 out of these 8518 are boys and 7057 are girls while a total number of Private secondary school students are 474 out of these 202 are boys and 272 are girls. The school's revenue collection comes from the Government School fees, compensation grants and other basic contributions for advanced level and the government's capitation grant and donors' contributions. Table 22 presents resources availability for teaching and learning in secondary schools in Tarime DC.

**Table 22: Resources Availability for Teaching and Learning in Secondary Schools**

SN	TYPE	REQUIRED	AVAILABLE	DEFICIT	% OF DEFICIT
1	Classrooms	407	347	61	15.0
2	Teachers Houses	361	141	220	60.9
3	Students Latrines	711	467	256	36.0
4	Administration Blocks	34	21	13	38.2
5	Stores	58	16	42	72.4
6	Students' Chairs	15,662	12,994	2,668	17.0
7	Students' Tables	15,662	11,853	3,809	24.3
8	Teachers' Chairs	361	417	-56	-15.5
9	Teachers' Desks	361	333	28	7.8
10	Cupboards	301	93	208	69.1
11	School bands (set)	34	0	34	100
12	Staff Offices	34	0	34	100
14	Library	34	6	28	82.4
15	Kitchen	33	5	27	81.8
16	Dining Hall	34	7	27	79.4
17	TRC's	1	1	0	100

Source: Tarime District Council, 2020

### 2.2.8.2 Performance on National Examinations

Regarding examination performance, the FTNA pass rate is about 90 percent in 2019. For the CSEE, the performance is quite impressive as the pass rate from 2017 to 2019 ranges between 66.6% to 72.8%. The ACSEE performance is brilliant as the pass rate from 2017 to 2020 is at least 97%. This means, almost all students who sit for the examination pass it. Students examination performance for FTNA, CESEE and ACSEE is shown in Tables 23, 24 and 25.

**Table 23: Form Two National Assessment Overall Performance (Government)**

YEAR	REGISTERED			SAT			PERFORMANCE IN DIVISION												PASS	%PASS	DIV 0	%FAIL	NATIONAL WISE
							I			II			III			IV							
	B	G	T	B	G	T	B	G	T	B	G	T	B	G	T	B	G	T					
2017	1563	1166	2729	977	668	2665	226	59	295	278	91	369	269	176	445	792	570	1362	2471	92.7	194	7.3	69/175
2018	1940	1652	3592	1902	1623	3525	381	110	491	223	117	340	301	202	503	885	893	1778	3112	86.7	413	13.3	102/180
2019	2298	1916	4214	2015	1815	3830	275	99	374	313	114	427	341	270	611	1068	984	2052	3464	90.4	366	9.6	87/184

Source: Tarime District Council, 2020

**Table 24: Form Four National Examination Overall Performance (Government)**

YEAR	REGISTERED			SAT			PERFORMANCE IN DIVISION												PASS	%PASS	DIV 0	%FAIL	NATIONAL WISE
							I			II			III			IV							
	B	G	T	B	G	T	B	G	T	B	G	T	B	G	T	B	G	T					
2017	869	624	1493	853	613	1466	4	0	4	55	7	62	182	47	229	467	280	767	1031	66.6	435	33.4	169/195
2018	1056	774	1830	1104	712	1816	17	0	17	114	12	126	269	44	313	457	403	860	1316	72.5	500	27.5	149/190
2019	1318	960	2278	1267	931	2198	30	0	30	258	55	313	199	143	342	594	452	1046	1600	72.8	598	27.2	151/195

Source: Tarime District Council, 2020

**Table 25: Form Six National Examination performance (government)**

YEAR	REGISTERED			SAT			PERFORMANCE IN DIVISION												PASS	%PASS	DIV 0	%FAIL	NATIONAL WISE
							I			II			III			IV							
	B	G	T	B	G	T	B	G	T	B	G	T	B	G	T	B	G	T					
2017	14	61	75	14	61	75	1	-	1	41	2	43	13	13	26	-	5	5	75	100	-	-	
2018	65	105	170	65	105	170	1	5	6	30	56	86	33	44	77	1	4	5	168	98.8	2	1.2	
2019	73	146	219	73	146	219	11	24	35	50	41	91	12	69	81	0	12	12	219	97.7	5	2.3	
2020	54	225	279	54	225	279	7	8	15	35	84	119	12	105	117	-	24	24	275	98.6	4	1.4	

Source: Tarime District Council, 2020

### **2.2.8.3 Problems Facing the Department of Secondary Education**

Problems facing the department of secondary education include: shortage of enough funds to implement planned targets; shortage of important infrastructures, learning materials and furniture that are potential in teaching and learning in schools; poor community participation in education matters; long distances to schools; shortage of teachers, shortage of working tools such as vehicles, and some schools do not provide food to students.

### **2.2.9 Department of Works**

Works department deals with supervision and inspection of projects and offering consultation services on all construction works under Tarime District Council. Also, the department is responsible for issuing building permits in the council, preparation of architectural drawings and bills of quantities, evaluation of construction works by contactors, preparation of payment certificates and supervision of all Council's vehicles maintenance. The department supervises and inspects buildings construction and renovations. The works department is facing several challenges such as: shortage of enough funds; shortage of staff for supervision and inspection of works projects in the council; lack of transport facilities; insufficient working tools and equipment; poor working environment; and delay completion of work by contractors.

### **2.2.10 Department of Health**

The core functions of the department of health are to: reduce the burden of diseases, disability and mortality especially maternal, infant and under five child mortality and increase life expectancy; ensure availability of medicines, equipment, medical supplies and reagents; ensure availability of quality health facilities, transport and communication system; ensure health and social welfare services are available and accessible to all people in the District Council; monitor and supervise quality and safety of food, medicines, chemicals and cosmetics; ensure availability of training/on job training that ensures availability of competent and skilled health staffs; facilitate promotion of environmental health, personal hygiene, occupational health and safety at the work place; improve social welfare services to high risk groups, through sensitization, promotion and safeguard their rights; prevent communicable and non-communicable diseases; improve care services and reduce new HIV/AIDS infection; promote and sustain PPP in delivery of health services; and promote traditional medicines and alternative healing health system and regulate their practice.

#### **2.2.10.1 Health Service Delivery**

##### **(i) Health Facilities, Infrastructures and Human Resources for Health**

The Department of Health is working closely with various stakeholders in provision of curative and preventive health services from primary to tertiary stage. The population of Tarime District Council is served by a total of 46 health facilities (HFs) of which 33 HFs are public or government owned (1 Hospital 8 Health Centers and 24 dispensaries), 13 HFs are private owned (one private HC, two FBO HC's, five FBO dispensaries and five-private dispensaries). Also, the council has a total number of 261 out of the 568 health human resources required to effectively deliver the quality health services. The condition of the buildings at some of the facilities is unsatisfactory as they have old buildings that need renovation as well as staff houses. Examples of facilities that need to be rehabilitated include the clinics of Kitagutiti, Nyasaricho, Nyantira, Bungurere, Mtana, Gibaso and

Kebweye. The council through its internal revenue has allocated a budget for renovation and already Nyantira, Mtana, Kitagutiti, Bungurere and gibaso centers have received funds in the period 2020/2021 for the renovation and construction of some buildings. Also, there is shortage of incinerator/ burning chamber and placenta pit to some of the facilities where the available incinerators are 30 out 46 required, and placenta pits are 29 out 46 required. For the financial year 2019/2020 the council disbursed a total of 60,000,000TZS for construction of incinerator and placenta pits. The council has 33 government centers out of which, only 21 have staff quarters of which there are 31 houses and among these houses are in health centers and Tarime district council hospital.

### (ii) Burden of Diseases

The Department of Health has put in place various strategies to address the challenge of disease control in the community. These strategies include educating the community on early access to medical facilities where they feel ill, continuing to build community service centers to reach more beneficiaries and involve the community in planning and implementing various health interventions. Over the past five years, the 10 diseases that have been leading the way in having the highest number of patients are as shown in Table 26. As can be seen from the Table 26, the number of patients with the top ten diseases has continued to decline following the community's understanding of how to control these diseases.

**Table 26: Ten Leading Diseases in Tarime District Council**

SN	DISEASE	2016	2017	2018	2019	2020	TOTAL
1	Malaria	39084	31975	34193	39995	40048	185295
2	Worms	7572	5631	4817	4226	4344	26590
3	Urinary Transmitted Infections	16720	20589	22377	21392	19107	100185
4	Trauma and injuries	4731	4324	4362	4578	4628	22623
5	Pneumonia	8557	10090	10589	12880	10298	52414
6	Skin diseases	2962	4483	5812	7354	5383	25994
7	Ear diseases	1023	1079	997	922	870	4891
8	Eye diseases	2091	1576	755	1623	1844	7889
9	Anemia	1830	1302	1401	1163	1309	7005
10	Diarrhea	6302	6817	7184	7593	6925	28004
	<b>Total</b>	<b>90872</b>	<b>81049</b>	<b>92487</b>	<b>101726</b>	<b>94756</b>	460890

Source: Tarime District Council, 2020

### (iii) Trends of Mortality Cases for the Past 5 Years

Table 27 shows the trends of mortality cases for the past 5 years in Tarime District Council. Between 2016 and 2020, the department has managed to reduce neonatal deaths rate, infant mortality rate, under five mortality rate and maternal mortality ratio. The major reasons for these achievements include increased nutrition advocacy in the community level, improved budget allocations in reproductive health interventions; availability of skilled health providers in facilities level; availability of reproductive health commodities; improved sensitization awareness meetings and other channels of communications on safe delivery, harmonization with Traditional Birth Attendants (TBAs) as link to encourage pregnant women to deliver at facility level; availability of well-coordinated Community Health Workers (CHWs) to identifies pregnant women with dangerous signs to attend reproductive health services early at facility.

**Table 27: Trends of Mortality Cases for the Past 5 Year**

SN	Indicator	2016	2017	2018	2019	2020	Total
1	Neonatal deaths rate	28	14	17	33	23	<b>115</b>
2	Infant mortality rate	28	29	26	26	25	<b>134</b>
3	Under five mortality rate	57	66	46	59	48	<b>276</b>
4	Maternal mortality ratio	6	4	2	2	5	<b>19</b>
	<b>Total</b>	<b>119</b>	<b>113</b>	<b>91</b>	<b>120</b>	<b>101</b>	<b>544</b>

Source: Tarime District Council, 2020

#### **(iv) Availability of Essential Medicines and Medical Supplies**

Availability of essential medicines and medical supplies in Tarime District Council has dropped to 89.4% in 2020 from 95% in 2018 and 90% in 2019. A major challenge that has led to a decline in access to essential medicines is the small amount of cost sharing (user fee) among service users, the increase in the number of patients compared to the amount of money allocated to buy medicines, and the suspension of drug purchases through in kind where by facilities were required to purchase medicines using its money without support from the central government. Also, drugs provided through the vertical program such as ARVs, RHZE and anti-malarial drugs and reagents to test for HIV and Malaria have continued to be received and used as intended. In addition, the budget for the purchase of medicines and medical equipment has continued to increase from the amount of TZS 361,250,155.5 in 2018 to TZS 781,385,125.85 in 2020 where a significant increase in that amount is due to the increase of funds from facilities collections (user fee, NHIF, ICHF, AAR) and stakeholders in ensuring access to medicines and medical equipment. Most commonly used medicines and medical equipment are: ALU, Amoxyclyne, Albendazole, Panadol, drips (infusion 5%D, R/L); ARV's & RHZE, Cotrimoxazole, Syringe, Gloves, Gauze and cotton wool, Dettol/spirit/Lysol/soap, Suture, Metronidazole, SP, FEFO and MRDT, SD BIOLINE, Canular and giving set as well as Surgical blades.

#### **(v) Prevention and control of communicable and non-communicable diseases**

The health department has largely controlled infectious diseases through various strategies including the provision of bed nets for pregnant women and children under 9 months and those in school to control malaria, the department has increased TB and leprosy care centers from 8 centers in 2015 up to 23 stations by September 2020 to move this service closer to the target audience. In addition, through various leaflets and advertisements educating on how to protect themselves from various diseases including the outbreak of corona disease where the department ensured education reaches more people so that they can take precautions against the epidemic and its effects. There has been a dramatic increase in the number of patients with non-communicable diseases such as diabetes and heart disease this is caused by the misuse of food, general life style and unadherence to health instructions, improper use of chemicals and limited physical exercise.

#### **(vi) HIV/AIDS**

The rate of HIV infection among those tested has decreased from 2.5% in 2015/2016 to 1.4% in June 2019 while prevalence rate increased from 2.5 in 2016 to 3.4 in 2020. Various efforts are being made to reduce the rate of HIV transmission including prevention of mother-to-child

transmission during childbirth/delivery (PMCTC), community mobilization to get tested for HIV, increased screening, provision of on precautionary measures and prevention of AIDS.

**(vii) Environmental health, personal hygiene, occupational health, and safety**

The number of food premises inspected is 53 and the food vendors tested 137 of which only 3 food vendors were diagnosed with the disease so cut them to get treatment first and recover before starting to provide the food service to the community. The department is making various efforts to ensure all food vendors are reached and tested at least once annually. About 79% of all 59,340 households in Tarime District Council have good toilets and the remaining 21% are households with natural toilets and households without toilets. Various strategies have been put in place by the department to ensure that every household grows with a good toilet including a fine of TZS 50,000 for households without toilets and asked them to build a toilet within 7 days, to use community-level health workers in educating community members on the importance and proper use of good toilets in preventing the spread of epidemics such as cholera. The cleanliness of the health care facilities is moderate due to the presence of barriers such as lack of clean water for sanitation in some facilities as well as the presence of more than one rainy season thus leading to the external environment need to be cleaned regularly where due to the challenge of staff shortages there are times when the environment grows unsatisfactory. The department's strategy in resolving this is to allocate a budget for labor to support sanitation activities in the areas surrounding health care facilities. The availability of clean water for health care delivery is still moderate following many facilities relying on rainwater harvesting seasonally. This poses a challenge when the rainy season is delayed and the water is depleted due to the increase in users such as surgical patients. So, the department has allocated a budget for drilling 2 deep wells in water challenge areas through the WHO stakeholder to facilitate access to the essential services that assist in the delivery of health services. For nearby stations and large water sources projects, the department has integrated the service to facilitate its access.

**2.2.10.2 Social Welfare services**

Children in conflict with the laws were represented by a social welfare officer as well as submitting investigative reports and providing advocacy for children. Children in conflict with the law up to December 2020 were 11. Their investigative reports have been submitted to the Court by the Welfare Officer for the Court to decide. Tarime District Council has a total of 14,009 identified elders as of October 2020. Of these elders 1300 have been given medical exemption Identification cards which is equal to 10% of all adults required to have such Identification cards. Various efforts are being made to ensure that all elders get Identification cards. Some of the strategies in place are to continue to allocate budget for Identification cards for the elderly who do not yet have them, to put special windows in health facilities for emergency services for the elderly, to allocate budgets for the elderly day celebrations nationally and enable them to formulate ward elderly committees. The number of people with disabilities identified in Tarime district council is 35 of whom were people with congenital and acquired disabilities either by birth or by accident. Of 35 people with disabilities, 17 were women and 18 were men. Nine out of 17 women with disabilities have experienced gender-based violence resulting from physical violence where they are beaten or amputated by their husbands or other relatives/neighbors in conflict.

As of December 2020, a total of 108 cases of gender-based violence have been reported in the district medical officers Office, of which 89 cases were gender-based violence against children and 19 cases were of gender-based violence against adults. On female genital mutilation (FGM), a total of 321 children who fled FGM until June 2020 were housed at the Masanga Children's Care Center. The health department through the social welfare unit provided health education services as well as tests for these children and ensure they stay in a safe environment. The children were returned to their parents and placed under the care of a welfare officer and ensured that they continued their studies without harassment once the circumcision period had passed. Tarime District Council has 2 care centers for vulnerable children which are Masanga and Destiny city of good hope Ntagacha. The number of children raised in these centers is 81. This number is small following our council being rural where most children live in their homes and fewer who runaways go to cities rather than rural. This child-care center provides children with a variety of services including health care, education, food, shelter, and clothing until they reach the age of independence (adulthood) that is 18 years.

#### **2.2.10.3 Promoting and Sustaining PPP in delivery of health services**

In providing health services the Department of Health engages various stakeholders in providing these essential services. Among the development stakeholders who assist the health department in providing services are the following as well as the types of services they provide: PSI - assist in the provision of maternal and child health services; Marie Stopes - assist in the provision of maternal and child health services; AGPAHI - HIV and TB services and contract employment for CTC staff As well as facilitating HIV services at the community level; Intra health - Reproductive and child health services, Safe circumcision to prevent the spread of HIV infection; MCSP Improve Health - Reproductive and Child Health Services and Malaria; WHO - The fight against cholera and epidemics; Barrick North times gold mine - improvements and construction of health care facilities as well as construction of staff houses; ENGENDER - assist in the provision of family planning services; and ICAP - assist in the provision of HIV testing services at the community level.

#### **2.2.10.4 Health education, traditional medicines, and alternative healing health system**

Health education is provided daily before it starts serving patients especially those who come to receive clinical care such as pregnant women, children, people living with HIV, who are receiving treatment for tuberculosis and diabetes. These clients are given health education to enable them to know the right way to live with their illness and how to protect themselves from infecting others. Protecting more people than coming to treat them later for preventable diseases. The cost of prevention is cheaper than treatment and its side effects. Health education service is provided at all 46 service delivery centers without regard to ownership. The types of health education provided in health facilities include: the correct way to keep the pregnancy to delivery; the right way to raise a child and protect him from diseases; proper way to control outbreaks of diseases such as cholera and coronary heart disease; danger signs for pregnant women and infants; proper nutrition; early antenatal booking; importance of Sanitation; protect yourself from AIDS and Malaria; proper use of mosquito nets and various pesticides; and importance of cervical cancer screening.



The health department is responsible for identifying and registering traditional healers working in the council. As of September 2020, the department has registered a total of 41 traditional healers recognized and licensed to provide the service. In the budget the department has allocated funds for semiannual meetings between District Council leaders and these providers to ensure they provide services in accordance with existing procedures and laws. Also, through the alternative service unit these service providers are visited to determine if their service delivery environment is conducive for the community to receive the service from them. In addition, these alternative therapists have helped to bring pregnant women to delivery facilities as in doing so they gain motivation and reduce maternal mortality due to unsafe childbirth.

#### **2.2.10.5 Problems Facing the Department of Health**

Inadequate availability of medicines, medical supplies, medical equipment and diagnostic reagents; unreported and reported GBV/VAC cases, poor infrastructure and mountainous nature hampers delivery of various services; inadequate budget; poor functioning vaccines storages (refrigerators); shortage of vehicles for vaccine distribution; shortage and inefficient cold chain equipment; shortage of staff and transport facilities; lost to follow – up case in HIV/AIDS and Tuberculosis (TB)/leprosy; shortage of health facilities; low level community enrollment in CHF; irregular supply of medicines and medical equipment; and long distances to reach health facilities.

#### **2.2.11 Water Department**

Currently, water sector in Tanzania is managed by the Rural Water Supply and Sanitation Agency (RUWASA). The Rural Water Supply and Sanitation Agency (RUWASA) is a government entity mandated with the role of provision of Safe and potable water to rural communities in Tanzania. Our vision is to have rural communities supplied with safe, clean and sustainable water supply and sanitation services. In lieu of that, the entity has the following core functions: planning, surveying, designing construction of water supply projects as well as formulation of Community Based Water Supply Organizations (CBWSOs) which will take the role of Projects Operation and Maintenance, soon after their construction are done and hence begins to deliver services to the anticipated beneficiaries.

Currently, the water supply coverage at Tarime District Council stands at 50.5%, whereby we have 22 CBWSOs which undertakes the Operation and Maintenance roles for the projects. The CBWSOs are having bank accounts unto which funds collected from the water services provision are kept. In undertaking its roles of safe and potable water provisional to the rural communities, our entity can benefit from some existing situations in the communities. The fact that water is a valuable liquid with no substitution, together with the fact that currently only 50.5% of the communities is served with safe and potable drinking water, gives way to the 49.5% of the communities to be the prospective beneficiaries of the anticipated service provision. So, the planned interventions will benefit a lucrative market from the communities with currently lack safe and potable water services. Apart from benefiting the already existing market, there are some challenges which can face the interventions intended. The fact that in Tarime District we lack water sources with suitable water for supply to the communities (quantitatively and qualitatively), brings some challenges in achieving the anticipated goals. This might be overcome by undertaking groundwater explorations and ultimately drilling of deep wells. This drilling of deep well, together with some few existing

natural springs (Magoma, Keisaka, Keisangora and Nyakunguru) will ultimately help in implementing some piped schemes to save the communities.

Availability and accessibility of safe and clean water for domestic, industrial, and commercial use is vital for improved community livelihood and economic development. The mandate of RUWASA at Tarime District Council is to ensure the availability of enough, safe, and clean water. Along with the core function, RUWASA performs other functions. These include; preparation of progress reports on water projects, designing water projects and preparation of BOQs, supervision and monitoring construction of water projects, supervision, and maintenance of water infrastructures to reduce water leakage, supervision of water supply services, supervision of water points data collection, preparation and distribution of water bills, collection of water charges and community sensitization on timely water bills payment. Water sector is facing several issues that affect effective and efficient provision of water services including: shortage of skilled staffs in water department; lack of departmental transport facilities; shortage of working tools; and delay water projects funds and vehicle for infrastructure development and supervision from the Ministry.

### **2.2.12 Department of Finance and Trade**

The Department of Finance and Trade plays a great role in collecting, recording, and keeping council's revenue. The department has two units namely; finance and trade. This department comprises of four (4) main sections which are: Revenue, Expenditure/salaries, Final accounts and Trade and Markets sections. Revenue Section is generally responsible for all issues related with revenues of the Council are versed to the revenue section. Specifically, the section is responsible for: monitoring and supervision of revenue collection from different revenue sources of the Council; conducting revenue sources potentiality research and set collection measures to maximize revenue collection from different sources; and preparation of monthly, quarterly, and annually revenue collection reports and submitting to relevant authorities. The Expenditure Section is the overseer of all expenditure of the Council. The implementation of any development projects in the council depends much on the efficient and effective allocation of council's financial resources. This section therefore is responsible for: preparation of payments according to the budgets of different departments, Local Authorities Accounting Manual (LAAM), Local Authorities Financial Memorandum (LAFM), and other standards; supervision of Lower Level Grants (LLG) to facilitate financial record keeping; and preparation of monthly, quarterly, and annual expenditure reports and submits to the relevant authority.

The Final Accounts Section is responsible for: preparation and submission of Council's yearly Final Financial Statements to relevant authorities; and preparation of monthly bank reconciliation statements and Treasury Single Account (TSA) and submitting them to relevant authority. Lastly, the Trade and Markets Section trade and market section is one of the sections within Finance and Trade Department. The section provides business related services to the community within the Council. Tarime District Council has 42 types of businesses with a total number of 3500 trading activities eligible to have licenses. The key roles of the Trade and Marketing section are: issuing licenses to the applicant's; collection of statistical data from various sources and preparation of reports and other documents related to business. As per establishment, the demand of staff is 17 while the available staff is 15 and the deficit is 2 staff.

### 2.2.12.1 Finance

The department has been monitoring budget implementation and controlling expenditure in accordance with the financial procedures and regulations. Monthly management accounts are timely prepared and submitted to the management. Annual financial statements are being prepared using International Public Sector Accounting Standards (IPSAS) and all transactions are being processed through the EPICOR accounting package. Sources for own source revenues include the following: service levy, tender fee, advertisement fee, plying permit fee, fines and penalties, share of fines from magistrate court, central bus station fee, revenue from renting of assets, guest house levy, market fee, liquor license fee, business license fee, motor cycle license, meat inspection fee, cattle auction fee, fishing permit fee, coffee crop cess, cotton crop cess, other food crop cess, tea crop cess, revenue from self-reliance, CHF/TFDA, user fee, NHIF, school fees, revenue from renting of assets, land survey fee, building permit fee and forest extraction fee. This unit has strength in terms of its skilled manpower and ability collect revenue and other core functions. The revenue can depict this for the past five years. Revenue collection has risen from TZS 3,704,952,491.02 in the financial year 2015/2016 to TZS 5,054,355,210.02 in the financial year 2019/2020 (Table 28).

**Table 28: Revenue collection trend from 2015/2016 to 2019/2020**

FINANCIAL YEAR	BUDGET	ACTUAL	%	DEFICIT/EXCESS
2015/2016	3,981,904,148.00	3,704,952,491.02	93	276,951,656.98
2016/2017	4,672,664,009	4,725,828,879	101	53,164,870
217/2018	4,751,000,064	4,751,000,064	100	0.00
2018/2019	4,915,944,271.00	5,059,597,463.00	103	(143,653,192.00)
2019/2020	4,811,880,000.00	5,054,355,210.02	105	(242,475,210.02)

The council has managed to collect above or equal to its budget estimates in four consecutive financial years except for 2015/2016 where there were reasons which were beyond control of the council. Tenants in shops structures around Sirari market did not pay rent due to contract problems, the council collected 0%, out of TZS 12,960,000. School fees which had a budget of 163,260,000 but the council collected only 92,000,000 due to the introduction of free education policy. Also, the central government did not return the percentage of retention fund to the council to tune of TZS 83,374,026.

### 2.2.12.2 Trade

The district council has potential areas for investment opportunities such as milk processing, banana wine processing and canned avocado juice processing in Remagwe Village (along Mwanza – Tarime - Sirari highway) and mining in 8 villages of Kewamamba, Nyakunguru, Genkuru, Kerende, Kitawasi, Kinunguchi, Masanga and Gibaso. Regarding Liquor licenses, a total of 798 out of 960 targeted licenses were issued 2015 to 2020 as shown in Table 29.

**Table 29: Trend of Liquor License Issuing from 2015 to 2020**

YEAR	ESTIMATION	ACTUAL NUMBER OF LICENSES ISSUED	%	DEFICIT
2015/2016	100	65	65	35

YEAR	ESTIMATION	ACTUAL NUMBER OF LICENSES ISSUED	%	DEFICIT
2016/2017	150	163	109	-13
2017/2018	200	195	97.5	5
2018/2019	250	205	82	45
2019/2020	260	170	65	90
<b>Total</b>	<b>960</b>	<b>798</b>		<b>162</b>

### **2.2.12.3 Problems Facing the Department of Trade and Finance**

The major problems facing the department include: Lack of awareness of importance/ rationale of liquor license, lack of transport and shortage of staff, inadequate working tools, inadequate staff, tax avoidance and tax evasion, many business people prefer doing business without trading license, business people are ready close their business to avoid license inspection rather than paying for business license, lack of fund for compensation of land to be acquired for investment areas, increasing revenue collection cost, questionable integrity and honesty of some revenue collection staff particularly at village level, limited sources of own revenue, interaction between automated revenue collection systems, lack of reliable transport facilities for revenue collection, shortage of working equipment, and low crop revenue collection due to poor crop production as a result of climate change.

### **2.2.13 Department of Environment and Sanitation**

The department consists of two sections which are Sanitation Section and Environment Section. The department defines the wide range of activities of Tarime communities under the core functions include: cleaning of buildings, open spaces, drainage, and roads; solid waste storage, sorting transportation and disposal; sorting and sanitary disposal of waste and dumping sites management; environmental conservation and pollution control; Land, Water, Air and Sound; planting of trees, plants and flowers and pruning and beautification; and environmental and social impact assessment.

#### **2.2.13.1 Service Delivery in the Department**

Most of environmental degradation challenges in Tarime are caused by human activities such as unsustainable agriculture along the water catchment, fire outbreak, improper mining activities, bricks production, deforestation, and planting of unfriendly trees in water sources. Law enforcement and awareness creation are among the options implemented in shaping the community positively towards proper environmental management. Due enforcement of Environmental Laws, Tarime District Council in collaboration with National Environmental Management Council, Government Chemist, LVBC, Ministry of Mineral and Ministry of Water have succeeded to conduct 30 inspection out 75 per five previous years. Aim was to ensure that large scale Mine (NMGM) is operating in environmentally friendly way. Campaign of awareness creation on environmental issues have been conducted in all villages and environmental committees in 88 villages have been established. Also, 12 public meetings at the village level on prevention of pollution and environmental degradation has been conducted with collaboration with private partners and government specifically Search for Common ground, World Wide Fund, National

Environmental Management Council, the Department of Environment in the Vice Presidents' Lake Victoria Basin Commission and BUFADESO- Bunda Farmers Development Society Organization.

Within five (5) previous financial years, 24 inspections have been conducted to large scale miners to ensure if they have EIA-Certificate and Environmental Management Plan (EMP). Also, 20 inspections have been conducted to medium scale miners to ensure that there is environmental compliance. On the other hand, awareness creation on environmentally friendly infrastructures (water and sediment retention pond) to 570 artisanal miners have been conducted in to reduce the rate of pollution either in water and land

For financial years between 2015 to 2020, 325 out of 645 facilities which produce food used by consumers were inspected and given orders to meet the required standards. This aimed at ensuring that the food produced reach the targeted population in good quality and are prepared in healthier environment. Environmental health education has been promoted through formation of environmental health clubs to 36 secondary schools to disseminate information and practices on environmental health, personal hygiene, and safety. On solid waste management, 2 out of 5 refuse iron dustbins have been constructed in trading centers. In financial year 2019/2020, the council set a budget of TZS 15,000,000 for land acquisition for Damping sites in Nyamwaga and Nyamongo areas. One (1) Waste truck has been bought in the financial year of 2018 to ensure smooth collection of solid wastes in urban centers. The council has set a total of TZS 20,000,000/= in the financial year 2020/2021 for land acquisition in Sirari, Remagwe and Gwitiryo Wards for solid waste disposal.

### **2.2.13.2 Problems Facing the Department of Environment and Sanitation**

The environment sector faces a number of challenges such as: shortage of staff; shortage of enough funds; lack of transport facilities; and delays in collecting solid wastes from collection centers; existence of land degradation, deforestation and water pollution; low level of community involvement in environmental sanitation issues; low coverage of household latrines and public latrines at public markets; inadequate proper dumping area for solid wastes and ponds (oxidation pond) for liquid wastes disposal; few refuse collection bays for solid waste collection; shortage of sanitation facilities; inadequate transport facilities for staff for follow ups and supervision of departmental activities; limited community participation in environmental sanitation events; and unfunctional village and ward environmental conservation committees.

### **2.2.14 Internal Audit Unit**

Internal Audit Unit has the following functions: prepare annual audit plan using an appropriate risk- based methodology and submit to the Audit Committee for review and approval with a copy to internal Auditor General and Accounting officer for approval; implement approved annual audit plan including any special tasks or projects requested by: management ,Audit Committee ,Internal Auditor General or other competent Authority as the case may be; issue periodic reports to the management, Audit Committee, and Internal Auditor General summarizing results of audit activities; assist in the investigation of significant suspected fraudulent activities and inform management on result; put in place a mechanism for tracking implementation of recommendations made in the audit report; assist management on follow up of external auditors or regulatory reports and recommendation; conduct special reviews or studies as requested by the

management or the Audit committee or Internal Auditor General; ensure conducive working environment and smooth operations to 4 audit unit staffs; ensure internal audits work is in accordance with the standards for the professional practices of internal auditing and internal Audit Code of Ethics as well as other professional auditing standards that may be applicable; establish quality assurance programme; maintain staff with sufficient knowledge; and ensure internal audit services to Council villages and Unit.

#### **2.2.14.1 Activities Performed**

In making follow-up on project implementation and ensure Value for Money is achieved, the Unit has assessed various implemented projects and satisfied that value for money has been achieved by 80 percent. In assuring whether expenditure incurred comply with Laws and Regulations in place, the compliance level with rules and regulations of the council is promising. Auditing on grants disbursed to lower level is normally done in quarterly bases and report are prepared and submitted to stakeholders for further actions. In preparation of quarterly and annual audit reports, the existing situation is that quarterly and annual reports have been prepared and submitted to the Audit Committee, Council Management Team, Finance Committee, Office of Internal Auditor General and National Audit Office and Regional Administrative Secretary. On the other hand, the unit has been making follow up on recommendations raised in audit reports and make sure that all the recommendations are implemented by signing up the compliance plan between auditor and client.

#### **2.2.14.2 Problems Facing Internal Audit Unit**

In executing its function Internal Audit Unit faces the following challenges: some of the money collected by agents are not remitted to Council, failure of some service units to make financial reconciliation, some payment voucher to lack supporting documents, repetitive audit queries, lack of technical training on new information system and new International auditing standards; internal auditor recommendations are slowly implemented; external auditor queries and recommendation are not responded on time; and risk management plan is not fully implemented.

#### **2.2.15 Beekeeping Unit**

The beekeeping unit has the following core functions: provide knowledge to the community basing on new technology of beekeeping, pest control, and apiary management; improve the quality and quantity of bee products and extension services to meet national and international standards; incorporate beekeepers in cooperative societies; improve beekeeping data base; establish and enforce beekeeping by-laws and policy which would improve the management of existing forests and beekeeping activities.

#### **2.2.15.1 Status of Beekeeping in the District**

Between 2019/2020 and 2020/2021, the council has trained a total of 388 beekeepers from 16 beekeeper’s groups as shown in Table 30.

**Table 30: Number of trained beekeeper’s groups from 2019/202 to 2020/2021**

SN	GROUP NAME	WARD	VILLAGE	PARTICIPANTS
1	Furaha Youth Group	Mbogi	Nyabitocho	24

SN	GROUP NAME	WARD	VILLAGE	PARTICIPANTS
2	Wajasiriamali Group	Mbogi	Nyabitocho	18
3	Vijana Sombanyasoko	Manga	Somanyasoko	27
4	Vijana Korotambe	Mwema	Korotambe	26
5	Ushirika Susuni	susuni	Susun	25
6	Nyuki Keroti	susuni	Susuni	29
7	Vijana Kitenga	Bumera	Kitenga	25
8	Vijana Kiterere	Bumera	Kiterere	20
9	Mavuno Borega B	Bbogi	Borega B	29
10	Vijana Nyabirongo	Susuni	Nyabirongo	29
11	Kazi Kwanza Yakonga	Nyakonga	Magoto/nyakonga	20
12	Tuinueane	Bumera	Kwisa	25
13	Chapakazi	Bumera	kitenga	20
14	Wapambanaji	Bumera	Turugeta	21
15	Bodaboda (Machinga)	Mbogi	Nyabitocho	25
16	Water Users Association	Komaswa	Sombanyasoko	25
<b>TOTAL</b>				<b>388</b>

Technical skills training was also conducted to 10 youth groups with a total of 321 youths majoring in value addition and processing of bee products. Youth groups were trained on honey and wax processing as well as candle making. In collaboration with other stakeholders such as Swiss Contact; Bunda Farmers Development Support Organization, Lake Victoria, Water Basin Commission (LVWBC) and Water User Associations (WUAs); the council managed to construct two collection centres of bee products in Borega B village (it is currently used as village executive office which is owned by the council and the second one is located at Kiongera village Susuni ward which is private owned).

#### **2.2.15.2 Problems Facing Beekeeping Unit**

Major problems facing beekeeping unit include: poor government coordination from higher to low levels; availability of border Informal market system; lack of adequate statistical information to guide plans and operations for the development of the beekeeping sector; shortage of staffs; Inadequate training to beekeeping groups and individuals; most of beekeepers fail to afford to buy modern beehives; high destruction of forest resources; low adoption of improved beekeeping innovations; poor data recording on beekeeping activities to the groups; production of low quality and quantity bee product (honey and wax) for marketing competition (low value additional); insufficient fund allocated to facilitate provision of beekeeping service delivery; lack of transport facilities; use of inappropriate technology in harvesting, processing, storage and packaging; and lack of guaranteed market for beekeeping products.

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

Information and Communication Technology (ICT) is responsible for the following core functions: provide high quality of ICT services to the whole council; provide ICT consultancy services in all departments; ensure there is a secure access of information to all authorized users; enhance the

existing ICT systems; improve responsiveness to client needs and satisfaction; enhance monitoring and evaluation of the ICT services and products; strengthen ability to offer diverse ICT services; participate in any other social activities related to the council; and ensure public collaboration through different source of information such as radio, magazine, council website and any other source of information.

#### **2.2.16.1 The Status of ICT Services Provision**

The unit manages various systems such as EPICOR, Planning and Reporting System (PlanRep), Local Government revenue collection information systems (LGRCIS), Basic Education Management Information System (BEMIS), LAWSON, Facility Financial Accounting and Reporting System (FFARS), Community Health Fund Insurance Management Information System (CHF-IMIS), BREM, Primary Education Management (PREM), Student Information System (SIS), Land Rent Management Information System (LRMIS), Government of Tanzania Hospital Management Information System (GoTHOMIS), GSPP: Government Employees Salary Payment Portal (GSPP), Selection Form System (SELFORM), Agricultural Routine Data System (ARDS) and District Health Information System (DHIS2). The ICT unit has installed the network infrastructure to run Government of Tanzania Hospital Management Information System (GoTHOMIS) whereby it is only 5 health facilities running the system, which is 10% of the whole Council. The remaining 41 health facilities are still using the paper-based systems to manage their facility information's. Because of the high cost for the network installation and purchase of computers, 41 facilities failed to meet expectations which lead to loss of revenues as they use paper-based procedures. The council has 88 villages which is supposed to conduct iCHF insurance, but only 32 villages have been covered. ICT Unit support on i-CHF issues through iCHF Enrollment Officers at village level. Total number of 33 mobile phones were purchased for community registration. On education sector, ICT Unit also support on various systems used to manage student and school information at school level. The council has total of 118 government school facilities with 26 Ward Education Officers Were Head Teachers and WEO use tablets to manage school information. The new updated system is a web-based system that require internet, were currently users are accessing the system using private connection. The council should engage in agreement with Internet Service Provider (ISP) to provide reliable connection. The council has functional website ([www.tarimedc.go.tz](http://www.tarimedc.go.tz)) where each head of the department and unit or any council staff could access the needed information.

#### **2.2.16.2 Problems Facing ICT Unit**

The ICT unit is facing with a number of problems including: unstable network services, absence of Local Area Network (LAN), inadequate of working tools, low computer skills among users, delay and/or inadequate funds to support ICT Unit planned activities; shortage of professional staffs, lack of network infrastructure for the GoTHOMIS, inadequate knolege among staff on the use of the existing management information systems and inadequate of Point of Sell used to collect the government revenues.

#### **2.2.17 Legal Unit**

The Legal unit is resolved to have a society founded with principles of rule of law, good governance. The unit has an advisory role on all legal matters in the Council. The Legal unit functions include but not limited to; represent the Council in courts, tribunals and in any suit or



matter to which the council is a party or has interest; drafting of pleading and various legal instruments; conducting legal research, interpret various laws and offer exhaustive legal opinion to the council, departments and community at large; propose, review and update legal framework; participating in the alternative dispute resolution for the matter of which the council has interest; maintain an adequate cases files and related records for proper compilation of cases; liaises with other institutions (public and private institutions) in the affairs of the council; administratively supervise ward tribunals and rendering other legal services upon Director's instructions. Generally, the legal unit in Tarime District Council has one staff who is the Legal Officer even though the required number is three staff. For working facilities, the legal unit has one Desktop Computer, one printer, two cabinets and 20 copies of volumes of the principal legislations and 20 copies of the subsidiary legislations.

#### **2.2.17.1 Legal Services delivery**

In rendering its services to the community, the Legal unit work with other stakeholders such as Courts, tribunals, contractors, and NGOs. The council has resolved the disputes in the following villages: Mjini kati village council versus the villagers, Nyakongo village council versus the contractor, Nyabichune village council versus its three (3) villagers; and Kanisani village council versus its service providers. The unit has conducted legal meetings at the village and ward level; Nyabichune village council meetings in November 2020 and Nyamwaga village council meetings in September 2020. On formulation of by-laws, the unit drafted the beekeeping by law, 2020 and the environment by law, 2019. The unit through its level officers appeared in court for defending 22 cases to wit Mantrac Tanzania versus Ded Tarime on bill of cots which the case is on judgment stage, Machame café versus Tarime district council breach of contract case which the judgment was pronounced in favor of the plaintiff, Seluu Brokers versus Nyamwaga, Genkuru, and Kerende Village Councils on contractual discharge amounting to \$300,000 whereby the plaintiff withdrew the cases without costs, Amos Gisunte Sererya versus Tarime district council on land conflict whereby the end result was in favor of the defendant, Joseph Wegesa Wangubo versus Nyangoto Village Council and another in the district court of Tarime for Tarime where by the case ended in favor of the plaintiff, the Tarime District Council and another versus Joseph Wegesa Wangubo and others in high court of Tanzania Musoma registry whereby it ended in favor of the council, Tarime District Council and another versus Marwa Mang'era Kesongo in High Court of Tanzania whereby it ended in favor of the council.

#### **2.2.17.2 Problems Facing Legal Unit**

Legal unit is facing with the following problems: increase of land disputes to community; insufficient budget and fund allocation; high rate of illiteracy on legal matters by the community and other stakeholders; noncompliance of laws, rules, regulations, by-laws and Government directives by the Council staff and other stakeholders; shortage of qualified and skilled staff at legal unit; shortage of enough tools and working materials; weak and powerless by laws; inadequate and dissatisfied services rendered by village and ward tribunal henceforth increase in number of proclamations; and limited resource to fund legal trainings for staff capacity building.

## **2.2.18 Election Unit**

Election Unit is responsible for coordination of all election (local government and general) issues within the Council. The election unit basically prepare budget and plan in relation to election issues, supervise and co-ordinate registration of voters for both local government and general elections; provide voters education throughout the council and co-ordinate and supervise persons involved in the provision of such education this should be done monthly and report compilation (directives from NEC, PORALG and RS). Election Unit at all the times adheres to the Constitution of the United Republic of Tanzania, the electoral Laws, the Electoral regulations, the electoral code of conduct and any other Laws of the Country.

### **2.2.18.1 Election Service delivery**

Election Unit conducts registration of voters two times within five years by applying the new technology namely Biometric Voters Registration (BVR). During local government election in 2019, CCM won all post for 500 posts for chairpersons of hamlets, 88 posts for village chairpersons and all posts for members of village government. Up to 2020, the council registered a total of 184,742 voters but only 84,340 (45.7%) of the registered voters participated the October 28<sup>th</sup> 2020 general election for presidential post, member of parliament and councilors. On member of parliament post, three candidates contested and the candidates from CCM won the post for the tune of 53,475 (63.2%) votes out of 84,566 followed by candidate from CHADEMA who got 28,019 (31%) and the last candidate was from ACT WAZALENDO who got 1,455 (1.7%) votes. About councilor posts, CCM won 25 out of 26 posts for councilors and one candidate from CHADEMA won one post for councilor in Mbogi ward. For the Presidential post, a total of 15 candidates from CCM, NRA, ADA-TADEA, SAU, MAKINI, NCVCR- MAGEUZI, CUF, DP, ACT-WAZALENDO, ADC, UPDP, CHAUMA, UMD, AAFP and CHADEMA participated the October 28<sup>th</sup> 2020 general election. On Presidential post, the candidate from CCM got 60961 out of 83622 (73%) followed by the candidate from CHADEMA who got 20721 (24.7%) out of 83622 votes and te remained candidates from 13 political parties got 1940 (2.3%). Therefore, Election Unit achieved a remarkable and significant success in both local government and general election.

### **2.2.18.2 Problems Facing Election Unit**

The unit is facing different problems: lack of funds and resources to facilitates voter's education and office operations, shortage of staff, mistrusts among stakeholders of election on the electoral process, political corruption, low turn up of voters whereby 45.7% of the registered voters voted during national election of 2020, shortage of funds to conduct Local Government election, shortage of working tools, lack of civic education to voters and the general public, lack of permanent polling stations or conducive buildings to use as polling stations and some candidates from political parties do not adhere to agreed campaign schedule.

## **2.2.19 Procurement Management Unit (PMU)**

In undertaking its functions and mandates, Tarime District Council requires different set of goods, works and Consultancy and Non-consultancy services. These goods, works and Consultancy and Non-consultancy services are procured basing on right quality, quantity, source, price, and timeframe to ensure value for money. To perform its roles, the Unit is guided by the public procurement Act No.7 of 2011. The Unit functions are to plan and manage all procurement and

disposal by tender activities of the Council except adjudication and the award of contract, to support the functioning of the Council tender board, to implement the decisions of the Council tender board, to act as a secretariat to the Council tender board, to recommend procurement and disposal by tender procedures, check and prepare statements of requirements, prepare tendering documents, prepare advertisements of tender opportunities, prepare contract documents, issue approved contract documents, maintain and archive records of the procurement and disposal process, maintain a list or register of all contracts awarded, prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan and prepare other reports as may be required from time to time.

### **2.2.19.1 Procurement service delivery**

As per establishment, the demand of staff in the unit is 11 staff while the current staff is 6 and the deficit is 5 staff. The unit was supposed to facilitate members of CMT, members of Tender Board and other council staff to attend different training workshops on procurement procedures and standards for each financial year. But due to inadequate funds the capacity building was very limited. In each financial year, PMU managed to procure goods, services and works according to the public procurement Act No.7 of 2011 and its regulations of 2013 as per approved procurement plan in collaboration with user departments. During FY of 2017/1018 the unit prepared a procurement plan amounting to TZS 6,456,782,123/=, 2018/2019 was TZS 5,516,350,844.71 and 2019/2020 was TZS 7,642,101,817/=. However, due to inadequate funds PMU did not manage to implement the approved procurement plan in each financial year. The unit signed several contracts with different contractors and suppliers using contract documents for contractors and local purchase order for suppliers. For example, the unit signed the contract with contractors in construction of classrooms through SEDEP project for the tune of TZS 800,000,000/=, construction of roads for the tune of TZS 2,900,000,000/=, constructions of dams for the tune of TZS 240,000,000/= On the other hand, the unit released local purchase order for suppliers who supplied different goods and services for the tune of TZS 3,200,000,000/=. Currently, the council is using Force Account method of procurement through lower-level authorities during construction of village government offices, schools, and health facilities.

On technical evaluation of proposals from contractors and suppliers, the unit facilitated several technical evaluation meetings and technical evaluation reports were submitted for approval. In 2017/218, the unit facilitated 20 technical evaluation meetings while in 2018/2019 5 technical evaluation meetings were facilitated and 17 technical evaluation meetings were facilitated in 2019/2020. In financial year of 2017/2018 four tender board meeting conducted and eight (8) circular resolution, 2018/2019 five (5) tender board meeting conducted and twelve (11) circular resolution and 2019/2020 three (3) tender board meeting conducted and ten (10) circular resolution. Tender board meetings were supposed to conduct its meetings in quarterly basis. However, due to inadequate funds it was not possible for the unit to facilitate such meetings. About reporting, PMU prepared monthly, quarterly, and annual reports for all procurement activities in the council. Moreover, the preparation of Annual Procurement Plan (APP) was supported by the need for the Council to control its procurements activities. The APP provides quarterly and annual plans for departments and Council as whole and are used as a guideline to monitor procurement of goods, works and consultancy and non-consultancy.

### **2.2.19.2 Problems Facing Procurement Management Unit**

The following are the challenges facing the Procurement Management Unit: Inadequate of office working facilities; inadequate working space; inadequate funds to implement the approved procurement plan; inadequate number of PMU staff; inadequate knowledge and skills among council staff (user department) and other stakeholders on procurement legislative frameworks; irregular release of funds centrally to approve procurement plan; corruption in the tendering process; funds are not transferred according to the budget allocated; delay of funds for project implementation and that the involvement of Councilors (politician) in procurement decision which lead to conflict of interest and result violation of procurement law.

## **2.3 THE EXTERNAL ENVIRONMENTAL SCAN**

### **2.3.1 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. 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 to respond to development challenges and effectively compete regionally and internationally, cognizant of the reality that competitive leadership in the 21<sup>st</sup> century will hinge on the level and quality of education and knowledge.

### **2.3.2 The Long-Term Perspective Plan (LTPP 2011/2012-2025/2026)**

The Long-Term Perspective Plan (LTPP, 2011/2012-2025/2026) is being implemented in a series of Five-Year Development Plans. To realize the socio-economic transformation envisaged in TDV 2025, the LTPP's strategic direction delineates specific sector policies, guiding principles and long-term objectives and targets. With greater emphasis on capital (development) investment, particularly in the productive sectors and human resources (skills) development, the Plan gives adequate attention to protect and improve the social sector gains, governance, and key cross-cutting issues. This being the case Tarime District Council plan and strategies always are focused on the strategic direction envisaged in the LTPP as a way of ensuring its contribution to the implementation of the National LTPP.

### **2.3.3 The Third Five Years Development Plan (2021/2022-2025/2026)**

The main objective of the Third Plan is to contribute in realisation of the National Development Vision 2025 goals. These goals include Tanzania becoming a middle-income country status and continue with transformation of becoming an industrial country with a high human development or a high standard of living. The economy will have the following attributes: peace, stability and unity; good governance; an educated and learning society; and a strong economy that can withstand competition and benefit many people. The third Plan aims to strategically use resources to achieve the goals of the National Development Vision 2025. In addition, the Plan aims to implement sector strategic plans, agreements and regional and international strategic plans including the implementation of the Sustainable Development Goals - SDGs to accelerate economic growth and social development. The specific objectives of the Plan are:

- To maintain and develop the achievements made in achieving Vision 2025 to make Tanzania an industrialised and a middle-income country by 2025;
- Capacity building in the areas of science, technology, and innovation to enhance competitiveness and productivity in all sectors especially the productive, manufacturing and services sectors to enable Tanzanians to benefit from the opportunities available within the country;
- Strengthening the industrial economy as a basis for export-driven growth including investing in new products and markets and enabling Tanzania to become a production hub in the countries of the East, Central and Southern Africa and thus increasing the country's contribution to international trade;
- Enhancing the scope of Tanzania's benefits from strategic geographical opportunities through enabling improved business environments and strengthening the country's regional position as a hub for production, trade, supply, and transportation;
- Facilitate increased business start-up and private sector involvement to find the best way to promote the growth of the sector in tandem with job creation and make the sector a strong and reliable partner in development;

- Increasing exports of services including tourism, banking services, insurance, and entertainment;
- Strengthening the implementation of the plan including prioritization, planning, integration, and alignment of implementation interventions;
- Accelerate inclusive economic growth through poverty reduction and social development strategies as well as productive capacity for youth, women, and disadvantaged groups;
- Ensuring that regional and global agreements and commitments are fully integrated into national development for the benefit of the country;
- Strengthening the relationship between the sectors that are endowed with natural wealth and resources with other economic and social sectors;
- Strengthening the role of Local Government Authorities (LGAs) in bringing about development and increasing income at the community level; and
- Strengthen the country's capacity to finance development by ensuring access to domestic revenue and effective management of public expenditure.

In realizations of industrialization, transformation and human development, Tarime District Council should effectively harness its potentials and use the derived prospective in creating conducive environment for encouraging regional investments.

#### **2.3.4 Integrated Industrial Development Strategy 2025**

The National Development Vision 2025 (VISION 2025) recognizes the leading role of the industrial sector in the process of transforming Tanzania's economy from a weather and market dependent agricultural economy to a self-sustainable semi-industrial one by 2025. Sustainable Industrial Development Policy 1996-2020 (SIDP) declared the government's decision to phase the public sector out of productive activities and allow the private sector to become the principal vehicle for economic growth. Though the shift from the public to private sector has been successfully accomplished under SIDP, Tanzania's industrial sector is still in the infancy stage and has not played the key role in leading the economy towards self-sustaining growth. Since 2000, the economy has shifted to a steady growth path, made possible through massive inflow of foreign direct investment while local industrial capital has yet to reach the level of playing a lead role in contributing to growth. The Integrated Industrial Development Strategy 2025 (IIDS 2025) reviews the policies of SIDP in the context of the emerging economic environment and prepares a road map for implementation of the SIDP strategies to achieve the objectives of the industrial sector as mandated under VISION 2025 targets. Through the implementation of the strategy, IIDS targets the manufacturing sector to grow by 15% per annum on average, to attain a gross manufacturing value of 16 billion US Dollars and 23% share in GDP composition by 2025. In executing its development role in promoting industrialization, Tarime District Council is mandated to create conducive environment to attract investors in its area of jurisdiction.

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

In Tanzania, the Small Medium Enterprise (SME) sector has been recognized 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 labor 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 programs 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 been 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 revitalize 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 industrialization in line with the Poverty Reduction Strategy and the Vision 2025. The policy aims at revolutionizing the SME sector to make it sustainable agent of stimulation of growth of the economy. The Council has the role of coming up with strategic options of using the available opportunities to enhance the capacity of SMEs in the council.

### **2.3.6 National Agriculture Policy 2013**

The National Agriculture Policy 2013 considers the existence of huge potential and opportunities for development of the agricultural sector. In this view Vision of agriculture policy is: An agricultural sector that is modernized, commercial, highly productive, and profitable; that utilizes natural resources in an overall sustainable manner in Eastern and Central Africa that acts as an effective basis for inter-sectoral linkages by the year 2025. The Mission is: To facilitate the transformation of the agricultural sector into modern, commercial, and competitive sector to ensure food security and poverty alleviation through increased volumes of competitive crop products. The General Objective is: To develop an efficient, competitive, and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad-based economic growth and poverty alleviation. Since agriculture provides livelihood to about 25,000 people, and provide income to those producing surplus for sale' the council should put much effort in promoting agricultural production in the district.

### **2.3.7 Agricultural Sector Development Programme II (ASDP II)**

The Agricultural Sector Development Programme (ASDP-II) (2016/2017–2025/2026) is imbedded in the Tanzania Long Term Perspective Plan (LTPP); ASDS-II underlying results chain. ASDS- II goal in line with Tanzania Development Vision 2025, the higher-level sector goal of ASDS-II are; to *Contribute to the national economic growth, reduced rural poverty and improved food security and nutrition in Tanzania*". Key ASDS-II strategic objectives are to: (i) create an enabling policy and institutional environment for enhancing modernized competitive agriculture sector, driven by inclusive and strengthened private sector participation; (ii) achieve sustainable increases in production, productivity, profitability and competitive value chain development of the agricultural sector driven by smallholders; and (iii) strengthen institutional performance and effective coordination of relevant public and private sector institutions in the agriculture sector at national and local levels, enabled by strengthened resilience. ASDS-II targets are to be achieved by 2024/2025: (i) inclusive and sustainable agricultural growth of 6% per annum; (ii) reduced rural poverty (per cent of rural population below the poverty line from 33.3% in 2011/2012 to 24% in

2025; and (iii) enhanced food security and nutrition e.g. percent of rural HHs below food poverty line: 11.3% in 2011/2012 to 5% in 2025.

The objective of the ASDP-II is to *Transform the agricultural sector (crops, livestock and fisheries) towards higher productivity, commercialization level and smallholder farmer income for improved livelihood, food security and nutrition*. The strategy is to transform gradually subsistence smallholders into sustainable commercial farmers by enhancing and activating sector drivers and supporting smallholder farmers to increase productivity of target commodities within sustainable production systems and forge sustainable market linkages for competitive surplus commercialization and value chain development. Moreover, Tarime District Council has fertile land suitable for agriculture provides great opportunity for agricultural transformation through mechanization and value addition by inviting private investor from different areas.

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

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global SDGs 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 and 69 targets by 2030 deadline. Therefore, Tarime 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 endeavor. The SDGs which Tarime District Council should contribute to achieve in long term are summarized below.

**Goal 1:** End poverty in all its forms everywhere

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

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

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

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

**Goal 6:** Ensure access to water and sanitation for all

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

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

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

**Goal 10:** Reduce inequality within and among countries

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

**Goal 12:** Ensure sustainable consumption and production patterns

**Goal 13:** Take urgent action to combat climate change and its impacts

**Goal 14:** Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.

**Goal 15:** Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

**Goal 16:** Promote just, peaceful, and inclusive societies

**Goal 17:** Revitalize the global partnership for sustainable development



### **2.3.9 East African Community Initiatives**

Tanzania is a member of several regional development initiatives such as East African Community (EAC). These initiatives provide several opportunities to member states ranging from extended markets of goods, services, and human resources. A notable opportunity for Tarime District Council is to utilize its potentials in maximizing production and adding values of produces for export. This may be made through attracting investors from around EAC and/or helping the Communities in the District Council to access market opportunities offered by these EAC member states.

### **2.3.10 Agenda 2063: The Africa We Want**

The 24<sup>th</sup> African Union Assembly held in January 2015, adopted a continental plan for the next fifty years, to ensure transformation and sustainable development for future generations through Agenda 2063. Agenda 2063 is 50-year strategic aspirations that African Union states committed to achieve by 2063. The African states have rededicated themselves to the enduring Pan African vision of *“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.”* As a Vision and an Action Plan, this integration agenda is the blue-print that will guide the ongoing transformation of Africa. It is a call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny.

The aspirations reflect the desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth, boys and girls are realized, and with freedom from fear, disease and want. Africa is self-confident in its identity, heritage, culture, and shared values and as a strong, united, and influential partner on the global stage making its contribution to peace, human progress, peaceful co-existence, and welfare. Africa is confident that has the capability to realize her full potential in development, culture, and peace and to establish flourishing, inclusive and prosperous societies. Thus, commit to act together towards achieving the following aspirations:

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

Aspiration 2: An integrated continent, politically united, based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance

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

Aspiration 4: A peaceful and secure Africa

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

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

Aspiration 7: Africa as a strong, united, and influential global player and partner.

## **2.4 STRENGTH, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC) ANALYSIS**

In achieving human growth and societal development, Tarime District Council requires effective utilization of existing Strengths and Opportunities to address the existing Weaknesses and challenges. The following is the summary of SWOC analysis of the council.

#### **2.4.1 Strengths**

- High level of participation by the community in decision making using Improved Opportunities and Obstacles to Development (O and OD)
- Automation of own source revenue collection
- Presence of council by laws.
- Partnership is highly recognized by communities and other stakeholders
- Good relationships with the existing stakeholders
- Availability of Trainable technical staff in their respective fields
- Availability of qualified and skilled staff
- Presence of abundance labor mainly comprised of youths
- Team work spirit among staff members
- Strategic location of Tarime District Council (along the border)
- Presence of a well-defined organization structure with good chain of command and feedback.
- Availability of competent management team

#### **2.4.2 Weakness**

- Inadequate orientation program for new employees – junior employees do not understand policies and procedures
- Under-coverage of monitoring and evaluation of projects
- Low level community awareness of environment conservation issues
- Traditional agriculture and livestock systems and low level of agricultural mechanization
- Low adoption rate of improved technology on agriculture and livestock system
- Underdeveloped marketing system in agriculture and livestock sectors
- Low literacy rate among community members
- Shortage of land use plans resulting into conflicts
- Lack of houses for staff
- Shortage of school physical infrastructure
- Shortage of books in schools which affects teaching and learning process
- Lack of office building and facilities
- Shortage of teaching and learning materials
- Inadequate motivation for teachers
- Inadequate in-service training
- Un demarcated land use for livestock grazing
- Lack of proper land use management
- Shortage of qualified staff
- Weak information and communication technology system
- High computer illiteracy of officials at lower levels.
- Weak dissemination of laws on human rights
- Shortage of working facilities.
- Inadequate staff at both lower and higher levels of the council
- Ineffective mobilization of fund from different sources.
- Policies and strategies have not been disseminated and understood by stakeholders

- Poor enforcements of laws and by- laws

### **2.4.3 Opportunities**

- Presence of good Government policies which provide conducive environment
- Presences of government and other legislative frameworks
- Willingness of NGO's, CBO's and FBO's and private sector to work with the council
- Availability of rivers and valleys suitable for irrigation
- Availability fertile Land for Agriculture and other economic activities
- Endowment of natural resources and mineral deposits
- Subventions from central government
- Good support from different stakeholders
- Existing of donor/Development Partners willingness to support various interventions in the council.
- Availability of national strategies documents and policies
- Existence of planning/budgeting guidelines from central government.
- Community willingness to participate in development initiatives.
- Availability of natural resources (e.g. minerals and suitable land for agriculture)
- Availability of capital development grants
- Availability of abundant land resources suitable for various socio-economic activities
- Proximity to Kenya border provides the Council with a good place for marketing of various products
- Availability of financial institutions which act as a source of funds to support community development projects
- Presence of private services providers
- Willingness of Central Government to allocate resources to the council
- Presence of good support from the Regional Secretariat.

### **2.2.4 Challenges**

- Weak public-private partnerships
- Existence of multiple legislations and regulations over the council.
- Dependence on central government subventions and other stakeholders
- Untimely and Irregularity flow of fund from central government
- High levels of poverty
- Out dated of cultural belief
- Dependency on forests for energy and income generation
- Big areas of land allocated to individuals without being developed
- Lack of community trust on cooperative associations
- Shortage of professional staff in some departments
- Poor accessibility to some of the village
- In adequate budget for the implementation of activities.
- Insecurity in some areas due to livestock theft
- Existence of climate change
- Inter clan conflict due to land conflicts
- increasing population leading to conversion of grazing land into residential areas

- Politician personal stake.
- Environmental degradation due to poor agricultural practices
- Low price of agricultural products under free market system
- Delays in release of funds to effect development plans
- High illiteracy rate among community
- Livestock diseases outbreaks
- Conflicts among ethnic groups
- Low participation of the community in implementation of development projects
- Land conflicts among the communities
- Increased social and economic activities which affect the environment.
- Prevalence of livestock and crop diseases
- Change in demographic labor patterns resulted from discovery of mining
- Prevalence of HIV/AIDS which affect manpower
- Lack of reliable rural road infrastructures

## **2.5 STAKEHOLDERS ANALYSIS**

Tarime District Council interacts with several stakeholders. Therefore, effective achievement of this strategic plan depends on the way the council engages those stakeholders in day to day operations. In general, key stakeholders of the council are divided into 14 groups of stakeholders as shown in Table 31.

**Table 31: Stakeholders Analysis Matrix for Tarime District Council**

SN	NAME OF A STAKEHOLDER	SERVICES DELIVERED	EXPECTATIONS OF STAKEHOLDER	POTENTIAL IMPACT IF EXPECTATION IS NOT MET
1	Community members	Identification of needs, planning, designing, implementation, monitoring and evaluation	Access to high quality services	Increased community complaints and outcry Low public support of council development activities Failure of dev. activities
2	Council staff	Facilitate service delivery	Established projects are completed and timely funded Good relationship with councilors Good remuneration packages. Recognition of good performance. Involvement in decision making. Good working environment. Security of employment. Timely and fairly promotion Career development. Voluntary agreement between employer and trade union. Timely submission of remittances for social Security contributions.	Staff turnover leading to increased cost of recruitment in filling vacant posts Low productivity. Tarnishing of council's Image Low morale. Corruption, Sabotage. Dissatisfied staff and trade union.
3	Sectoral Ministries, Departments and Agencies	Reports Feedbacks	Quality services	Misunderstanding Demotion Change of leadership
	Parliament	Approve budget for council activities Enact various laws	Quality services	Misunderstanding Demotion Change of leadership
4	Financial institutions	Good working environment Information	Collaboration	Poor service delivery
5	Civil Societies Organizations (NGO,	Information Registration and coordination	Timely, quality services Peace and harmony	Mistrust Withdrawal of projects

	CBO/ FBO)	Conducive operating environment Technical backstopping	Cooperation	
6	Political Parties	To provide Information about quarterly progress report Implementation of party manifesto To maintain peace and harmony for the operation Involvement in decision making Consultations and advice Provision of meeting permit To identify election centers Coordination and monitor on election process	Information Peace and harmony Working relationship Participation in decision making Effective implementation of manifesto part Free and fair election	Political instability Mistrust
7	Media	Provide various Information Cooperation	Information Cooperation Peace and harmony	Conflict Tarnishing council image to the public Communication barrier
8	Private Sector and Investors	Investment Information Collaboration with private sector in service delivery Quality service  Provision of various permit to run activities Provision Legislation services	Favorable investment climate Timely access of investment information Maximization of profit	Mistrust between investors and organization  Withdraw
9	Development Partners	Information Project monitoring and supervision Local support Feedback and reports	Cooperation Positive result Efficient feedback mechanism	Withdraw fund Complains Loose of job Failure of some project
10	Religious Institutions	Information Technical and transport support Cooperation	Timely provision of Information Positive result Cooperation Technical advice	Withdraw fund Complains Loose of job Failure of some project

11	Training and Research Institution	Provide space for field work Provide various Information Provide technical support	Timely provision of accurate information Strong collaboration Recognition	Knowledge gap Inefficiency of performance
12	Tax payer	Paying taxes Supporting development activities Conducting business	Openness and transparency Information flow and feedback Good governance Good utilization of tax paid	Failure to pay taxes
13	Judiciary, police, PCCB and Migration	Enforce laws Translate laws Maintain peace & security	Peace and harmonious Maximize collaboration	Insecurity
14	Quality Assurance Regulators, Social Security Institutions, Controller General & PPRA	Value for money	Timely remittance of monthly deductions. Timely and effective communication Adherence to product quality standards. Timely payment of statutory fees. Compliance to acts, rules and regulations	Poor performance certification report Withdraw of quality certificates Tarnished image of the council Sanctions against council Imposition of penalties Employees' complaints after retirement. Employees failing to access health services.

## 2.6 CORE VALUES

The following are core values that shall guide the implementation of this strategic plan.

- a) **Accountability:** Being accountable to different stakeholders and to the nation in the execution of the mandate and responsibilities bestowed upon the council.
- b) **Integrity and Fairness:** Being exemplary in our behavior and acting with honesty and integrity in all our transactions and service delivery. The council staff shall be fair in all dealings with consumers, service providers and the other stakeholders and discharge our duties with neutrality and impartiality, without fear or favor.
- c) **Transparency:** The council shall work to ensure that there is availability of information which is deemed public.
- d) **Innovativeness:** The council shall be dynamic and come up with innovative ideas to address the community challenges and capitalize on the available opportunities for the better socio-economic services for improved livelihood of the community.
- e) **Results-oriented:** The Council strives to produce acceptable results of which the community could prove as significant positive changes.
- f) **Teamwork:** Upholding teamwork and collaboration to realize the synergies of working together.

## 2.7 Critical Issues

The following critical issues have been identified:

- Public Private Partnerships (PPP) legislation which provides for closer working relationship with the private sector;
- Increased enrolment in primary and ordinary level secondary education resulting in demand for advanced level education;
- Continued and improved coordination of HIV/AIDs prevention education and care;
- Promote land use planning and controlling land use conflict between land users
- Promoting environment conservation and the use of energy saving sources
- Improving marketing for both agriculture and livestock produces
- Promoting industrialization and investment
- Continued and improved access health services delivery through construction of health facilities



## CHAPTER THREE

### PERFORMANCE REVIEW ON THE IMPLEMENTATION OF 2014/2015-2019/2020 STRATEGIC PLAN

#### 3.1 HIGHLIGHTS OF 2014/2015-2019/2020 STRATEGIC PLAN

This section reviews the performance of the previous Strategic Plan of Tarime District Council. The Vision of Tarime District Council was to have a peaceful and poverty free community by 2025. The Mission of Tarime District Council to provide high quality services to its community through good governance, effective and efficient use of available resources for sustainable development. The previous Strategic Plan was guided by eight strategic objectives: A. Services improved and HIV/AIDS infections reduced; B. Effective implementation of the National Anti-corruption Strategy enhanced and sustained; C. Access and quality social services improved; D. Quantity and quality of economic services and infrastructure improved; E. Management of natural resources and environment improved; F. Emergence preparedness and disaster management improved; G. Social welfare, gender and community empowerment improved; and H. Good governance and administrative services enhanced.

#### 3.2 ACHIEVEMENTS OF THE IMPLEMENTATION OF 2014/2015-2019/2020 STRATEGIC PLAN

Performance review of the 2014/2015-2019/2020 Strategic Plan of Tarime District Council helps to assess the level of service deliveries of the Council by highlighting key success factors and identifying potential performance obstacles. The performance review also gives lessons to the next Five Years Strategic Plan (2021/2022-2025/2026) on various issues of importance which the Council needs to consider to assure maximum achievements of its strategic objectives, targets, and strategies. Performance review involved a critical assessment of the implementation of the previous strategic plan to measure outcome or impacts and longer-term consequences of the interventions. For the period from 2014/2015 to 2019/2020, Tarime District Council committed its financial, human, and material resources in implementing its five-year medium-term strategic plan; the effect or the change resulting from the interventions from the previous strategic plan was assessed in 13 departments and 6 units. The review of the implementation of the previous strategic plan identified remarkable achievements against targets set and some constraints hampered the achievement of some targets.

##### 3.2.1 Achievements in Agriculture, Irrigation and Cooperative Department

- Construction of 1 Ward Resource Source Center in progress
- Number of tractors increased from 7 to 9
- Food secured households increased from 37,000 to 48,600
- Farmers with proper knowledge on crop husbandry increased from 23,049 to 32,150
- Production increased from 185,809 tons to 188,211 tons
- Pests and diseases infestation reduced from 1033.43Ha to 352.5Ha
- Farmer groups practicing Warehouse Receipt System increased from 10 to 19
- Number of cooperative Societies monitored and audited increased from 10 to 30
- Number of Cooperative Societies increased from 67 to 74
- Cooperative accountants with financial management knowledge increased from 3 to 30

##### 3.2.2 Achievements in Beekeeping Unit

- 5 beekeeping demonstration farms established

- 52 beehives constructed and distributed in Binagi, Susuni and Nyarero wards.
- 414 out of 1200 targeted beekeepers trained from 2014/2015 to 2019/2020.
- Productivity per beehive increased from 8kg to 11kg. this leads to (1964beehives x11kg= 21.6 tons

### **3.2.3 Achievements in Community Development and Gender Department**

- 30% of stigma denial and discrimination reduced due to community awareness created through village meetings by 2020
- 5 Number of CMAC meetings conducted by 2020
- 88 HIV/AIDS infection village committees conducted by 2020
- 30% of PLHIV Baraza and HIV/AIDS stakeholders meetings by 2020
- 8,247 of women trained on entrepreneurship skills by June 2020
- 3,120 of youth trained on entrepreneurship skills by 2020
- Provision of soft loans has increased from 140 to 514
- 2 orphan centers improved by June 2020
- Collection of loan repayment has increased from 60% to 82 % by June 2020.
- 62 villages trained on cooperation planning techniques by 2020
- 347 groups trained on record keeping and constitution formation by June 2020
- 10 Quarterly meetings of NGOs were held by June 2020 and 22 NGOs coordinated by Community development department.
- 130 Ward Committee conducted in 26 wads for 5 years
- 440 Village Committee conducted in 88 villages by June 2020.
- 390 of seminars conducted in villages and wads level by 2020
- 100 of white canes purchased to people with blind cases provided by 2020
- 5 accomplishment of people with disability cases per year by June 2020
- 2 community orphan centers exist by June 2020

### **3.2.4 Achievements in Election Unit**

- Coordinated all elections of Local Government and general.
- Preparation of various information relating to Election matters to the National Electoral Commission and PO-RALG.

### **3.2.5 Achievements in Environment and Sanitation**

- About 2.4km within two years consecutively as buffer zone along Mara River have been demarcated with Twenty-four (24) beacons.
- 7,500 trees were planted within sixty meters of the demarcated zone.
- Sixty-five (65) hectors out of two hundred (200) hectors with eucalyptus trees within water sources have been removed up to 2020
- Fifteen (15) EIA/EA certificate have been issued to Six (6) Filling Stations and Nine (9) Vat-leaching facilities within Six (6) wards as symbol of environmental compliance.
- Twenty-three (23) Vat-leaching facilities has been registered to National Environmental Management Council (NEMC) to comply with the Environmental Act and regulations
- Nineteen (19) Environmental festivals have been commemorated and environmental awareness has been done to community through those festivals.

- 14,400 tons of Solid waste have been collected to all growing centers
- Number of households with improved toilets has increased from 15% up to 43%

### **3.2.6 Achievements in Finance and Trade Department**

- Council financial reports were prepared and timely submitted
- Final accounts prepared and timely submitted
- Own source revenue raised to 5,018,000,000.00
- Business license raised to 1600
- Potential areas for investment earmarked in 12 villages

### **3.2.7 Achievements in Human Resources and Administration Department**

- Numbers of corruption were reduced to 10 cases.
- 20 staff living with HIV/AIDS supported
- Public service staff regulations and client service charter distributed to 80% of the council staff
- 75% of employees' records updated
- 710 % increase of staff filling OPRAS forms on time
- 100% Statutory meetings at council level have been conducted, 100% at Ward level and 80% at Village level.

### **3.2.8 Achievements in Information and Communication Technology (ICT)**

- 50% System installation and updates conducted.
- 25% for ICT working tools procured.
- Council information advertised through different media.
- Gathering and uploading of information through council website
- Departments/units connectivity to internet improved
- ICT staff capacitated on various technical advertise

### **3.2.9 Internal Audit Unit**

- Annual preparation of audit report
- 100% of special audits have been performed on time
- Unqualified audit opinion

### **3.2.10 Achievements in Land and Natural Resources Department**

- 75% Achieved in three (3) Minor settlement of Sirari, Nyamongo and Nyamwaga.
- Legal land ownership improved to 411
- 8 land use conflicts resolved.
- 118Ha of land acquired and compensated
- 8 village boundaries-based disputes reduced, and other 8 new land boundary conflicts registered.
- 1 village land registry established
- 50 Seminars on land laws conducted
- Number of TPs increased to 30

- Squatting problems reduced by 75% through regularisation project in three (30) Sirari, Nyamongo and Nyamwaga
- Surveyed plots increased to 7213

### **3.2.11 Achievements in Legal Unit**

- Zero corruption cases recorded by June 2020
- 10 seminars and workshops conducted to 26 ward tribunals
- Court cases reduced to 5 by June 2020
- One new by-law enacted

### **3.2.12 Achievements in Livestock and Fisheries Development Department**

- 518L of acaricides supplied
- 6000 dogs vaccinated each year against rabies
- 19 functional dips constructed
- 8 cattle dips renovated
- Meat production increased to 913 tons
- 17000 fingerlings supplied to farmers and estimated to produce 6.8 tons
- 60 fish farmers trained
- 84 ponds have been constructed
- A total of 11 improved breeding bulls have been procured and a total of 1,375 calves have been produced
- A total of 149185 cattle has been identified

### **3.2.13 Achievements in Planning, Statistics and Monitoring Department**

- 35% Council monthly, quarterly, and annual reports prepared
- 93% Total number of 783 project planned to be implanted have been monitored and supervise out of that 730 completed and 53 still under implementation
- 100% Each year council plan and budget prepared, submitted and approved before the end of financial year
- Improved O&OD in 118 villages reviewed and updated

### **3.2.14 Achievements in Primary Education Department**

- Five Teachers with HIV/AIDS supported to attend monthly clinic
- Sensitization and awareness seminar on HIV/AIDS conducted to 200 new appointed teachers.
- Academic Performance has increased over 70%
- Funds timely disbursed in 118 primary schools on time
- 10 best schools in PSLE rewarded.
- Pre-primary and Std I enrolment pupils enrolled by 100%.
- Quarterly Report timely prepared and submitted.
- 42 COBET and ICBAE Centers Facilitated.
- Literacy reduced from 30% to 15%
- 1 staff Facilitated to attend Regional and National meeting by June, 2020.
- Uhuru torch events facilitated and commemorated.

- UMITASHUMTA and SHIMISEMITA competition conducted
- 200 classrooms and 300 pit latrines completed.
- 20 teachers house completed
- Sanitation and Hygiene services increased from 3 schools to 13 schools
- Education for the pupils with special needs established in two schools
- Five classrooms rehabilitated due to disaster.
- Five seminars on Life skills and leadership conducted to 60 teachers

### **3.2.15 Achievements in Secondary Education Department**

- Overall performance of Form Two National assessment increased to 90%
- Overall performance of Form Four National Examination increased to 72.8%
- Overall performance of Form Six National Examination increased to 98.8%
- 85% participation in sports competition from district to national levels

### **3.2.16 Achievements in Procurement Management Unit**

- Availability of some Offices, Stores, and office equipment for 60%
- Presence 40% of skilled and Professional staff
- 12 Quarterly Tender Board meeting set (40%)
- 50% of technical evaluation process conducted
- 50 Bids and 25 Contract documents prepared
- 60 monthly and 20 quarterly reports prepared

### **3.2.17 Achievements in Water Department**

- 6 piped water schemes developed/constructed
- 8.5 % increase of people accessing clean and safe water
- 198 members of CBWSOs trained on supervision of water projects.

### **3.2.18 Achievements in Works Department**

- 164.6Km maintained (routine maintenance of earth and gravel roads)
- 6.6Km maintained (Periodic Maintenance of Earth and Gravel roads)
- 167.74Km Maintained (Spot improvement of earth and gravel roads)
- 14 culverts and 4 bridges constructed
- 782 Public building constructed (282 classrooms, 2 Dining Halls, 6 Dormitories, 91 laboratories, 27 Staff houses, 5 Teachers' offices, 333 Pit latrines, 1 Hospital, 3 Health centers, 18 OPD, 4 RCH, and 10 Dispensaries)
- 13 Vehicles out of 20 maintained
- 338.94Km Roads supervised

### **3.2.19 Achievements in Health Department**

- HIV counseling and testing services strengthened to 95%
- STI prevalence rate reduced to 0.5% by 2020
- TB/HIV services increased from 5 to 23 health facilities
- Emergency services strengthened to 75%
- Neonatal mortality rate is 23/1000

- Current Diabetes prevalence rate is 0.8%
- Immunization coverage increased to 90% by 2020
- Under five mortality is 48/1000 by 2020
- Community Delivery rate reduced to 13%
- Post-natal women attendance to RCH services increased to 65%
- Dental conditions reduced to 2%
- Maternal mortality rate reduced to 5/100,000
- Malaria prevalence rate reduced to 35%
- Integrated management of childhood illness strengthened to 75%
- Shortage of skill mix of human resource for health reduced to 51%
- Trauma and injuries have been increased to 9%
- Social services and protection for most vulnerable groups strengthened to 50% by 2020
- Access to health services and social protection for most vulnerable groups increased to 50%
- Patients delay from traditional healers 5% as facility delivery has been raised
- Management capacity of human resource for health strengthened by 65%

### **3.3 MAJOR CONSTRAINTS OF THE IMPLEMENTATION OF 2014/2015-2019/2020 STRATEGIC PLAN**

- Extensive use of indigenous knowledge and local varieties in agriculture
- Climate change and variability
- Inadequate and untimely disbursement of funds from central government and development partners.
- Inadequate resources especially transport facilities (motor vehicle & motorcycles) that made supervision and monitoring of field activities difficult.
- Inadequate human resources
- Low awareness of the community to iCHF.
- Shortage of health facilities in remote areas.
- Inadequate civic education among the community
- Cases of the business communities neglecting the lawfully levies
- Tax evasion among communities
- Some of employee are not aware with employment rules and regulations
- Escalation of land use conflicts and other tribal conflicts
- Failure to update risk register annually
- Management delay to submit quarterly internal audit report
- Community dependency on forests as the main source of energy and income
- Inadequate resources for forest patrols and uncontrolled wild fires.
- Political interference
- Inadequate close monitoring of projects
- Low skilled labor on data collection and management from lower level.
- Low participation of stakeholders in planning and implementation of development projects
- Long distance from home to school
- Shortage of quality play grounds
- Shortage of sports and games facility
- Limited availability of medicines, supplies & equipment

- Poor performance of HF's in own source collection
- Stigma & discrimination
- Noncompliance in medication
- Delays of community to seek medical services
- Shortage of diagnostic tool
- Inadequate skills in data collection and processing
- Shortage of tools for data collection & evaluation
- Less sense of ownership on collection and use of data
- Big workload HR in HF's
- Poor road infrastructure
- Irregularities in availability of vaccine
- awareness (health, nutritional feeding)
- Political interference
- Reluctant of tax payers to pay taxes.
- Shortage of funds and poor involvement of community in projects implementation
- Limited participation of people during statutory meeting at village levels
- Limited capacity building funds to support employees to attend professional examinations and on job training on skills development

**CHAPTER FOUR**  
**THE PLAN (2021/2022-2025/2026) FOR TARIME DISTRICT COUNCIL**

**4.1 VISION**

To have a peaceful community with improved livelihood.

**4.2 MISSION**

To provide socio-economic services to its community with improved livelihood through effective and efficient utilization of available resources.

**4.3 STRATEGIC OBJECTIVES**

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

**4.4 STRATEGIC PLAN MATRIX FOR KEY RESULT AREAS**

**4.4.1 Result Area 1: Administration and Human Resources Department**

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	300 council staff trained on HIV/AIDS infection and care by 2026	Allocate budget Train council staff on HIV/AIDS infection and care	Number of HR staff trained on HIV/AIDS infection and care
	50 council staff living with HIV/AIDS provided with supportive services annually by 2026	Allocate budget Sensitize staff for voluntary counseling and testing Provide council staff with supportive services	Percent of council living with HIV/AIDS provided with supportive services
	88 Villages and 26 Wards HIV/AIDS committees trained on HIV/AIDS infection and care by 2026	Allocate budget Train members of villages and wads committees on HIV/AIDS infection and care	Number of villages and wads committees trained on HIV/AIDS infection and care
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	2000 council staff sensitized on anti-corruption strategies by June 2026	Allocate fund Prepare a comprehensive of annual calendar for anticorruption campaigns	Number of council staff sensitized on anticorruption strategies
	Reduce number of corruption cases from 304 to 5 by June 2026	Allocate fund Prepare a comprehensive of annual calendar for anticorruption campaigns Create community awareness	Number of corruption cases reduced
C. Access to Quality and Equitable Social Services Delivery Improved			
	41 administration offices constructed by June 2026	Set budget Mobilize funds from Public Private Partnership (PPP)	Number of administration offices constructed



STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	30 staff houses constructed by 2026.	Set budget Mobilize funds from Public Private Partnership (PPP)	Number of staff houses constructed
	Furniture and facilities provided to staff increased from 65%-85% by June 2026	Allocate budget	Percent of furniture and facilities provided to staff increased
	Statutory meetings in 26 wards and 88 villages conducted annually by June 2026	Allocate budget Ensure statutory meetings conducted	Number of statutory meetings conducted
	Responsiveness of minutes submitted from 26 wards and 88 villages facilitated timely by June 2026	Allocate budget for supervisory visits Conduct training on to heads of departments and units on minutes responses	Number of wards and villages with timely response on minutes
	Skills development plan for 2,171 council staff and 114 elected local government leaders implemented as per Capacity Building Plan by June 2026	Establish Capacity Building Task Force Conduct Capacity Needs Assessment Prepare Capacity Building Plan and Budget Approved by Authority Implement and evaluate	Number of council staff and elected local government leaders trained
	Councilors' standing orders observed by 36 Councilors when conducting Council's meetings by June 2026	Conduct training to Councilors Practice in Council and Committee meetings	Number Councilors adhered to the Councilors' standing orders
	41 Council vehicles serviced and insured timely by June 2026	Prepare action plan on service and insurance Establish monitoring and evaluation mechanism Set reporting methods.	Number of vehicles serviced and insured timely
	50 motorcycles for council staff by June 2026	Allocate funds in the budget Prepare procurement plan	Number of motorcycles purchased
	10 Council vehicles procured by June 2026	Allocate in the budget Make payment	Number of council vehicles procured
D. Good Governance and Administrative Services Enhanced	20 statutory council meetings facilitated and conducted by June 2026	Prepare a Statutory Meetings Plan. Allocate budget.	Number of council meetings conducted per annum.
	36 counselors paid their allowance annually by June 2026	Allocate budget.	Number of counselors paid their allowance
	Departmental and unit meetings increased from 4 to 12 per annum by June 2026	Allocate budget. Prepare meeting schedule.	Number of Departmental meetings increased
	2,171 council staff trained on staff rules and regulations by June 2026	Allocate budget Prepare training program	Number of staff trained on rules and regulations
	A Client Service Charter prepared by June 2026	Allocate budget	Client Service Charter prepared
	Training need assessment report and plan prepared by June 2026	Allocate budget	Training need assessment report and plan prepared
	500 staff facilitated to participate in national festivals and events by June	Prepare an annual timetable for rotation of celebrations. Create staff awareness.	Number of staff facilitated to participate in national festivals and events

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	2026		
	2,171 council staff facilitated expense on transfer, annual leave, travel for treatment and training timely paid by June 2026	Identify types and amount of expenses Approve the claims Allocate in the budget Make payment	Number of council staff facilitated on transfer, leave, travel for treatment and training timely
	2,171 staff provided with office tools and accessories by June 2026	Allocate fund	Number of staff provided with office tools and accessories
	Open Performance Review and Appraisal Forms properly filled in by 2,171 employees annually by June 2026	Conduct training Monitor performance trend Evaluate performance Provide award and more training	Number of employees properly filled in OPRA forms
	800 council staff recruited by June 2026	Prepare establishment and Budget Request and close follow up of recruitment permits from Central Government Recruit and employ	Number of staff recruited
	1600 staff promoted and recategorized by June 2026	Allocate fund	Number of staff promoted and recategorized
	100 staff burials facilitated by June 2026	Allocate fund	Number of staff burials facilitated
	200 staff facilitated with hospital treatment for referral cases by June 2026	Allocate fund	Number of staff facilitated with hospital treatment
	1 record centre or archive constructed by June 2026	Allocate funds in the budget Prepare procurement plan	Number of records centre or archive constructed
	Council surroundings beautified by June 2026	Allocate funds in the budget Contract gardening company Procure tools for surrounding conservation	Council surroundings beautified

#### 4.4.2 Result Area 2: Agriculture, Irrigation and Cooperatives Department

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	74 cooperative societies capacitated on HIV/AIDS prevention strategies by June 2026	Allocate funds. Prepare training properly	Number of cooperative societies capacitated on HIV/AIDS prevention strategies
	Farming community sensitization on HIV/AIDS increased by 50% by June 2026	Allocate fund. Create awareness.	Percentage of farming community sensitization on HIV/AIDS increased
	50 departmental staff trained on HIV/AIDS infection by June 2026	Allocate fund	Number of departmental staff trained on HIV/AIDS infection
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	50 staff trained on anti-corruption strategies by June 2026	Allocate fund Collaborate with TACAIDS	Number of staff trained on anti-corruption strategies
	148 cooperative societies capacitated on anti-corruption strategies by June 2026	Allocate funds. Prepare training package	Number of cooperative societies capacitated on anti-corruption strategies
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Production of maize, sorghum, banana, cassava, sweet potatoes, round potatoes, beans, finger millet, paddy, groundnuts, coffee, and tea increased by 50% by June 2026	Allocate fund Increase dissemination of agricultural innovations	Percentage increase in crop production
	50 farmer groups facilitated on farmer-based seed production by June 2026	Allocate fund. Supply subsidized inputs.	Number of farmer groups facilitated on farmer-based seed production

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	Farmer accessing agricultural extension services increased from 65% to 80% by June 2026	Allocate funds Provide working tools to extension officers Sensitize farmers to use extension officers Collaborate with private sector	Percentages of farmers accessing extension services
	Farmers accessing agricultural reliable crop market increased from 70% to 85% by June 2026	Establish crop market linkages Use of cooperative societies for agricultural marketing	Farmers accessing agricultural reliable crop market increased
	Farmers using recommended inputs increased from 40% to 70% by June 2026	Allocate fund. Initiate demo plots. Supply recommended inputs. Establish linkages with providers of agricultural inputs and providers of financial services	Percentage of farmers using fertilizers increased
	7 Warehouses constructed by June 2026	Allocate fund Establish PPP Use of cooperative societies for agricultural marketing	Number of warehouses constructed
	5 Warehouses rehabilitated by June 2026	Allocate fund Establish PPP Use of cooperative societies for agricultural marketing	Number of warehouses rehabilitated
	5 farmer groups facilitated to participate Nanenane exhibition annually by June 2026	Allocate fund Use of cooperative societies for agricultural marketing	Number of farmer groups facilitated to participate Nanenane exhibition
<b>Irrigation scheme</b>			
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Area under irrigated agriculture increased from 218 Ha to 354 Ha by June 2026	Allocate fund Survey the land suitable for irrigation Establish PPP Rehabilitate existing irrigation schemes	Number of areas under irrigated agriculture increased
	Farmers trained on irrigated agriculture and management of water resources increased from 310 to 1,033 by June 2026	Create awareness. Form farmer groups Strengthen existing farmer groups Allocate fund. Undertake field tour.	Number of farmers trained on irrigated agriculture increased
<b>Co-operative and marketing</b>			
C. Access to Quality and Equitable Social Services Delivery Improved	Number of co-operative Societies increased from 74 to 85 by June 2026	Allocate fund. Strengthen exiting cooperative societies Register Co-operative Societies Create awareness	Number of co-operative Societies increased
	Number of co-operative societies increased from 74 to 104 by June 2026	Allocate fund. Register AMCOS and SACCOS Create awareness.	Number of SACCOS increased

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	Warehouses receipt system introduced from 19 to 88 villages by June 2026	Allocate fund. Create awareness.	Number of villages with Warehouses receipt system
	Crop marketing centers increased from 3 to 6 by June 2026	Market strategies. Allocate fund. Adopt PPP (Private Public Partnership)	Number of market centers increased
	Farmers trained in agriculture products marketing value chain increased from 37,000 to 52,000 by June 2026	Create awareness. Allocate fund.	Number of farmers trained increased

#### 4.4.3 Result Area 3: Health Department

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services improved and HIV/AIDS infections reduced	HIV/AIDs prevalence rate reduced from 3.4% to 2.6% by June 2026	Allocate budget. Sensitize community on HIV/AIDS and other preventive measures. Strengthen the availability of HIV/AIDS commodities. Train in proper case management.	Percent of HIV/AIDs prevalence rate reduced
	Prevention of Mother to Child Transmission (PMTCT) services increased from 0.008% to 0.004% by June 2026	Allocate budget. Test HIV/AIDS to all pregnant mothers attending HF's. Provide continuous education on behavioral change.	Percent of Mother to Child Transmission (PMTCT) services increased
	Increased health facilities with CTC from 9 to 13 by June 2026	Improve physical infrastructure Improve staffing at HF's Strengthen availability of HIV/AIDS commodities	Percent of health facilities with CTC
	Increased HIV/AIDS new case identification from 2% to 1.4% by June 2026	Strengthen on HIV index contact testing Sensitize male involvement in HIV/AIDS testing Enhance proper screening of eligible clients to be tested for HIV/AIDS Strengthen on Education for HIV testing & privacy	Percent of HIV/AIDS new case identification increased
	Increased linkage and retention of HIV/AIDS clients from 95% to 98% by June 2026	Same day ART initiation Strengthen linkage between clients and HIV Peer Educators/CHBS Strengthen tracing of lost to follow –up case (defaulters)	Percent of linkage and retention of HIV/AIDS clients increased
B. National anti - corruption implementation strategy enhanced and sustained	235 staff at health facilities trained on anti-corruption strategies by June 2026	Allocate budget Create awareness on anti-corruption strategies	Number of staff at health facilities trained in corruption and its effects in providing health services
	Corruption complaints received from patients reduced annually from 50 to 10 by June 2026.	Allocate budget Create awareness on anti-corruption strategies	Number of corruption complaints received reduced
C. Access to quality and equitable social services delivery improved	Under five mortality decreased from 72 to 42 per 100,000 births by June 2026	Strengthen referral system Enhance awareness on nutritional feeding at household level. Strengthen availability of medicines, medical supplies. Strengthen availability of skilled	Number of mortalities per 100,000 births decreased

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
		personnel at HF's level. Increase coverage of health facilities within the council (access).	
	Maternal mortality rate reduced from 5 to 2 per 100,000 live birth by June 2026	Provide education on family planning methods and interval Strengthen referral system Early decision making at family/ individual level	Number of maternal deaths occurred per 100,000 live birth reduced
	Neonatal mortality rate reduced from 51% to 25% per 100,000 births by June 2026	Strengthen antenatal care at health facilities level. Strengthen availability of medicines, medical supplies. Strengthen availability of skilled personnel at HF's level. Increase coverage of health facilities within the council (access) Enhance awareness on nutritional feeding among pregnant woman (food/supplements).	Percent of Neonatal mortality rate reduced per 100,000 births
	Immunization coverage for under one (1) year increased from 90% to 97% by June 2026	Improve availability of cold chain in all health facilities. Increase coverage of health facilities within the council. Strengthen outreach services in areas with no health facilities. Sensitize the community on importance of the immunization for one 1 year.	Percent of immunization coverage for under one (1) year increased
	Family planning practice increased from 40% to 70% of all women by June 2026	Strengthen availabilities of family planning commodities. Sensitize the community on importance family planning in individual and community level.	Percent of family planning practice of all women increased
	TB case detection rate increased from 72% to 80 % by June 2026	Involve community health workers in TB cases detection at community level Provide health education on TB prevention	% of TB cases detected increased
	Prevalence rate of malaria cases reduced from 35% to 25% by June 2026	Allocate budget. Fumigate/spray larvicidal all mosquitoes breeding sites. Distribute treated mosquito net to all pregnant mother attending RCH services. Distribute mosquito nets to all schools. Test malaria to patients using mRDT. Provide subsidized - treated mosquitoes net to community through selected Vendors.	% of malaria prevalence rate reduced
	Early Malaria diagnosis with Malaria Rapid Diagnostic Test (mRDT) has increased from 95% to 100% by June 2026	Allocate budget. Discourage irrational prescription (clinical malaria).	Percent of Early Malaria diagnosis with Malaria Rapid Diagnostic Test (mRDT) increased

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	Complication related to bodaboda injuries reduced from 9% to 6% by June 2026	Provide health education to bodaboda on impact of road accidents and other related injuries. Plan to reduce incidental cuttings	% of complications related to bodaboda injuries reduced
	Prevalence rate of Non-communicable Diseases (NCDs) reduced from 5% to 3% by June 2026	Provide health education on how to prevent NCDs Emphasize regular NCDs checkups	% of NCDs prevalence reduced
	Community involvement in health promotion actions increased from 70% to 80% by June 2026	Conduct quarterly Health facilities governing committee meetings. Involve HFGC in health facility planning and implementation	% of community involvement in health promotion actions increased
	Shortage of skilled and mixed human resource for health reduced from 51% to 40% by June 2026	Allocate funds Recruit new health staff	% of shortage of skilled staff reduced
	Rate of patients with complications associated with traditional medicine and alternative healing practices reduced from 20% to 10% by June 2026	Provide health education on impact of unsafe traditional treatment Emphasis traditional practitioners to adhere to rules and standards of traditional medicine	% of patients with complications related to traditional medicine and alternative healing practices reduced
	Prevalence of eye diseases among OPD cases reduced from 5% to 3% by June 2026	Provide eye services to community through outreach. Provide health education on eye protection	% of eye diseases among OPD cases reduced
	Prevalence of oral diseases among OPD cases reduced from 6% to 4% by June 2026	Provide dental services to community through outreach Provide health education on eye protection	% of dental/oral diseases among OPD cases reduced
C. Access to quality and equitable social services delivery improved	Women delivering in health facilities increased from 72% to 90% by June 2026	Increase coverage of health facilities. Sensitize the community on importance of delivering at health facilities. Improve good customer care among health providers at facility level.	Percent of women delivering in health facilities increased
	Availability of tracer medicine increased from 81% to 95% by June 2026	Allocate budget. Capacitate collection of health facilities own source. Encourage rational prescription of drugs.	Percent of availability of tracer medicine increased
	Increased capacity in blood collection from 80% to 90% by June 2026	Allocate budget. Sensitize the awareness of community to voluntary donate the blood.	Percent of capacity in blood collection increased
	Increased availability of lab. Tests in health facilities from 81% to 90% by June 2026	Allocate budget. Allocate laboratory personnel at health facilities. Train staff on laboratory test.	Percent of availability of laboratory tests increased
	Increased health facilities providing laboratory services from 15 to 31 by June 2026	Allocate budget. Construct/rehabilitate the health facilities. Allocate laboratory personnel at health facilities.	Percent of health facilities providing laboratory services increased
	Percentage of children receiving	Ensure all health facilities provide	% of children receiving vitamin

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	vitamin A supplementation and deworming increased from 80% to 96% by 2022	vitamin A supplementation Increase service area to reach more children	A supplementation and deworming increased
	Prevalence of Malnutrition and stunting among children reduced from 29.3% to 20% by June 2026	Allocate fund Provide health education on proper child feeding	% of Malnutrition and stunting among children reduced
	Availability of nutritional commodities in health facilities increased from 0%. to 62% by June 2026	Procure nutritional commodities/supplements Involve partners in supplying nutritional supplements	% of availability of nutritional commodities in health facilities increased
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	10 health facilities constructed by June 2026	Allocate fund Establish PPP	Number of health facilities constructed
	5 health facilities rehabilitated by June 2026	Allocate fund Establish PPP	Number of health facilities rehabilitated
E. Good Governance and Administrative Services Enhanced	Availability of functional Ward Health Committees increased from 38% to 46% by June 2026	Allocate budget	Percent of availability of functional Ward Health Committees increased
F. Social Welfare, Gender and Community Empowerment Improved	Coverage of oral & dental health services problems increased from 6% to 4% by June 2026	Allocate budget. Conduct outreach eye services too hard to reach areas. Establish oral and dental units in all health centers. Train staff on oral and dental services.	Percent of coverage of oral & dental health services problems increased
	Supporting services to elders increased from 50% to 75% by June 2026	Allocate budget. Identify all elders in all wards. Strengthen health services on Non-communicable diseases. Provide identification cards. Provide CHF cards.	Percent of supporting services to elders increased
	Supporting services to people with disabilities increased from 50% to 70% by June 2026	Allocate budget. Identify all people with disabilities in all wards. Establish health facilities infrastructure friendly to people with disabilities.	Percent of supporting services to people with disabilities increased
	Gender Based Violence (GBV) and Violence Against Children (VAC) reduced from 25% to 10% by June 2026	Allocate budget. Establish community-based interventions to safeguard interest of vulnerable members of the society including women and children.	Percent of Gender Based Violence (GBV) and Violence Against Children (VAC) reduced
	Supporting services to Most Vulnerable Children (MVC) increased from 50% to 70% by June 2026	Allocate budget. Establish community-based interventions that aim at safeguarding the interest of children safety	Percent of supporting services to Most Vulnerable Children (MVC) increased
	Coverage of immunization & vaccine increased from 90% - 97% by June 2026	Allocate budget. Procure cold chain commodities for all health facilities.	Percent of coverage of immunization & vaccine from increased
	Coverage of improved households' latrines increased from 76% to 90% by June 2026	Allocate budget. Sensitize community on importance of pit latrines Take legal actions against defaulters.	Percent of coverage of improved households' latrines increased

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	Coverage of improved incinerator and placenta pits in health facilities increased from 70% to 100% by June 2026	Allocate budget	Percent of coverage of improved incinerator and placenta pit in health facilities increased
I. Emergency and Disaster Management Improved	Capacity on management of emergency/disaster preparedness and response increased from 75% to 85% by June 2026	Allocate budget Procure PPEs for all health facilities	% of capacity on management of emergency preparedness and response increased

#### 4.4.4 Result Area 4: Primary Education Department

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	100% of staff with HIV/AIDS provided with supportive services by June 2026	Allocate budget. Implement care and supportive Programme.	Percentage of staff with HIV/AIDS provided with supportive services
	137 HIV/AIDS clubs established in 137 primary schools by June 2026	Allocate budget. Prepare comprehensive annual calendar for HIV/AIDS clubs. Conduct HIV/AIDS sensitization seminars Facilitate school Health teachers to enhance life skills Guidance and counseling to pupils and students in schools (peer-education).	Number of HIV/AIDS clubs established
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	137 anticorruption clubs established in 137 primary schools by June 2026	Allocate budget. Prepare comprehensive annual calendar for anti-corruption clubs. Conduct anti-corruption sensitization seminars Facilitate teachers to enhance anti-corruption skills to pupils and students in schools (peer-education).	Number of anticorruption clubs established
C. Access to Quality and Equitable Social Services Delivery Improved	Standard VII (seven) pupils pass rate increased from 70% to 90% by June 2026	Allocate budget. Provide enough teaching and learning materials. Recruit qualified teachers	Percentage of standard VII pupils pass rate increased
	Standard IV (four) pass rate increased from 70% to 90%.by June 2026	Allocate budget. Provide enough teaching, and learning materials and recruit qualified teachers.	Percentage of standard IV (four) pass rate increased
	50 percent of teachers to attend training on difficult topics by June, 2026	Allocate budget. Provide enough teaching, and learning materials and prepare training programme.	Percentage of teachers attend training
	100% participation of primary schools in sports competition by June 2026	Encourage sports development.	Percentages of primary schools in sports competition
	100% Net Enrolment rate in primary schools maintained by June 2026	Use by laws Conduct census to school age going children	Percentage of enrolment rate maintained
	100% implementation of the inspection plan by June 2026	Allocate budget. Facilitate inspectorates' section to implement inspection plan.	Percentage of implementing inspection plan
	Literacy rate reduced from	Allocate budget.	Percentage decrease in literacy



STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	20% to 15% by June 2026	Create awareness to the community on the importance of being literate.	rate
	15399 desks acquired by June 2026	Allocate budget. Mobilize funds from stakeholders	Number of desks acquired
	3523 teachers recruited by June 2026	Seek out permit from employment authority	Number of newly recruited teachers
	Two Special needs primary schools maintained by June 2026	Allocate budget. Solicit funds from stakeholders	Number of special needs primary schools maintained
	655014 books acquired by June 2026	Allocate budget. Mobilize funds from stakeholders	Number of books acquired
	Number of teachers trained on friendly sound and gender sensitivity pedagogical skills increased from 472 to 1277 by June 2026	Allocate budget. Prepare training programme.	Numbers of teachers trained in pedagogical skills
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	118 schools rehabilitated by June 2026	Allocate fund Establish PPP	Number of schools rehabilitated
	Two schools constructed by June 2026	Allocate fund Establish PPP	Number of schools constructed
	626 classrooms constructed by June 2026	Mobilize funds from stakeholders and community at village level	Number of new classrooms constructed
	Infrastructure for special needs in two primary school improved by June 2026	Mobilize funds from stakeholders and community at village/mtaa level	Number of special needs primary schools with improved infrastructure.
	3193 pit latrines constructed by June 2026	Allocate fund Mobilize funds from stakeholders and community at village level	Number of pit latrines constructed
	1555 pit latrines rehabilitated by June 2026	Allocate fund Mobilize funds from stakeholders and community at village level	Number of pit latrines rehabilitated
	1097 teacher houses rehabilitated by June 2026	Allocate fund Mobilize funds from stakeholders and community at village level	Number of teacher houses rehabilitated
	3523 teacher houses constructed by June 2026	Allocate fund Mobilize funds from stakeholders and community at village level	Number of teacher houses constructed
	95 libraries constructed by June 2026	Allocate fund Mobilize funds from stakeholders and community at village level	Number of libraries constructed
	10 hand washing facilities installed in primary schools by June 2026	Allocate fund Mobilize funds from stakeholders and community at village level	Number of primary schools installed with washing facilities
	137 playing grounds constructed in primary schools by June 2026	Allocate fund Mobilize funds from stakeholders and community at village level	Number of playing grounds constructed
	Electricity in 137 primary schools installed by June 2026	Allocate fund	Number of primary schools installed with electricity
	ICT facilities in 137 primary schools installed by June 2026	Mobilize funds from stakeholders and community at village level	Number of primary schools installed ICT facilities
E. Good Governance and Administrative Services Enhanced	128 teachers trained on leadership and life skills by June, 2026.	Allocate budget. Empower community	Number of teachers trained
	137 school committees trained by June 2026	Mobilize funds from stake holders Facilitate training	Number of school committees trained

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	1277 Teachers participate in meetings at Regional and National level facilitated by June 2026	Allocate fund. Participate in Meetings	Number of staff attended
	109169 students and staffs participate in sports activities facilitated by June 2026	Allocate fund. Encourage staffs and students to participate in sports activities	Number of Sports activities conducted

#### 4.4.5 Result Area 5: Secondary Education Department

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	100% of staff with HIV/AIDS provided with supportive services by June 2026	Allocate budget. Implement care and supportive Programme.	Percentage of staff with HIV/AIDS provided with supportive services
	34 HIV/AIDS clubs established in Secondary schools by June 2026	Allocate budget. Prepare comprehensive annual calendar for HIV/AIDS clubs. Conduct HIV/AIDS sensitization seminars Facilitate school Health teachers to enhance life skills Guidance and counseling to pupils and students in schools (peer-education).	Number of HIV/AIDS clubs established
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	33 anticorruption clubs established in Secondary schools by June 2026	Allocate budget. Prepare comprehensive annual calendar for anti-corruption clubs. Conduct anti-corruption sensitization seminars Facilitate teachers to enhance anti-corruption skills to pupils and students in schools (peer-education).	Number of anticorruption clubs established
C. Access to Quality and Equitable Social Services Delivery Improved	Pass rate increased from 78% to 90% for form four examinations by June 2026	Provide teaching, learning materials. Recruit quality teachers	Percentage increase in Pass rate
	Pass rate increased from 92.5 % to 100% for form six examinations by June 2026	Provide teaching, learning materials Employ quality of teachers	Percentage increase in Pass rate
	Enrollment rate of form one students increased from 79.4. % to 100% by June 2026	Supervise student's enrollment Emphasis free education policy Provide school meals	Percent of enrollment increased
	Participation in sports competition increased from 80% to 100% district to national levels increased by June 2026	Allocate fund  Promote and supervise sports activities	Percentage increase in sport competition
	35 secondary schools facilitated with Laboratory teaching and learning material by June	Supervisory visit	Number of secondary schools facilitated with laboratory teaching and learning materials

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	2026		
	35 secondary schools facilitated with office operations by June 2026	Supervise schools	Number of secondary schools facilitated with office operation
	5 secondary school facilitated with meals by June 2026	Supervise provision of meals	Number of schools facilitated with meals
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	363 secondary school classrooms constructed by June 2026	Allocate fund Mobilize community	Number of Classrooms constructed
	35 secondary school classrooms rehabilitated by June 2026	Allocate fund Mobilize community	Number of Classrooms rehabilitated
	12174 chairs and tables procured by June 2026	Allocate fund Mobilize community	Number of chairs and tables procured
	Construction of 83 laboratory infrastructure finalized by June 2026	Allocate fund Mobilize community	Number of laboratories constructed
	138 teachers house constructed by June 2026	Allocate fund Mobilize community	Number of houses constructed
E. Good Governance and Administrative Services Enhanced	50 teacher's participation in national festivals and events facilitated by June 2026	Allocate fund. Participate in National festival	Number of staffs participated
	35 Teachers participate in meetings at Regional and National level facilitated by June 2026	Allocate fund. Participate in Meetings	Number of staffs attended
	900 students and staffs participate in sports activities facilitated by June 2026	Allocate fund. Encourage staffs and students to participate in sports activities	Number of Sports activities conducted
	Office consumables and equipments to HoD increased from 80% to 100% by 2026	Allocate fund. Prepare procurement program schedule	Percent of office consumables to HoD increased
	100% of monthly statutory benefit to HoD facilitated by June 2026	Allocate fund. Provide Statutory benefits to the head of Department	Percent monthly statutory benefit to HoD facilitated
	446 teachers trained on leadership and life skills by June, 2026.	Allocate budget. Empower community	Number of teachers trained
	35 school committees trained by June 2026	Mobilize funds from stake holders Facilitate training	Number of school committees trained

#### 4.4.6 Result Area 6: Rural Water Supply and Sanitation

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Service improved and HIV/AIDS infection reduced	22 Water Department staff trained on HIV/AIDS prevention by June 2026	Allocate budget. Conduct HIV/AIDS infection training. Sensitize Department staff to use voluntary testing.	Number of staffs trained
B. National Anti – Corruption implementation strategy enhanced and sustained	22 water department and 450 members of CBWSOs trained on anticorruption strategies by June 2026	Allocate budget. Train staff on Anti – Corruption practice.	Number of water department and members of CBWSOs trained on anticorruption strategies

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
E. Good governance and administrative service enhanced	9 Qualified staff recruited by June 2026	Allocate budget, Request permit for employment of new staff	Number of qualified skilled staff recruited.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	49 water piped schemes constructed in the District by June 2026	Allocate budget, Construct water schemes in the District. Supervise water schemes.	Number of water piped schemes constructed
	6 water piped schemes rehabilitated in the District by June 2026	Allocate budget, Rehabilitate water schemes in the District Council. Supervise water schemes.	Number of water piped schemes rehabilitated
	1000 water points constructed in the District by June 2026	Allocate budget, Construct water schemes in the District. Supervise water schemes.	Number of water points constructed
	120 water points rehabilitated in the District by June 2026	Allocate budget, Rehabilitate water points in the District. Supervise water schemes.	Number of water points rehabilitated
C. Access, quality and equitable social services delivery improved	Community saved with safe and clean water within 400m increased from 50.5 percent to 85 percent by June 2026	Allocate budget. Sensitize Community for maintaining water infrastructures.	Percentage of community saved with safe and clean water within 400m increased
	Conducive trained of 22 Departmental staff on Capacitated on management of CBWSOs by June 2026	Allocate budget. Facilitate training for long course of 2 Departmental staff. Facilitate training for CBWSO members. Register COWSOs	Number of staff Capacitated on management of CBWSOs
	450 CBWSO members well trained on supervision of water projects by June 2026	Allocate budget. Facilitate training for COWSO members. Facilitate registration of CBWSOs.	Number of CBWSO members trained on supervision of water projects
	25 departmental staff facilitated with conducive working by June 2026	Allocate budget, Supervise and monitor of water projects	Number of staff with conducive working environment

#### 4.4.7 Result Area 7: Community Development and Gender Department

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS incidence in the Community reduced from 2.2% to 1% by June 2026	Allocate budget Sensitizes community on voluntary testing and Counseling	Percent of HIV/AIDS incidence in the Community reduced
	10 Community Development Staff trained on HIV/AIDS infection by June 2026	Allocate Budget Train staff	Number of Staff trained
	HIV/AIDS Prevention stakeholders' meetings increased from 250 to 600 by June 2026	Allocate budget Facilitate stakeholder meeting	Number of Stakeholders meeting increased
	Number of groups of	Allocate budget	Number of PLHA increased

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	People Living with HIV/AIDS (PLHA) supported increased from 30 to 75 by June 2026	PLHA Groups supported	
	Number of advocacy meeting with VMACs and WMACs conducted increased from 60 to 90 by June 2026	Allocate budget Facilitate VMACs and WMACs advocacy meetings	Number of meeting of VMACs and WMACs increased
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Corruption cases among the Community Development Staff reduced from 5 cases to 0 by June 2026	Allocate budget Train Staff	Number of Cases reduced
C. Access, quality and equitable social services delivery improved	Number of Youth groups received loan increased from 192 to 300 by June 2026	Allocate budget Youth Groups received loans	Number of Youth Groups receiving loans increased
	Number of Women groups received loan increased from 307 to 400 by June 2026	Allocate budget Women Groups received loans	Number of Women Groups receiving loans increased
	Number of people with disability receiving loans increased 14 to 50 by June 2026	Allocate budget Disability received loans	Number of disabled Groups receiving loans increased
	Community initiatives in development projects through self-help increased from 20 to 50 by June 2026	Allocate budget. Coordinate community-based organizations. Sensitize community members to implement project. Conduct forum for development stakeholders.	Number of projects implemented
	Number of Household enrolled in CHF scheme increased from 600 to 800 by June 2026	Allocate budget Sensitize Households enrolled	Number of Households enrolled to CHF increased
F. Social Welfare, gender and Community Empowerment Improved			
	The ratio of women against men participation in statutory meetings increased from 30 % to 50 % respectively by June 2026	Allocate budget. Participate in statutory meeting	Percentage of Women Statutory meeting increased
	Number of Youth groups formed, registered, and provided with loans increased from 160 to 250 by June 2026	Allocate budget. Register groups	Number of groups formed
	Women development groups formed and registered from 210 to 300 by June 2026	Allocate budget. Forms and Register women groups	Number of groups formed
	Number of people with disability groups formed and registered from 18 to 50 by June 2026	Allocate budget. Forms and Register women groups	Number of groups formed

#### 4.4.8 Result Area 8: Livestock and Fisheries Development Department

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	50 Livestock and Fisheries department staff trained on HIV/AIDS prevention and care by June 2026	Allocate budget. Prepare training program.	Number of Livestock staff trained on HIV/AIDS prevention and care
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	50 Livestock and Fisheries department staff trained on effects of corruption by year 2026	Allocate budget. Prepare training program.	Number of Livestock staff trained on effects of corruption
C. Access to Quality and Equitable Social Services Delivery Improved	Livestock diseases prevalence reduced from 6% to 4% by June 2026	Mobilize fund Sensitize livestock keepers	Percentage of livestock diseases prevalence reduced
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	300000 livestock identified registered and Branded by June 2026	Mobilized fund, Sensitize livestock keepers	Number of livestock identified and registered
	4 farm field school established by June 2026	Mobilized fund Establish PPP	Number of farm field school established
	1700 animals bred by high pedigree Semen/Bull/Bucks/Rums/Cock by June 2026	Mobilize fund Sensitize livestock keepers Establish PPP	Number of animals bred by high pedigree
	3000 livestock keepers trained on prevention and control of livestock diseases June 2026	Allocate budget. Mobilize livestock keepers. Prepare training program.	Number of livestock keepers trained
	80 livestock disease control campaigns in the district conducted June 2026	Allocate budget. Prepare awareness campaign program.	Number of campaigns conducted
	100 Livestock keepers' groups facilitated to participate Nanenane Exhibition June 2026	Allocate budget. Participate Nanenane exhibition.	Number of Livestock keepers' groups facilitated to participate Nanenane exhibition
	12 Milk producer groups and milk collection centres established by June 2026	Allocate budget. Form milk producer groups. Register milk producer groups.	Number of milk producer groups and milk collection centres established
	100 Fish farmers trained on modern fish farming practices and Fisheries Act No. 22 of 2003 by June 2026	Allocate budget. Prepare training program.	Number of fish farmers trained
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	2 Cattle dip tanks constructed by June 2026	Allocate budget Adopt Private Public Partnership	Number of cattle dip tanks constructed
	16 Cattle dip tanks rehabilitated by June 2026	Allocate budget Adopt Private Public Partnership	Number of cattle dip tanks rehabilitated
	2 Slaughter slabs rehabilitated and 8 slaughter slabs constructed by June 2026	Allocate budget. Adopt Private Public Partnership.	Number of slaughter slabs rehabilitated and constructed
	2 Abattoirs rehabilitated June 2026	Allocate budget. Adopt Private Public Partnership.	Number of abattoirs rehabilitated
	4 Pasture demonstration plots established in 10 villages by June 2026	Allocate budget. Establish pasture demo plots	Number of pasture demo plots established
	36 Livestock Field Officers	Allocate budget	Number of seminars conducted

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
E. Good Governance and Administrative Services Enhanced	empowered on New livestock Innovations and Technologies by June 2026	Prepare training program	
	2 Modern fish ponds constructed by June 2026	Allocate budget. Sensitize fish farmers	Number of modern fish ponds constructed
	10 Motorcycles procured and distributed to livestock extension Officers by June 2026	Allocate budget	Number of motorcycles procured and distributed
	26 livestock extension officers provided with extension kits by June 2026	Allocate budget	Number of extension kits procured
	600 livestock keepers capacitated on Laws and by-laws related to livestock sector year 2024	Allocate budget. Create awareness on livestock laws and by laws. Enforce laws and by-laws.	Number of livestock keepers capacitated

#### 4.4.9 Result Area 9: Planning, Statistics and Monitoring Department

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	5 staff trained on HIV/AIDS infection, prevention, and care by June 2026	Allocate fund Train staff on HIV/AIDS	Number of staff trained on HIV/AIDS infection, prevention, and care
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	5 Staff sensitized against corruption by June 2026	Allocate fund. Sensitize department staff.	Number of staffs sensitized
C. Access to Quality and Equitable Social Services Delivery Improved	Community participation in planning increased from 60% to 95% by June 2026	Involve villages and wards in planning and decision making	Percentage of community participation increased
	Quality of data collected increased from 45% to 85% by June 2026	Conduct training on data collection and administration	Percentage of quality data collected increased
	880 Improved O and OD meetings conducted annually in 88 Villages reviewed and updated by June 2026	Allocate fund for O and OD Sensitize village, prepare meeting schedule	Number of Improved O and OD meeting conducted
	Council socioeconomic profile prepared and updated by June 2026	Allocate fund Hire consultant	Socioeconomic profile prepared and updated
	Council investment profile prepared and updated by June 2026	Allocate fund Hire consultant	Investment profiles updated
	5 Development project proposals developed by June 2026	Allocate fund, search for project funding opportunity	Number of project proposals developed
	Council socio economic profile reviewed and updated by June 2026	Allocate fund for reviewing and updating the profile	Socio economic profile reviewed and Updated
	Council strategic plan reviewed and updated by June 2026	Allocate fund for reviewing and updating the document	Strategic plan reviewed and updated
	500 development projects monitored and evaluated by June 2026	Allocate fund for Monitoring and Evaluation	Number of projects monitored and evaluated
	38 council staff and 1,056 WDC members trained on Data management, O&OD and	Allocate fund for Monitoring and Evaluation	Number of staff and WDC members trained on Data management, O&OD and PlanRep

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	PlanRep system by June 2026		
	88 general assembly in Villages are sensitized in participatory planning by June 2026	Conduct general assemblies Sensitize the community to participate on planning	Number of general assemble conducted
	5 Council Plan and Budget prepared, reviewed and monitored by June 2026	Mobile Funds Identify the community priorities Train staffs on planning and budget Coordinate council plan and budget preparation and execution	Council Plan and Budget prepared, reviewed and monitored

#### 4.4.10 Result Area 10: Works Department

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services improved and HIV/AIDS infections reduced	7 staff trained on HIV/AIDS prevention and care by June, 2026.	Allocate budget. Prepare training programme	Number of staff trained on HIV/AIDS prevention and care.
B. National anticorruption implementation strategy enhanced and sustained.	7 staff trained on anti-corruption by June, 2026	Allocate budget. Prepare training programme.	Number of staff trained on anti-corruption.
C. Access to quality and equitable social services delivery improved	500 council's building and infrastructures supervised and constructed by 2026.	Allocate fund. Prepare tenders. Allocate budget for inspection and supervision. Prepare inspection and supervision plan.	Number of council's building and infrastructures supervised and constructed. Percent of council's construction projects supervised and inspected.
	7 staffs trained on various courses by June 2026.	Allocate budget	Number of staffs trained.

#### 4.4.11 Result Area 11: Land and Natural Resources Department

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	21 Land and Natural Resources staffs Sensitized on HIV/AIDS Prevention by June 2026	Allocate Budget  Sensitize Land and Natural Resources staffs on HIV/AIDS Infections	Number of Land and Natural Resources staffs trained on HIV/AIDS Prevention.
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	21 Land and Natural Resources staffs trained on anti-corruption strategies by June 2026	Allocate budget  Train land and natural resources staff on anti-corruption	Number of Land and Natural Resources staff trained on anti-corruption
G. Management of Natural Resources and Environment Enhanced and Sustained	20 Sustainable Village Land use plans prepared by June 2026	Allocate Budget. Sensitize villagers on Land Use Plan Train Villagers on Land Use Plan	Number of Sustainable Village Land use plans prepared
	Urban human settlements environment in four (4) minor settlements established by June 2026	Enforce laws Plan, regularize and survey Inspect building activities	Number of urban human settlements environment in minor settlements established
	Legal ownership of land increased from 411 to 3000 ownership by	Create awareness Allocate funds Enforce existing laws	Number of plots legally owned increased



STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	June 2026		
	Land use conflicts reduced from 3 to 0 by June 2026	Create awareness Allocate funds Enforce existing laws Prepare village land use plans	Number of land use conflicts reduced
	Rights of land owners guaranteed in 4 planning areas and in other areas of the purpose by 2026	Awareness creation Valuation for Compensation Fund allocation Collaboration with other stakeholders	Rights of land owners guaranteed to Number of land owners
	Village boundaries disputes reduced from 12 disputes to 0 disputes by 2026	Fund allocation Survey and approve of village boundaries demarcation Awareness creation Enforcement of land laws Collaboration with other stakeholders	Number of village boundary disputes reduced
	Villages lands registry offices increased from 1 to 6 by June 2026	Awareness creation Enforcement of land laws Collaboration with other stakeholders Prepare lands registry building plan	Number of Village land registry established
	Land revenues collection increased from TZS400,000,000 to 700,000,000 by June 2026	Land Rent Collection Campaign Community awareness Survey and approval of more plots Demand note preparation and issuing Fund allocation Enforce laws guiding Land Rent payment Increase the number of legal land owners	Increased Land revenues collection
	Urban planning and Design Increased from 30 to 40 by June 2026	Fund allocation Collaborate with other stakeholders Complete and gazette Village centers as Planning areas Prepare and approval of Town Planning Drawings	Number of urban planning and Design increased
	25 hectares of land for investment and industrial use surveyed by June 2026	Allocate Budget Survey Land for Investments and Industrial Use.	Number of hectares of land for investment and industrial use surveyed
	Planning areas increased from four (4) to Fifteen (15) by June 2026	Allocate Budget Create awareness through village meetings Prepare boundary description and map Gazettement	Number of Planning areas increased
	Squatting problems reduced in four (4) minor settlements by June 2026	Allocate Budget Create awareness through village meetings	Number of informal settlements Increased

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
		Inspect squatting areas Enforce laws	
	Surveyed plots increased from 7213 to 14000 by June 2026	Allocate Budget Sensitize people on Plots Survey. prepare drawings for urban planning Survey and allocate Plots Procure working instruments	Number of surveyed plots increased
	2500 Customary land ownership title deeds processed by June 2026	Allocate Budget Sensitize people on Land ownership Process Land ownership Tittles.	Number of customary land ownership title deeds processed
	Farm land bank identified in 20 Villages by June 2026	Allocate Budget. Identify and survey farm land bank in villages.	Number of Farm land bank identified in 25 Villages
G. Management of Natural Resources and Environment Enhanced and Sustained	12500 Villagers trained on Community Based Forest Management (CBFM) by June 2026	Allocate Budget. Sensitize and create awareness to community on CBFM. Train Villagers on Community Based Forest Management.	Number of Villagers trained in Community Based Forest Management (CBFM) increased
	528 members of Village Natural Resources Committees (VNRCs) trained on PFM by June 2026	Allocate Budget Prepare training programme	Number of members of Natural Resources Committees (VNRCs) members trained on PFM
	5 harvesting plans prepared by June 2024	Allocate Budget Prepare harvesting Plan meeting.	Number of harvesting plans prepared
	Conservation and protection of 5 Historical sites conserved and protected in 5 villages by June 2026	Allocate funds Create awareness to the local community on the importance of conserving historical sites Collaborate with other agencies dealing with protection of historical sites	Number of historical sites conserved and protected
	120 patrols conducted in wildlife protected areas by June 2026	Allocate funds Procure patrol working gears Create awareness on the importance of sustainable utilization of wildlife resources	Number of patrols conducted in wildlife protected areas
	7,500,000 trees planted in 88 villages by June ,2026	Allocate Budget. Prepare tree nursery.	Number of trees seedlings planted and distributed to stakeholders
	20 wildlife management groups established 8 villages of Nyabirongo, Gibaso, Karakatonga, Kegonga, Mangucha, Kitawasi, Masurura na Masanga by June 2026	Allocate Budget. Establish wildlife management groups Collaborate with stakeholders dealing with wildlife	Number of wildlife management groups established

#### 4.4.12 Result Area 12: Environment and Sanitation

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	5 staffs trained on HIV/AIDS by June 2026	Allocate enough fund	Number of staffs trained on HIV/AIDS
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	5 staffs sensitized with anticorruption awareness by June 2026	Allocate fund Invite PCCB officials  Allocate fund	Number of staffs sensitized with anticorruption awareness
I. Emergency and Disaster Management Improved	88 villages received disaster management awareness and emergence preparedness by June 2026.	Allocate enough funds. Create awareness on disaster management	Number of villages received disaster management awareness and emergence preparedness
	48 dead bodies with unknown relatives buried by June 2026	Procurement of burial materials.	Number of dead bodies with unknown relatives buried
C. Access to Quality and Equitable Social Services Delivery Improved	5 staffs provided with rights and benefit by June 2026	Allocation of enough Fund.	Number of staffs provided with annual leaves
G. Management of Natural Resources and Environment Enhanced and Sustained	153 of environmental clubs in secondary and Primary schools established and facilitated by June 2026	Allocate fund	Percent of environmental clubs in secondary and Primary schools established and facilitated
	88 Water sources conserved in 88 villages by June 2026.	Public awareness on water resources management Law enforcement Solicit fund Demarcate water buffer zone Plant trees around water sources	Number of water sources conserved
	88 villages facilitated with environmental compliance and enforcement initiatives by June 2026.	Solicit fund Enforce laws Create awareness	Number villages facilitated with environmental compliance and enforcement initiatives
	20 National and International Environmental festivals commemorated by June 2026.	Solicit fund Plant treed planting Create awareness	Number of National and International Environmental festivals commemorated
	50% of committee village members trained in environmental management act of 2004 by June 2026	Allocate fund Train committee village members	Percent of committee village members trained in environmental management act of 2004
	3,500,000 tree seedlings distributed and planted to stakeholders by June, 2026.	Conduct stakeholder's awareness campaign Allocate fund	Number of tree seedlings distributed and planted to stakeholders
G. Management of Natural Resources and Environment Enhanced and Sustained	Waste disposal management in public spaces increased from 30% to 70% by 2026	Announce tender for waste disposal  Allocate fund	Percent of waste disposal managed in 5 urban centers improved
	5 Environmental stakeholder's fora established by June 2026.	Allocate fund Establish environment forums	Number of environmental forums established

#### 4.4.13 Result Area 13: Finance and Trade Department

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	15 staff trained on HIV/AIDS prevention by June 2026	Allocate budget. Prepare training programme.	Number of staff trained on HIV/AIDS infection
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained.	Corruption cases maintained at zero by June 2026	Allocate budget. Prepare training programme. Prepare and distribute corruption posters.	Number of corruption cases reduced
C. Access to Quality and Equitable Social Services Delivery Improved	Comprehensive annual final account reports produced by June 2026	Allocate budget. Facilitate cost of conducting LAAC report. Conduct council final account.	Number of quality financial reports produced
	15 staffs trained on financial regulations by June 2026	Allocate budget. Prepare training programme.	Number of staff trained on financial regulations
	Working environment for 15 Finance and Trade staffs improved by June 2026	Allocate budget. Provide office working tools and equipment. Facilitate good working environment to DT. Provide employment statutory benefits to Finance and Trade department staff. Recategorize staffs timely.	Percentage Working environment for Finance and Trade office improved.
	Own revenue collection increased from TZS 5,054,355,210.02 to 10,000,000,000 by June 2026	Allocate budget Make follow up in different areas of the council. Facilitate preparation of revenue collection Plan.	Percentage of revenue collection increased
	4 modern markets constructed by June 2026	Allocate budget Adopt Public Private Partnership	Number of markets constructed.
	20 District business council meetings conducted by June 2026	Allocate budget. Prepare meeting schedule	Number of district business council meetings conducted
	20 Liquor license board meetings by June 2026	Allocate budget. Prepare meeting schedule	Number of liquor license board meetings conducted
E. Good Governance and Administrative Services Enhanced	3000 licenses issued by June 2026	Allocate budget. Create awareness	Number of licenses issued

#### 4.4.14 Result Area 14: Internal Audit Unit

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	4 internal auditors trained on HIV/AIDS prevention by June 2026	Allocate budget. Train Internal auditor staffs on HIV/AIDS infection.	Number of internal auditors trained
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained.	Special audit conducted to 50 projects by June 2026	Allocate budget. Carryout special audits and ad hoc audit.	Number of special audits performed
	114 council staffs working at ward trained on fraud risk management June 2026	Allocate budget. Coach staffs on fraud risk management	Number of staffs trained

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	105 health facilities staffs trained on fraud risk management by June 2026	Allocate budget. Coach staffs on fraud risk management	Number of health facilities staffs trained
	175 secondary school teachers trained on Fraud risk management by June 2026	Allocate budget. Coach staff on fraud risk management	Number secondary schools' teachers trained
	590 primary school teachers trained on Fraud risk management by June 2026	Allocate budget. Coach staff on fraud risk management	Number of primary teachers trained
E. Good Governance and Administrative Services Enhanced	30 Internal audit reports prepared and submitted to management, Councilors and other third parts by June 2026.	Allocate funds Prepare report	Number of Internal reports prepared and verified
	Council internal Control system improved from 85% to 90% by 2026	Allocate funds in MTEEF Establish control system	Percentage of internal control system improved
	20 Quarterly internal audit reports timely prepared and submitted to higher authorities by June 2026	Allocate budget. Prepare and timely submit quarterly internal audit reports	Number of quarterly internal audit reports prepared and submitted
	5 Annual risk-based audit plans timely prepared by June 2026	Allocate budget. Prepare annual risk-based audit reports. Timely submit risk-based audit reports.	Number Annual risk-based audit plans prepared
	5 Annual audit reports timely prepared and submitted by June 2026	Allocate budget. Prepare annual audit and timely submit to higher authorities	Number of annual audit reports prepared and submitted.
	5 Risk register updated annually by June 2026	Allocate budget. Assess risk management process	Number of risk register updated
	Five 5 unqualified audit opinions attained by June 2026	Allocate budget. Assess internal control systems over revenue. Assess internal control systems expenditures. Assess internal control systems over procurement process. Perform Human resource audit. Make follow on implementation of internal audit recommendations. Facilitate timely response to external auditor queries and recommendation. Review draft final accounts for compliance and advising finance function.	Number of unqualified audit opinions attained
	4 Internal auditors trained on information systems	Allocate budget. Train internal auditors on	Number of Internal Auditors trained

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	(LAWSON, EPICOR 10.2, CAATs, FFARS) by June 2026	new information systems. Purchase of Computer Assisted Audit Techniques (CAATs).	
	4 internal auditor staffs working environment improved by 2026	Allocation of enough Fund.	Number of internal auditor staff facilitated with working environment

#### 4.4.15 Result Area 15: Election Unit

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A: Service improved and HIV/AIDS infections reduced	2 assistant returning officers trained on HIV/AIDS prevention by June 2026	Allocate budget Prepare training program	Number of assistants returning officers trained
B: National Anti-corruption implementation strategy enhanced and sustained	2 assistant returning officers trained on Anti – corruption strategies by June 2026	Allocate budget Prepare training program	Number of assistants returning officers trained
E: Enhanced Good Governance and Administrative services.	10 Elections conducted by June 2026	Allocate budget Train assistant returning officers	Number of elections facilitated
	88 Civic education meetings conducted by June 2026	Allocate budget Conduct village meetings	Number of civic education meetings conducted
	Voters registration book Updated by June 2026	Allocate budget Collaborate with other stakeholders	Voters registration book Updated
	Peacefully election conducted in 631 polling station conducted by June 2026	Allocate budget Conduct village meetings	Number of polling stations conducted peaceful election
	Voters registration for local government and general election increased from 184,742 to 200,000 by June 2026	Allocate budget Train assistant returning officers Voters registration	Number of voters registered
	1893 Voting equipment (1893 ballot boxes, 658 rubber stamps and 80 ream papers) purchased and supplied by 2026	Allocate budget	Number of voting equipment purchased and supplied

#### 4.4.16 Result Area 16: Procurement Management Unit

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	8 PMU staff trained on HIV/AIDS prevention	Allocate budget Conduct HIV/AIDS infection training	Number of staff trained on HIV/AIDS infection
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Corruption cases among staffs maintained at 0 (zero) by 2026	Allocate budget. Train head of departments and units on ant-corruption practices	Number of cases reduced
C. Access to Quality and Equitable Social Services Delivery Improved	5 Annual Procurement plans prepared by June, 2026	Prepare annual procurement plan. Allocate budget.	Annual Procurement plans prepared

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	20 tender board meetings facilitated by June 2026	Allocate budget	Number of tender board meetings facilitated
	500 tenders evaluated by June 2026	Allocate budget	Number of evaluation meetings facilitated
	1500 tender documents prepared by June 2026	Allocate budget	Number of tender documents prepared
	500 contract documents prepared by June 2026	Allocate budget	Number of contracts prepared
E. Good Governance and Administrative Services Enhanced	8 staffs capacitated on Public procurement Act (PPA) and its Amendments by June 2026	Allocate budget	Number of staff trained on procurement procedures of APP amendments
	8 staff capacitated on public procurement procedures by June 2026	Allocate budget	Number of staff trained on procurement procedures
	20 quarterly and 5 annually procurement Reports Prepared and submitted to higher authority by June, 2026	Prepare APP in collaboration with user department Prepare monthly procurement reports and records	Number of reports prepared and submitted

#### 4.4.17 Result Area 17: Legal Unit

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	3 Legal office Staffs trained on HIV/AIDS prevention by June, 2026	Allocate budget. Prepare training program.	Number of Legal office Staffs trained on HIV/AIDS prevention
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	3 staff sensitized on anticorruption strategies by June 2026	Allocate budget. Prepare training program.	Number of legal officers trained on anticorruption strategies
C. Access to Quality and Equitable Social Services Delivery Improved	13 Head of department and 6 units consulted on legal issues by June 2026	Allocate fund. Prepare awareness schedule.	Number of heads of department and section trained.
	100% Participation in National legal festival and events	Allocate fund.	Participated in full in national legal festival and events.
E. Good Governance and Administrative Services Enhanced	60% of existing by-laws reviewed by June 2026	Allocate budget. Review and update all by laws Conduct community meetings.	Percentage of By-law reviewed
	234 Ward Tribunal members trained on legal administration practices by June 2026	Allocate budget. Prepare training program.	Number of ward tribunal members trained
	234 villages tribunal members trained on legal administration practices by June 2026	Allocate budget. Prepare training program.	Number of villages tribunal member trained
	20 New By-Laws enacted by June 2026	Allocate budget. Research and propose New By-laws.	Number of New by-laws enacted
	100% Council is represented in various Courts and tribunals by June 2026	Allocate budget. Attend in various courts and Tribunal	Representation in percentage attained
	3 staffs attend in council for legal education (CLE) seminar by June 2026	Allocate the budget. Facilitate Legal staff attend seminar.	Number of staff trained

#### 4.4.18 Result Area 18: Information Communication Technology and Public Relation Unit

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A: Services Improved and HIV/AIDS Infections Reduced	7 ICT staff trained on HIV/AIDS infection by June 2026	Allocate fund. Conduct training.	Number of ICT staff trained on HIV/AIDS infection
B: National Anti-Corruption Implementation Strategy Enhanced and Sustained	7 ICT staff trained on preventing corruption to the Unit by June 2026	Allocate fund. Conduct training.	Number of ICT staff trained on Anti-Corruption
C: Access to Quality and Equitable Social Services Delivery Improved	19 council offices covered by LAN Infrastructure by June 2026	Allocate enough fund. Procure raw materials for LAN Installation.	Number of Offices covered by LAN infrastructure
	System accessibility to all council offices increased from 26% to 90% by June 2026	Allocate enough fund. Procure ICT accessories to facility accessibility of system	Percentage of accessibility of systems in all council offices increased
	19 departments and Unit installed Inter Communication by June 2026	Allocate enough fund. Procure inter communication devices.	Number of departments and Units installed Inter Communication
E: Good Governance and Administrative Services Enhanced	50 Health facilities installed with Government of Tanzania Hospital Management Information System by June, 2026.	Allocate funds Procure and install hospital management information system	Number of health facilities using GOT-HoMIS application
	99 points of sell installed with Local Government Revenue Collection information system (LGRCIS Mobile) by June 2026.	Allocate funds Procure and install LGRCIS	Number of working points of sells machine installed at the point of sells.
	90 ICT equipment's connectivity maintained by June 2026.	Allocate funds Procure maintenance and equipments	Number of ICT equipment's connectivity maintained
	26 Km of Fiber optic cable extended to council head office by June 2026	Allocate funds Procure Fiber optic cable	Kms of Fiber optic cable extended
	Council website maintained and updated annually	Allocate enough fund	Council website maintained and updated
	12 ICT systems monitored and evaluated by June 2026	Allocate enough fund	Number of ICT systems monitored and evaluated

#### 4.4.19 Result Area 19: Beekeeping Unit

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services Improved and HIV/AIDS Infections Reduced	4 beekeeping unit staffs sensitized on HIV/AIDS prevention by June 2026	Allocate budget. Prepare training programme.	Number of Beekeeping unit staffs trained on HIV/AIDS prevention.
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	4 beekeeping unit staff trained on anti-corruption	Allocate budget. Prepare training programme	Number of beekeeping unit staff trained on anti-corruption
G. Management of Natural Resources and Environment Enhanced and Sustained	Number of beekeeper's groups increased from 30 to 60 by June 2026	Sensitize community on beekeeping. Facilitate beekeeping group formation. Form beekeepers' groups. Register beekeeper groups	Number of Beekeeping groups formed
	500 modern beehives distributed to beekeepers' groups by June 2026	Allocate Budget	Number of modern beehives distributed
	One beekeeping	Allocate budget.	Number of beekeeping associations



STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
	associations established by June 2026	Sensitize beekeepers on association. Form association	established
	6 Bee products harvested and processed by June 2026.	Allocate budget. Establish bee products collection centers	Number of bee products harvested and processed

**CHAPTER FIVE**  
**IMPLEMENTATION, MONITORING, EVALUATION, REVIEW AND REPORTING SYSTEM OF THE**  
**STRATEGIC PLAN**

**5.1 IMPLEMENTATION OF THE STRATEGIC PLAN FOR TARIME DC**

The starting point in the strategy implementation process is to sensitize and educate community on the implementation of the strategic plan through annual planning and budgeting. This will be followed by contribution of community and other stakeholders towards implementation of the strategic plan. Community members and other stakeholders normally contribute financial and nonfinancial resources towards different development initiatives and social services implemented in their areas. Another important stage in the strategy implementation process is for community members and other stakeholders to participate in the planning and decision making for all the important issues of the council in various levels; especially those directly affect their lives. Then, the council sends the plans for proposed projects and programs to the central government for approval. If accepted, the plans are sent down again for preparation of their strategic plans, but if not approved, the plans it returned to the council to rectify the suggestion provided by central government. More importantly, the District Executive Director (DED), who is the Chief Executive Officer of Tarime District Council, is accountable for the implementation of 2021/2022-2025/2026 strategic plan for Tarime District Council. DED will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. Moreover, with the support of the management, shall regularly report to the full council with regards to the strategic plan implementation and its overall performance. Table 32 shall guide the format of the implementation plan and cumulative budget.

**Table 32: Example of implementation plan: Key Result Area: Planning Statistics and Monitoring**

SN	STRATEGIC OBJECTIVE	STRATEGIES	TARGET	ACTIVITY	BUDGET				
					2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
1	A:		1.	1.1					
				1.2					
				1.3					
2	B:		2.	2.1					
				2.2					
				2.3					

For the successful coordination of all Key Result Areas, the Planning Statistics and Monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of this strategic plan. Thus, the respective Departments and Units with a helping hand from the key stakeholders from within and outside the Council shall be responsible for the day to day operation of the Strategic Planed activities that shall derived from respective targets and included in the Medium-Term Expenditure Framework for annual costing and implementation. The main assumptions of the implementation of 2021/2022-2025/2026 Strategic Plan for Tarime District Council include:

- Adequate financial controls and procurement processes resulting in efficiency, effective and compliance to procurement legislation
- Adequate human capital management including attraction, retention, development, and succession planning

- Adequate performance management and measurement systems resulting into achievement of established annual targets
- Adherence of the service providers and other stakeholders to legislations and regulations.
- Absence of political interference that involve infringement of the mandate of the council
- Existence of stable and harmonious relationship between the council and other key stakeholders.
- Planned expenditures and revenues are based on the actual figures of each financial year.
- New sources of revenues are approved and become operational in each financial year.
- Effective internal arrangement and mechanisms for the implementation of the Plan
- Working tools of the different types and other capital expenditures are expected to be purchased.
- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of customers and community at large in implementing the strategic plan
- Timely disbursement of fund from the central government and other development partners.
- Continued provision of technical support, policies, guidelines, and financial support from the central government
- Continues stability and improved economic growth of the country
- Continued good leadership at the Council level
- Positive responses of stakeholders to environmental conservation in the council.

## 5.2 MONITORING OF THE STRATEGIC PLAN FOR TARIME DC

Monitoring for Tarime District Council’s strategic plan shall provide essential feedback mechanisms within the adaptive management framework to keep the plan dynamic and responsive to changing conditions. Monitoring shall provide the public and partners with information on the progress and results of the implementation of the strategic plan. Each department and unit shall prepare monitoring plan to guide the monitoring process. Monitoring of this strategic plan will include both simple observation of the results of planed activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan. Table 33 shall guide the format of the monitoring plan of the strategic plan.

**Table 33: Format of the Monitoring Plan of the Strategic Plan**

STRATEGIC OBJECTIVE	STRATEGIES	TARGETS	INDICATORS	BASELINE	TARGET	TIME FRAME (YEARS)					RESPONSIBLE
						1	2	3	4	5	
C. Access, quality and equitable social services delivery improved	Set budget for recruitment, Follow up the recruitment process	163 primary education teachers recruited by June 2025	Number of primary teachers recruited increased	12	175						Head of Department of Primary Education; Head of Department of Human Resource Management and Administration

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 the community of Tarime DC including the Council Management Team and the Full Council. Table 34 shall guide the format of the progress reports.

**Table 34: Framework for quarterly progress report**

SN	STRATEGIC OBJECTIVE	PLANNED ACTIVITIES	PLANNED BUDGET	ACTUAL EXPENDITURE	PLANNED TARGETS	ACHIEVEMENTS	REMEDIAL ACTION
1	A						
2	B						

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 OF THE STRATEGIC PLAN FOR TARIME DC

To assess the plan performance, three types of evaluations are recommended; there shall be on-going evaluation that shall be taking place throughout the life span of this strategic plan at specified period preferably on annual basis. At this stage it is recommended that the evaluation exercises are conducted at the end of the financial year. There shall be also Midterm review as an interim evaluation that shall be conducted after two and half years to be carried out by internal evaluators. The Midterm review shall draw lessons from the previous annual implementation period and in the process generate information that can be utilized in the subsequent period of plan implementation. This evaluation will focus at the Matching activity funding with plan implementation, evaluation, and review. The third type of evaluation to be carried is terminal evaluation that shall be carried out at the end of the plan period to determine achievements, failure, and constraints. This is preferably done by using external evaluators with the assistance from internal evaluators. Here detailed assessment of each plan components will be done. Both the quarterly ones, annually and midterm reports shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan. Table 34 presents Strategic Evaluation Plan.

**Table 34: Evaluation Plan**

EVALUATION	DESCRIPTION	EVALUATION QUESTIONS	METHODOLOGY	TIME FRAME	RESPONSIBLE
Mid-Term Evaluation	This evaluation aims to measure the realization of intermediate outcomes.	What has been achieved so far in terms of intermediate outcomes? What were the challenges and lessons learnt?	Interviews Observation Focus group discussion  Controlled studies  Documentary reviews	March,2024	Head of department of Planning, Monitoring and Statistics

EVALUATION	DESCRIPTION	EVALUATION QUESTIONS	METHODOLOGY	TIME FRAME	RESPONSIBLE
Terminal and Impact Evaluation	This evaluation aims to measure the achievement of Planned Strategic Objectives.	To what extent have the Planned Targets been achieved? Has Target achievement led to realization of the intended outcomes?	Interviews Focus group discussion	May,2026	Head of department of Planning, Monitoring and Statistics
Terminal and Impact Evaluation	This evaluation also measures the impact that the council has on the public	What policy, legal and regulatory framework changes can be done to improve the outcomes? What is the percentage of stakeholders satisfied with the services provided? To what extent the council has provided services to meet need of community? To what extent has the council contributed development of the country?	Controlled studies Documentary reviews Controlled randomized studies Documentary reviews Surveys Questionnaire		

During evaluation, performance indicators or evidence that shows the extent of the strategic plan implementation progress shall be used. 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 service and number of services delivered) and qualitative such as positive or negative feedback, problems, complaints, and comments.

#### 5.4 REVIEW OF THE STRATEGIC PLAN FOR TARIME DC

Plan review is carried out to remain focused in realizing the District Council core missions, strategic objectives, targets and therefore stay the course to the vision. The results of evaluation activities shall trigger plan reviews. That is, plan reviews are meant to be responsive to the shortcomings during plan implementation. There shall be minor plan reviews annually, Mid-term review after two and half years and a major Plan review after five years (Table 35).

**Table 35: Planned Reviews of the Strategic Plan for Tarime DC**

S/NO.	YEARS	PLANNED REVIEW	TIME FRAME	RESPONSIBLE
1.	Year1: 2021/22	Annual Performance review	May,2022	Head of Department of Planning, Monitoring and Statistics
2.	Year2: 2022/23	Annual Performance Review	May,2023	
3.	Year3: 2023/24	Mid-term review	March,2024	
4.	Year4: 2024/25	Annual Performance Review	May,2025	
5.	Year5: 2025/26	Final Tarime District Council Outcome Review	May,2026	

## 5.5 REPORTING SYSTEMS OF THE STRATEGIC PLAN

### 5.5.1 Internal Reporting System

During implementation of this strategic plan, there shall be internal reporting plan to control the periodic internal reporting system during plan implementation period. In this case there shall be six internal reports disseminated to a range of committees; these reports include: Council Procurement Report provided quarterly, Council Audit Report provided quarterly, Council workers report provided bi-annual, Council Fraud and Risk Management Reports provided quarterly, Council Progress Reports provided monthly, Council Finance and administration Report provided monthly (Table 36).

**Table 36: Reporting System of Strategic Plan for Tarime DC**

SN	TYPES OF REPORT	INTERNAL OR EXTERNAL	RECIPIENT	FREQUENCY	RESPONSIBLE PERSON
1.	Council Progress Reports	Internal	Council Management Team, Council standing Committee & Full Council	Quarterly	Head of department of planning, statistics, and monitoring
2.	Council Audit Report	Internal	Audit Committee,	Quarterly	Head of Internal Audit Unit
3.	Council workers report	Internal	Workers Board Meeting	Bi annual	Head of Department of Human Resource Management and Administration
4.	Council Fraud and Risk Management Reports	Internal	Council Management, Finance Committee	Quarterly	
5.	Council Finance and administration Report	Internal	Finance and administration Committee	Monthly	
6.	Council Procurement Report	Internal	Finance and administration Committee	Monthly	Head of Procurement Management Unit
7.	Council CCM Manifesto Implementation Report	External	District Commissioner Officer, Regional Administrative secretary and to the Ministry Responsible for Local Government.	Quarterly	Head of department of planning, statistics, and monitoring
8.	Council Performance and Progress Reports	External	Regional Administrative Secretary and Ministry Responsible for Local Government.	Quarterly	
9.	Annual Audited Financial Statements	External	Regional Administrative Secretary, Ministry Responsible for Local Government, and the Controller and Auditor General.	Quarterly	Head of Auditing Unit
10.	Council Fraud and Risk Management Reports	External	Regional Administrative Secretary and Ministry Responsible for Local Government.	Quarterly	
11.	Council Audit Report	External	Regional Administrative secretary and Ministry of Finance and Planning	Quarterly	
12.	Council Sector Progress Report	External	Regional Administrative secretary and Ministry responsible for each sector.	Quarterly	Heads of Departments and Units Responsible for each sector

### **5.5.2 External or Central Government Reporting System**

The external control of the plan shall involve the external reporting system in which various reports shall be presented to heterogeneous respective authorities. There shall be several external reports provided to external organs. These include:

- The Council CCM Manifesto Implementation Report submitted to the District Commissioner, Regional Administrative Secretary and to the Ministry Responsible for Local Government and Regional Administration.
- The Council Performance and Progress Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government.
- The Annual Audited Financial Statements submitted to Regional Administrative Secretary, Ministry Responsible for Local Government, and the Controller and Auditor General.
- The Council Fraud and Risk Management Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government.
- The Council Audit Report submitted to the Regional Administrative secretary and Ministry of Finance and Planning,
- The Council Procurement Report submitted to Regional Administrative secretary and Public Procurement Regulatory Authority as well as the
- Council Sector Progress Report submitted to Regional Administrative secretary and Ministry responsible for each sector.

### **5.6 LINKING STAFF PERFORMANCE WITH THE STRATEGIC PLAN**

It is envisaged that the efforts of each individual staff shall be contributing to realize the vision, mission, strategic objectives, targets, strategies, and key performance indicators of the Strategic Plan. This is achieved through the annual planning exercise and use of performance agreements. The annual performance agreements shall be improved to provide this linkage. The instruments for performance appraisal have been improved to accommodate the results orientation introduced in this strategic plan. Individual staff shall agree with their heads of the Departments and/or Units on the achievement of targets for each Strategic Objective. Individual performance plan shall be directly linked to the annual targets set out in the council plan or to the strategies which are employed to each target. Specific activities for implementation of the targets shall be determined and agreed during annual planning exercises. Performance Indicators, respective targets and means of verifications shall also be set during these annual exercises and shall form part of the performance agreements.