

UNITED REPUBLIC OF TANZANIA



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



**IRINGA DISTRICT COUNCIL
STRATEGIC PLAN**

2015/2016-2020/2021

District Executive Director,
P. Box. 108,
Iringa
Tel: +255 26 2702828
Fax: +255 26 2702585
E-mail: ded@iringadc.go.tz
Web: www.iringadc.go.tz

FEBRUARY, 2016

EXECUTIVE SUMMARY

The local Government system in Tanzania was established under the Constitution of the United Republic of Tanzania of 1977 under section 145 and 146. The operationalization of the Local Government system is pursued through the District Councils Authorities. Iringa district council like any other Council in Tanzania operates with statutory powers and in line with legislation and regulations enacted by the parliament under the Local Government Act No. 7 of 1982. This Act states the basic functions of the District Council as provision of social and economic services to the people within its area of jurisdiction hence promote their social welfare and economic well-being.

This Strategic Plan therefore provides a framework for improving performance of service delivery in the District Council through the established priorities for efficient and effective allocation of resources. The strategic plan is divided into five chapters. The first chapter introduces the background information based on the general profile of the district. Second chapter provides the Analysis of internal and external environment of the district council, where the internal environmental scan gives the situational analysis report in 19 service areas and identifies issues of major concern obstructing the performance of the District council in service delivery. While the external environmental scans furnish the analysis of national Sectoral policies and international goals or conventions which the district council strives to achieve. Third chapter provides analysis on performance review on the implementation of the medium term strategic plan 2011/2012-2015/2016; it identifies key issues to be rolled in the succeeding strategic plan. Forth chapter describes the vision, mission, strategic objectives, key targets, strategies and performance indicators. The **Vision** of Iringa District Council is to have a community with improved living standards and sustainable development by 2025. The **Mission** of Iringa District Council is to provide improved socio-economic services to the community through effective and efficient use of available resources for sustainable development. Where the achievement of the District's Vision and Mission will be guided by six **core values** which form the enduring believes of the organization staff which includes: diligence and integrity, team spirit, customer focus with courtesy, accountability, continuous learning and disaster management preparedness. Chapter Five describes the implementation, monitoring, evaluation, review frameworks, Risk analysis and assumptions. The successful implementation of the strategic plan will be the responsibility and accountability of the District Executive Director (DED), who is the Chief Executive Officer of the Council. With respect to this strategic plan, DED will be an overseer for the strategic plan implementation process. DED shall be responsible and accountable for the implementation of the Iringa District Council's (2015/2016 – 2020/2021) Strategic Plan. The Director with the support of the Management team shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

TABLE OF CONTENT

LIST OF ABBREVIATIONS AND ACRONYM	i
Ministry of Education and Vocational training.....	i
Statement of the District Council Chairman	iv
Statement of the District Director.....	v
CHAPTER ONE.....	1
BACKGROUND INFORMATION AND STRATEGIC PLANNING PROCESS	1
1.1 Background Information.....	1
1.2 Location and boundaries	1
1.3 Administrative Unit.....	2
1.4 Climate and Soil	3
1.9 Strategic Planning Process.....	6
CHAPTER TWO	7
ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT	7
2.1 Introduction.....	7
2.2 Analysis of Internal Environment	7
2.2.1 Administration and Human Resource	7
Administration and Human Resource is facing the following problems:.....	8
2.2.2 Land and Natural Resources	9
2.2.3 Planning Monitoring and Statistics	12
2.2.4 Primary Education	13
2.2.5 Secondary Education.....	14
2.2.6 Community Development	18
2.2.7 Livestock and Fisheries Development	21
2.2.8 Water	25
2.2.9 Health	26
2.2.10 Cleaning and Environment	29
2.2.11 Beekeeping.....	29
2.2.12 Legal.....	34
2.2.13 Agriculture, Irrigation and Cooperatives	35
2.2.14 Works	37
2.2.15 Finance and Trade.....	38
2.2.16 Internal Audit	39
2.2.17 Procurement Management Unit	40
2.2.18 Information Communication Technology (ICT)	42
2.2.19 Election Unit	42
2.3 Analysis of External Environment	43
2.3.1 Open Government Partnership (OGP)	43
2.3.2 Sustainable Development Goals (SDGs)	43
2.3.3 The Tanzania National Development Vision (2025)	44
2.3.4 Tanzania Five Years Development Plan (2011/12 – 2015/16)	45
2.3.5 Big Result Now (BRN) initiatives	46
2.3.6 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative	47

2.3.7 Small and Medium Enterprise Development Policy 2002	47
2.3.8 Local Government Reform Programme	48
2.4. Stakeholders Analysis, Strength Weaknesses Opportunities and Challenge (SWOC) Analysis.....	49
2.4.1 Stakeholders Analysis	49
2.4.2 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis	51
CHAPTER THREE	54
PERFORMANCE REVIEW ON THE IMPLEMENTATION OF THE MEDIUM TERM STRATEGIC PLAN	
2011/2012-2015/2016	54
3.1 Introduction.....	54
Strategic objectives	71
Targets.....	71
Targets achieved.....	71
Targets not achieved.....	71
Remark.....	71
Strategic objectives	73
Targets.....	73
Targets achieved.....	73
Targets not achieved.....	73
Remark.....	73
Strategic Objectives	76
Targets.....	76
Targets achieved.....	76
Targets not achieved.....	76
Remark.....	76
Strategic Objectives	77
Targets.....	77
Targets achieved.....	77
Targets not achieved.....	77
Remark.....	77
Service improved and HIV/AIDS infection reduced	77
CHAPTER FOUR	79
VISION, MISSION, STRATEGIC OBJECTIVES, KEY TARGETS, STRATEGIES AND PERFORMANCE	
INDICATORS	79
4.1 Vision.....	79
4.2 Mission	79
4.3 Strategic Objectives.....	79
4.4 Core Values.....	79
4.5 Strategic Objectives, Result Area, Key targets, Strategies and Performance Indicators	80
4.5.1 Strategic Objectives 1	80
4.5.2 Strategic Objectives 2	83
4.5.3 Strategic Objectives 3	86
4.5.4 Strategic Objectives 4	89
4.5.5 Strategic Objectives 5	91
4.5.6 Strategic Objectives 6	94
Service improved and HIV/AIDS infection reduced	95
4.5.7 Strategic Objectives 7	99
4.5.8 Strategic Objectives 8	103
4.5.9 Strategic Objectives 9	105
4.5.10 Strategic Objectives 10	113

4.5.11 Strategic Objectives 11	117
4.5.12 Strategic Objectives 12	118
4.5.13 Strategic Objectives 13	119
4.5.14 Strategic Objectives 14	125
4.5.15 Strategic Objectives 15	128
4.5.16 Strategic Objectives 16	129
4.5.17 Strategic Objectives 17	131
4.5.18 Strategic Objectives 18	133
4.5.19 Strategic Objectives 19	134
CHAPTER FIVE	135
IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORKS	135
5.1 Implementation	135
5.2 Monitoring	135
5.3 Evaluation	136
5.4 Review	136
5.5 Risks Management and Assumptions	136
5.5.1 Risk Mitigation	139

LIST OF ABBREVIATIONS AND ACRONYM

AIDS	Acquired Immune Deficiency Syndrome
AMCOS	Agricultural Marketing Co-operative Societies
BMU	Beach Management Unit
BRN	Big Result Now
CBO	Community Base Organizations
CCRO's	Certificate of Customary Right of Occupancy
CHF	Community Health Fund
COBET	Community Based Education
COWSOs	Community Water Society Organizations
CWT	Chama cha Walimu Tanzania
DADPs	District Agricultural Development Plans
DCDO	District Community Development Officer
DED	District Executive Director
DEO	District Education Officer
FBO	Faith Based Organizations
FDI	Foreign Direct Investment
FFS	Farmer Field School
FFYDP	First Five Years Development Plan
FGM	Female Genital Mutilation
GDP	Gross Domestic Product
GBV	Gender Base Violence
HCMIS	Management of Human Capital Information System
HF	Health Facilities
HIV	Human Immunodeficiency Virus Infection
HRIS	Human Resource Information System
ILS	Integrated Logical System
ICBAE	Integrated Community Based Adult Education
ICT	Information Communication Technology
ICTR	Information Communication Technologies and Relation
LAAM	Local Authorities Accounting Manual
LAN	Local Area Network
LAFM	Local Authorities Financial Memorandum
LDC	Livestock Development Centers
LDDC	Least Developed Developing Country status
LGRP	Local Government Reform Programme
LGRP	Local Government Reform Program
LLG	Lower Level Grants
LSRP	Legal Sector Reform Program
MDA	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MRECOM	Municipal Revenue Collection Management
MOEVT	Ministry of Education and Vocational training

MSD	Medical Store Department
MVC	Most Vulnerable Children
NECTA	National Education Council of Tanzania
NGOs	Non-Governmental Organizations
NSGRP	National Growth and Reduction of Poverty
OGP	Open Government Partnership
OGP	The Open Government Partnership
OPRAS	Open Performance Review and Appraisal System
PADE	Participatory Agricultural Development and Empowerment Project
PPP	Private Public Partnership
PFM	Participatory Forest Management
PFMRP	Financial Management Reform Program
PLHIV	People Living with Human Immunodeficiency Virus Infection
PMO-RALG	Prime Minister's Office Regional Administration and Local Government
PPP	Private Public Partnership
PSRP	Public Service Reform Program
PRO	Public Relation Officer
RAS	Regional Administrative Secretary
RWSSP	Rural Water Supply and Sanitation Program
SACCOS	Savings and Credit Cooperative Society
SEZ	Special Economic Zone
SDG	Sustainable Development Goals
SHIMISEMITA	Shirikisho la Michezo la Serikaliza Mitaa Tanzania
SIDO	Small Industrial Development Organisation
SME	Small and Medium Enterprise
SWO	Social Welfare Officer
SWOC	Strength Weakness Opportunities and Challenges
SDG	Sustainable Development Goals
TAD	Tran boundary Diseases
TAGRODE	Tanzania Grass Root Development
TANROADS	Tanzania National Roads Agency
TAP	Tanzania Agriculture Partnership
TASAF	Tanzania Social Action Fund
TB	Tuberculosis
TCCIA	Tanzania Chamber of commerce, Industrial and Agriculture
TRA	Tanzania Revenue Authority
TTCL	Tanzania Telecommunication Company Limited
UMITASHUMTA	Mashindano ya Umojawa Michezoni Taaluma kwa Shuleza Msingi Tanzania
UN	United Nations
VEO	Village Executive Officer
VICOBA	Village Community Banks
WAN	Wide Area Network
WEO	Ward Executive Officer
WMA	Wildlife Management Areas
WSDP	Water Sector Development Program

WTO	World Trade Organization
WUAs	Water User Associations
WDF	Women Development Fund
YDF	Youth Development Fund

Statement of the District Council Chairman

May, I take this opportunity to express my deep and heartfelt joy that our Strategic plan for 2016/2017-2020/2021 has been finally completed. This plan is a road map that will guide us for the next 5 years; It has been a bumpy drive all way but patience, hard work, team work spirit and the desire to do have made us through.

As a management tool, this plan will surely inform all of us including our stakeholders, of our intent and the way to follow to accomplish it. It will be a yardstick to enable us measure how much we have achieved at any given stage and what necessary inputs are needed to improve service delivery. Finally, it will also serve as a tool for valuation of our performance through the planning period.

I sincerely wish to thank the District Executive Director, heads of departments and units, supporting staff, UNICEF for their financial support and other stakeholders for teamwork and their efforts in coming up with this document.

I want to assure stakeholders that, with your full support, the Council will go out of its way to ensure that by the year 2021 the plan will have been successfully implemented.

Hon. Steven Mhapa

**COUNCIL CHAIRMAN
IRINGA DISTRICT COUNCIL**

Statement of the District Director

It is my pleasure to present Iringa District Council Strategic Plan for 2016/2017-2020/2021. This Strategic Plan is an important road map since it articulates our Mission and Core Values as an organization as well as our Vision for the next five years. It also outlines ten strategic objectives that are key to help us achieve our Mission.

Government has introduced results based management with the aim of delivering efficient and effective services. Vision 2025 development plan, MKUKUTA II, national policies, sectoral policies and other ongoing Local Government and public reforms has been incorporated into strategic plan to guide council on strategic management. A strategic plan is also an information tool to guide collaborative initiative with our stakeholders and other development partners.

I would like to thank all of you - members of the community, staff, stakeholders and Partners for participating during preparation of this document.

Also my sincerely gratitude goes to Planning, Monitoring and Statistics department for coordinating this Plan and volunteered their time and energies on this important work to be accomplished.

Iringa District Council looks forward to the next five years as we implement our Strategic Plan with support from all stakeholders we are confident that we will be successful in our Mission and continue to be an organization that we can each take pride with. By focusing on the priorities outlined in this plan, the Council will remain proactive in addressing challenges that lie ahead and will ensure that our shared vision for the future becomes a reality.

Pudensiana Kisaka

**DISTRICT EXECUTIVE DIRECTOR
IRINGA DISTRICT COUNCIL**

CHAPTER ONE

BACKGROUND INFORMATION AND STRATEGIC PLANNING PROCESS

1.1 Background Information

The local Government system in Tanzania was established under the Constitution of the Republic of Tanzania of 1977 under section 145 and 146. The operationalisation of the Local Government system is pursued through the District Councils Authorities. Iringa District Council was officially established on 1st January, 1984 under provision of section 8 and 9 of the Local Government (District Authorities) Act of 1982.

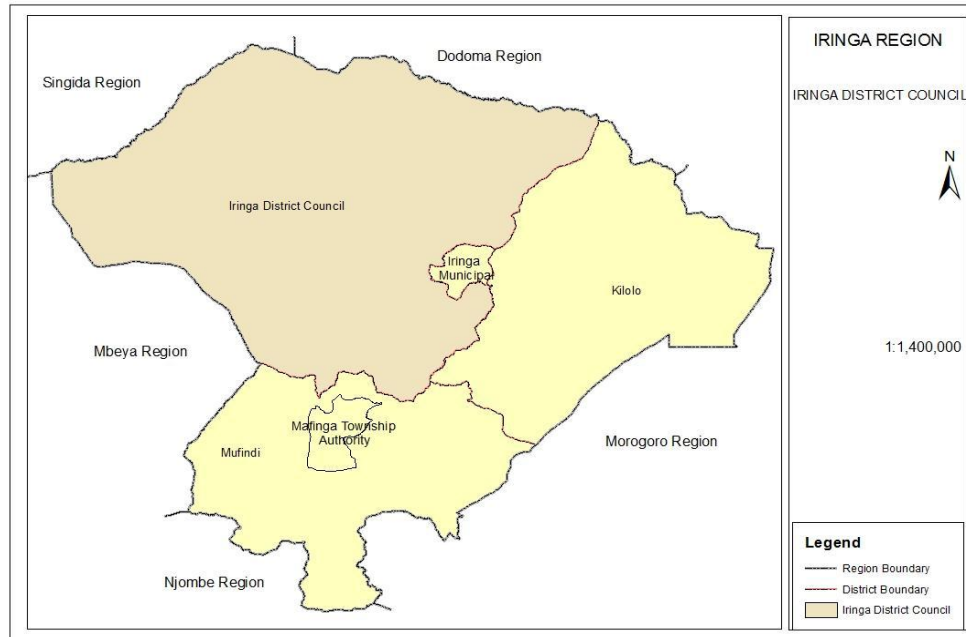
Iringa district council like any other Councils in Tanzania, operates with statutory powers and in line with legislation and regulations enacted by the parliament under the Local Government Act No. 7 of 1982. The council is given wide-range of functions which includes: (i) To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, (ii) To promote the social welfare and economic well-being of all persons within its area of jurisdiction; (iii) Subject to the national policy and plans for the rural and urban development and to further the social and economic development of its area of jurisdiction.

Iringa District Council is one of 133 Local Authorities in Tanzania undertaking various reform measures under the Local Government Reform Programme (LGRP) Phase one and two, the council is expecting to improve the delivery of services to the public. In fulfilling the council's functions as summarized in section 111 of the Local Government (District Authorities) Act of 1982, the Council requires strategic decision making to trigger sustainable local economic development through strategic planning at district level.

1.2 Location and boundaries

Historically, Iringa was one of the two districts that established Iringa Region from the Southern Highland Province in 1964. The second district was Njombe. In 1970s, the district was regionalized hence reduced in area by establishing Mufindi District and later in 2006 Kilolo District. The District shares borders with Mpwapwa District (Dodoma Region) in the North, Kilolo District in the East, Mufindi District in the South, Chunya District (Mbeya Region) to the west and Manyoni District to the North West. The headquarters is located in Iringa Municipal along Dodoma Road. In terms of international identification, the District lies between latitudes 7°0" and 8°30" south of the Equator and between longitudes 34°0" and 37°0" east of Greenwich.

Map 1: Geographical Location of Iringa Rural District Council; 2012

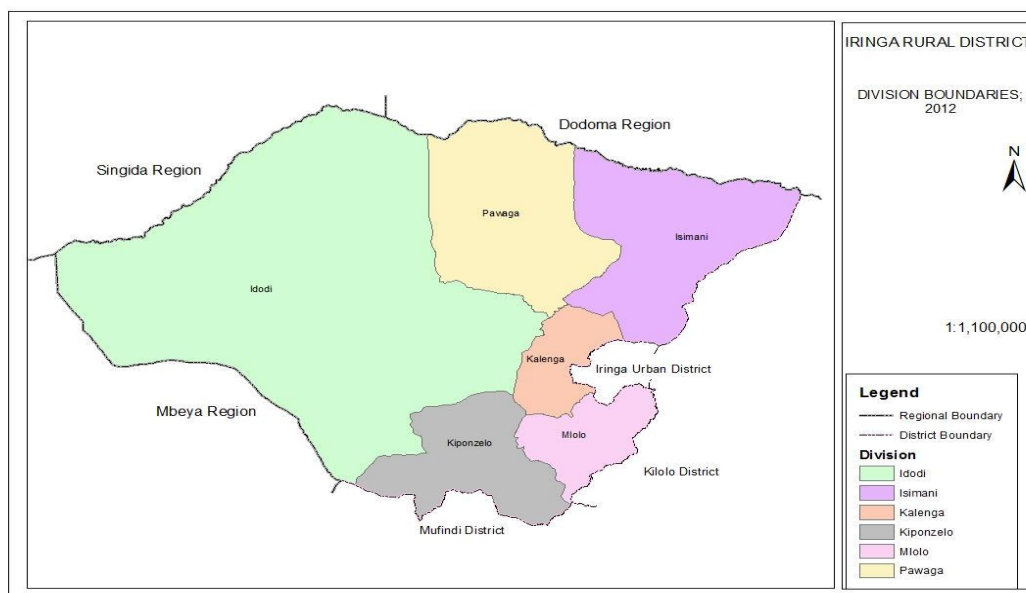


Source: National Bureau of Statistics, Cartographic Section, Field Operations Department, 2013

1.3 Administrative Unit

The District is divided into 6 divisions and 25 wards with a total of 123 villages and 718 hamlets distributed unevenly as shown in Table 1.1. Isimani Division covers about 14.0 percent of total area of the district followed by Kiponzero Division with about 10.6 percent of the total area. Pawaga Division has the smallest area in the district constituting only 3.4 percent of the total district area. Idodi Division, though has the largest percentage share of district area, most of the area is occupied by the Ruaha National Park (10,411.3 sq.km) leaving only 2,427.6 sq. km. for human activities.

Map 2 : Division Boundaries in Iringa Rural District Council



Source: National Bureau of Statistics, Cartographic Section, Field Operations Department, 2013

Table 1: Area and Administrative Units by Division, Iringa District Council

S/No.	Division	Area (.sq kms.)	Wards	Village	Hamlet	Percent Area
1	Kalenga	904.8	4	20	104	4.4
2	Mlolo	976.2	5	27	205	4.8
3	Kiponzeo	2,157.1	4	22	125	10.6
4	Idodi*	12,838.7	3	9	54	62.9
5	Pawaga	684.3	3	12	60	3.4
6	Isimani	2,852.9	6	33	170	14.0
Total		20,414.	25	123	718	100.0

Source: Iringa Rural District, Land, Natural Resources and Environment Department, 2012

1.4 Climate and Soil

The district climate varies with altitude and closely associated with two distinctive landscape zones namely the midland and the lowlands. The district receives rainfall of between 600mm and

1,000mm annually, falling between the months of October or November and December and a dry season from January to February or March and a second lower peak occurs in February or March and the rains then tail off on April or sometimes on May.

1.5 Agro – Ecological Zones

Iringa District Council is divided into two Agro-ecological zones includes: the Midland Zones and the Lowland Zone.

1.5.1 The Midland Zone

This zone is found in Mlolo, Kiponzelo Kalenga divisions, Nduli and Kihogorota wards in Ismani division, characterised by an undulating topography with scattered mountain hills and plateau at an altitude of 1,200 metres and 1,600 metres above the sea level. The District experiences moderate mean rainfalls, ranging from 600 mm and 1,000 mm annually with mean temperature being 15⁰C– 20⁰C.

Most of the soils in this zone have high nutrient contents and are considered suitable for a wide range of food and cash crops and therefore have the potential for profitable cultivation. The main crops grown in this zone include tobacco, sunflowers, maize, simsim, vegetables such as onions, carrot, cabbages and tomatoes, beans, cowpeas, sorghum and fruits including mangoes, guava and pawpaw. The zone is also suitable for livestock keeping including dairy and beef cattle, pigs, poultry, goats and sheep.

1.5.2 The Lowland Zone

The Zone comprises of Pawaga, Idodi and Isimani divisions and lies between altitudes 900 and 1,200 metres above the sea level. It is semi-arid or commonly known as the marginal area, due to low mean rainfalls which range from 500 mm – 600 mm and relatively hot with temperatures ranging between 20⁰C – 25⁰C, of which the higher temperatures are experienced from September to October.

The zone has very rich soils suitable for agriculture but the agricultural production level is low due to unreliable rainfall. Therefore, farmers depend mainly on irrigated farms along Ruaha River and Mtera Dam using traditional and improved schemes and canals. Crops grown in this zone include paddy, cotton, millet, cassava, groundnuts, bananas, onions, tomatoes and fruits such as mangoes, oranges and pawpaw.

1.6 Drainage System

Iringa Rural District forms part of the vast central plateau of Iringa Region, an area of flat and gently undulating plains broken in places by small hills. Most parts of the District lie between 800 meters and 1,800 meters above sea level and form the main watershed separating rivers flowing from south westward into the Ruaha River to the north east.

1.7 Population

The population of Iringa Rural District has experienced declining growth rate. Growth rate of the district declined from 2.2 percent during the 1978 - 1988 inter census to 1.3 in 1988 -2002 inter census period. According to the 2002 Population and Housing Census the District had 363,605 people in 1988 compared to the estimated 245,033 inhabitants in 2002. The decline of the district population, among other factors, was due to the anticipated establishment of Kilolo District from Iringa Rural District. Out of the estimated district population of 245,033 persons, 138,284 or 56.4 percent were females. Table 1.3 shows the population sizes growth rates for Iringa Region and its districts for the 2002 and 2012 censuses.

Compared to other districts of Iringa Region, Iringa Rural District was the second populous rural district in the region after Mufindi Districts and contributed 27.0 percent of the regional population. Between 1988 and 2002 the district's population grew at an average annual growth rate of 1.3 percent compared to the regional growth rate of 1.6 percent and national average growth rate of 2.4 percent. Growth rates for 2002-2012 for this district and the remaining districts in the country still under computation by NBS.

1.8 Ethnic Groups

The main ethnic group in Iringa Rural District is the Hehe. They constitute almost 90 percent of the entire population. Their major occupation is farming while livestock keeping is practiced on a small scale. Other ethnicity groups found in the district include the Bena, Kinga, Pangwa and Wanji mainly found in and around large tobacco plantations owned by Greek settlers in the north, central and south eastern parts of the district which covers Kalenga, Mlolo, Kiponzeo, Idodi, Pawaga and Isimani divisions, while other minority tribes include, Gogo, Sukuma, Barbaig and Masaai found in the lowland zone of Pawaga, Idodi and Isimani at Izazi and Malengamkali wards. These lowlands are rich in pastures which have attracted these pastoralists to come along with their livestock and settle there (Table 2).

Table 2: Ethnicity of Indigenous People by Division, Iringa District Council

S/No.	Division	Wards	Villages	Number of Ethnicity Group	Major Ethnicity Group
1	Kalenga	4	20	4	Hehe, Bena, Kinga and Pangwa
2	Mlolo	5	27	4	Hehe, Bena, Kinga and Pangwa
3	Kiponzeo	4	22	4	Hehe, Bena, Kinga, and Pangwa
4	Idodi	3	9	4	Hehe, Bena, Kinga and Pangwa
5	Pawaga	3	12	4	Hehe, Bena, Kinga and Pangwa
6	Isimani	6	33	4	Hehe, Bena, Kinga and Pangwa

Source: Iringa Rural District Executive Director's Office- District Planning Office, 2012

1.9 Strategic Planning Process

Collaborative approach was used during preparation of this strategic plan where participatory techniques were employed during the process. The process started by three days workshop which was conducted to provide training on strategic planning process to District council's technical team (Heads of Departments, Units and Sections). The action oriented training aimed at building the capacity to all staff and management team to become well versed with strategic planning process, which triggered fully participation during planning exercise. Training also was designed to provide capacity building for enhancing knowledge sustainability of the districts' think tanks. During the workshop participants were trained on the concept and strategic planning processes. This followed by collection and analysis of heterogeneous data from miscellaneous service areas. Data were collected through reviewing different documents indicating performance reports of specific sectors, brainstorming, self assessments, literature review, performance review and service delivery survey reports. The analysed data were used to prepare a situational analysis report which was the foundation for the proceeding steps.

Through these process the technical team in collaboration with facilitators formulated Vision, Mission and Targets to be achieved in the next five years, this culminated in preparation of first draft of strategic plan which was presented to stakeholders for comments before preparing the final document for public use.

CHAPTER TWO

ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT

2.1 Introduction

This chapter presents the internal and external situational analysis situation report. The analysis of internal environment for Iringa District Council, involved the comprehensive diagnosis of the district's thematic areas in terms of their roles, capacity and issues of major concern affecting performance of the District council in service delivery. The process involved a hard look at a district itself where it came from, the place it is now, the direction it is going and what are its choices for the future development of the community members of Iringa District Council. Analysis of external environment involved an overview of international declarations, targets and national policies and strategies that have a bearing on operations of the District Council. In assessing the current situation, a wide range of information was collected to determine the external and internal environment. The chapter winds up with the analysis report of strengths, weaknesses, opportunities and challenges based on the analysis of the internal and external environments.

2.2 Analysis of Internal Environment

2.2.1 Administration and Human Resource

Administration and Human Resource Department is one among 13 departments and 6 units in Iringa District Council. The department has two sections which are Administration and Human Resource. The total number of existing staff is 258 including 7 human resources, 12 record managements, 15 personal secretaries, 12 drivers, 19 security guards, 2 gardeners, 25 wards executive officers, 125 village executive officers and 13 office attendants. The above staff's statuses are only for administration and human resources department, but in general the district council requires 4,252 staff since there are 3,160 staff thus makes shortage of 1,085 staff from all 13 departments of various fields. The department which experience high shortage of staff is Health which has the shortage of 475 staff and primary education with a shortage of 235 staff.

All wards have ward executive officers who are in charges of all (Governmental) employees at ward level. They represents District Executive Director on overseeing implementation of various projects to specified field in collaboration with village executive officers, other village staff and members of the village councils. Village executive officers reports to ward executive officers and the Ward executive officer reports to the District human resource officer, this is the chain of command that works on the department. The reports or communication from village level to ward level and to the district level are being operated through meeting minutes and/or letters. The department has the following key functions:

- To establish number of council staffs required with specific qualification at the organization
- Ensure employee health status improved
- To prepare and submit quality reports to respective authorities timely.
- To establish complains desk and conduct regular follow ups on complains raised in the District.

- To facilitate all district statutory meetings and ensure wards and village councils conduct meeting as per regulations.
- To prepare and conduct training needs assessment and training programs to employees, village council members and councilors on good governance
- To ensure welfare of councilors and employees
- To ensure all employees adhere the organization values and their professional ethics.
- To ensure client charter is strategically prepared and considered in daily service delivery operation to customers.
- Assess employee performance by the use of OPRAS

Administration and Human Resource is facing the following problems:

(i) Instability of Lawson system

Lawson system is a system used to communicate Human capital information system of all employees from local to central Government. The system is under control of central Government ICT personnel at the Permanent Secretary President Office, Public Service Dar es Salam. The system is not stable, thus sometimes hinder the promotion, employee loan transaction and other service related to Lawson system as a result delays customer services delivery

(ii) Budget deficit

The operation of department depends much on own source collection over three quarter of its budget and the rest portion comes from central government. The department has many activities to perform including councilors and staff welfare, facilitation of all District statutory meetings and daily office operations. These targets are limited by budget ceiling, thus hindering achievement of some departments 'targets.

(iii) Politician's intervention

Political will sometimes affects achievement of target planned in the way that when professional staff perform their duty on implementing projects planned they sometime block the operation to secure their political positions regardless of the negative effect to the citizens at future. Occasionally they command to violet laws and rules agreed

(iv) Rapid increase rates of social networks

Advanced science and technology has simplified daily personal and official operation towards achieving goals targeted. On the other side excessive use of social networks by employees during working hours grows rapidly as a result service delivery to customers and employee productivity is decreasing day to day.

(v) Shortage of ward and village executive officers' houses

Formally, The District was not in consideration of village and wards executive officers because initially employment was made to citizen whose place of domicile is at that village and therefore had their own house. In Recent days the Government employees qualified village executive officers who are required to work out of their places of domicile as teachers do. In consideration of their responsibility such as revenue collection, In charge of all employees at village level, Village security officer and other responsibilities they oblige to live in Government houses for their security and status. Living in private rent houses necessitate to their incompetence of official performance especially when house owners are sued by village executive officers.

(vi) Shortage of staff

Number of staff must relate with the number of clients to serve with. Shortage of staffs necessitate to poor service provision which lead to customer complain to the organization and Government at large.

(vii) Shortage of offices at ward and village levels

Conducive working environment encourage employees to work comfortably with no fear, thus motivate employees to deliver quality service at right time.

(viii) Poor data base and documentation of staff information

The main clients of this department are employees and villages as a small government organization. If employees and villages information is not well recorded eventually will cause problems on the field decisions. On the side of employees obviously improper data documentation will lead to loss of contract justification and also loss of retirement benefits. Being so it requires computerizing all employee data.

(ix) Debts

Staffs debts are caused by a transfer from one work station to another, leave allowances, tuition fees and treatment, while tender debts are caused by stationery service delivery. The debts are increasing day to day because activities must continue being performed and services provided and need for changing staff work stations, sometimes this being a way to improve staff performance

(x) Lack of confidentiality of official Government Information

Any organization has confidential issues that require proper administration. There is no organization which can survive without confidentiality. It is a big risk when District officials spread out organizational confidential information to public. There has been proved that some employees with access to confidential issues are violating ethics.

2.2.2 Land and Natural Resources

Land and natural resource department comprises of two sections of land and natural resources. The core business of the department is to enhance and promote security of land tenure for various users of

land in rural and urban areas and enhance sustainable management and use of natural resources. The department has a total number of 35 staff as compared to the required 49 staff.

In general the department performs the following functions:

- To prepare town planning drawings for various uses and control its development
- To survey and prepare survey plans according to the Town Planning drawings
- To raise community awareness on land laws and regulations in both rural and urban areas
- To solve land conflicts between land users in both rural and urban areas
- To issue land title deeds in both rural and urban area
- To prepare valuation reports for different purposes
- To manage and conserve natural forests and promote afforestation
- To insure sustainable utilization of natural forests products
- To insure sustainable management of wildlife in WMA and open areas
- To promote the development of tourism industry in the district
- To develop and promote the cultural and eco tourism by preserving natural heritage centers

Table 3: Number of staff in Land and Natural Resources

S/n	Type of profession/Cadre	Requirement	Available	Shortage
1	Town Planner	3	2	1
2	Land Officer	3	3	
3	Land Surveyor	3	3	
4	Cartographers	2	2	
5	Land Valuers	3	3	
6	Forest Officers	15	13	2
7	Game Officers	13	3	10
8	Tourism Officers	3	3	
9	Personal Secretary	2	1	1
10	Office Attendant	2	2	
Total		49	35	14

Source: Iringa District Council, 2015

The land sector is eligible in implementing urban land use plans and issuance of land titles. The sector has prepared Land use plans in 62 villages out of 133 villages where as 11,750 Certificate of Customary Right of Occupancy (CCRO's) has been issued to land owners in 54 villages. In urban areas, 30 Town Planning drawings have been prepared in 6 planning areas and survey of plots has been done on the same. The increase of unplanned settlements and demand of land for socio-economic uses are unavoidable challenges in sector operations in both urban and rural areas. This actually leads to

conflicts between land users especially pastoralists and farmers in many areas of the council, particularly in the lowland of Pawaga and Idodi divisions.

On the natural resources sector, Forestry sector through initiative known as Participatory Forest Management (PFM) under support from DANIDA managed to sensitize communities in 23 villages and engaged them in the management of forests in which a total of 58,256 ha were reserved. A total of 191,166 ha of forests in 38 villages have been put under effective management in the District.

Tourism sector has fast grown in northern circuit of Tanzania while in the southern circuit and Iringa District in particular the sector is slowly taking the effect. Iringa district council is a center for Eco – Tourism as it enjoys location of Ruaha National Park as well as cultural tourism. In collaboration with tourism stakeholders the district has embarked on promoting various centers for cultural tourism so as to attract tourists in the District. This includes natural spring of Maji Moto at Kikongoma, the gravel of chief Mkwawa (Hehe Chief) at Mlambalasi and Ismila Stone Age area with natural pillars and Old Stone Age equipment. The sector has conducted training on cultural and eco-tourism in 47 villages of Iringa district and 46 tourism attractions have been identified. Tourism sector in the district has not been promoted to extend that will enable employment of community members and raise council revenue.

The Game sector deals with management of wildlife animals to ensure that wildlife are conserved and used sustainably while the community around the game reserves areas are also benefited as well as increasing the Council revenue. Training on importance of wildlife conservation and how to take precaution against dangerous animals has been conducted regularly to the community living around the reserved wildlife area. Problems which the department faces on implementation of its activities are mentioned here below:

- Shortage of fund to finance planned activities
- The increase of illegal activities mostly poaching in reserved land is the main challenge for existence of some species of wild animals
- Some animals do destroy community's crops and sometimes cause fatal injuries and death to the people
- Climate change deplete available forests and overexploitation of forests due to high demand of firewood as the main source of energy
- Lack of participation from some of land users in land use Planning process.
- Ineffective adherence to land use plan and implementation perspectives
- Lack of modern survey equipments
- Lack of fund to finance land compensation
- Lack of awareness to the community on land issues and laws
- High demand of land in rural and urban areas for social-economic uses whereas land is privately owned

- Land owned by individuals in rural and urban areas has no Security of tenure and rural – Urban Migration which increases demand of land for settlements.
- Increase in population in both rural and urban areas which demand more land for settlements and other social economic activities
- Lack of trained game scouts
- Encroachments of reserved lands for Wildlife Management Area
- Inadequate human resources to run this sector,
- Ministry of natural resources and tourism collect revenue from the cultural centers instead of district council.

2.2.3 Planning Monitoring and Statistics

Planning, Monitoring and Statistics Department is among the 13 departments and 6 units of Iringa District Council which has 10 staff (5 economists, 2 statisticians, 1 Personal secretary, 1 office attendant and 1 driver). The department has the core functions of: Coordinating preparation of annual plans and budget from various departments and units. Preparation of various quarterly, semiannual, annual development and other reports required for various purposes. Performing monitoring and evaluations of development projects. Collecting, analyzing, interpretation, presentation of data to respective authorities

Regarding the bottom up planning system this intends to promote community participation in planning process through the existing government system, unfortunately community members rarely attend village meetings to discuss and approve annual plans and budget and even if villages produce village plans and budget; they are not always of good quality. At District level most departments and Units neither make reference to the council strategic plan nor review previous years annual district priorities thus leading to poor planning and reporting. The current experience indicates low implementation of development projects due to unreliable receipt of funds. The link between Monitoring and Evaluation findings are not often followed up by relevant related actions or measures. Unreliable statistical data further lead to poor decision making and Lack of Data storage and processing system all affect performance. The increasing HIV/AIDS pandemic infections among council staff reduce manpower towards service delivery to the community. Inadequate infrastructural facilities in different sectors. Prevailing petty corruption in LGA and Technological and skills changes affect staff performance. Revenue - The Council is not always perfect sure of receiving revenue from government and Donors as it has been approved in the Council plan and budget which lead to poor implementation of development projects. Drought- failure of crop production due to drought in areas of Idodi, Pawaga and Ismani divisions and Unreliable own source revenue all have negative impact on the Council performance. Data security management is not appropriate. However, the critical issues affecting the department are:

- The need for Iringa Rural District Council office headquarters to move out of Iringa Municipal Council and get established in rural area for increased proximity to community members.
- Unreliable budgeted funding

- Untimely reports submission (for compilation and coordination) by Council sectors and therefore late coordination and presentation/submission.
- National and local directives that are made outside the budget requiring immediate implementation and, contradicting directives regarding budget preparation/allocations.
- Regarding the bottom up planning approach which intends to promote community participation in planning process through the existing government system. This is not adequately attained due to community reluctance to attendance village meetings called to discuss and approve annual plans and budgets. Even where villages strive to produce village plans and budget they are not always of good quality.
- Some of reports are not exhaustive (low standards) i.e. they lack some key information. Villages don't submit reports on development projects implemented.
- Reporting formats from central government are not harmonized and multiple tasks issued to department that interfere department's action plan.

2.2.4 Primary Education

Iringa District Council oversees the provision of education at the Pre-primary Education, Primary Education, Special Need Education and Adult Education. In addition, the district has earlier classes 113 and 148 primary schools, 35 Adult Education classes, 2 vocational training centers. In the management and implementation of the Basic Education there are five (5) sections which are: Statistics and Logistics Office- with 3 staffs, Adult Education with 3 staffs, special need education with 1staff, sports, games and culture with 4, academic section with 3 staffs, and 5 supporting staffs. Primary education has the following functions:

- Provision of teaching and learning materials
- Supervision of teaching and learning process
- Distribute Capitation Grants
- Provision of anti-corruption Education to pupil and Staff
- Provision of Education and awareness on HIV/ AIDs, corruption
- Quality assurance of teaching and learning
- Ensure high performance in national examination and vocational training.
- Facilitate construction of class rooms, Hostels for integrated schools, Staffhouses, Toilets and water tanks.
- Provide furniture to schools (such as desks, chairs and tables)
- Capacitating and monitoring of MEMKWA and MUKEJA facilitators
- Collection of data, enrolment record management and supervision of TSM I and II
- Ensure welfare of staff

The district council has succeeded to increase number of teachers from 1 226 teachers in 2011 to 1,478 in 2015 which resulting to an increased ratio of 1:45. The number of primary schools increased from 118 in 2011 to 148 in 2015. Enrollment rate rose from 98.75 % in 2011/2012 to 99.9% in 2015/2016. Most of

pupils who pass in technical skills hence acquiring self employment and all pupils who passed MEMKWA go to secondary school. In promoting adult education the department has 10 centers / classrooms for MEMKWA. In pre-primary schools the District has enrolled a total of 8,090 of whom 4,050 are boys and 4,040 are girls. In primary school the total of 58,914 pupils has been enrolled of whom 29,370 are boys and 29,544 are girls.

On special needs education Iringa District has few inclusive schools. These are: Kipera Primary School, Kidamali, Tanangozi and Mfyome. Kipera was established by Iringa District Council in 2013/2014 as a special education unit with disabled who are living in hostels. Types of children with disabilities who are in Kipera are: 13 Children with hearing impairments where 8 boys and 7 girls. 36 Children with visually impairments where 22 boys, 14 girls, 11 Children with Intellectual Impairments where 7 boys and 4 girls 8 Children with Albinism where 5 boys and 3 girls and 5 Children with Physical Impairments where 3 are boys and 2 girls. The infrastructures (hostels and toilets) of Kipera School for children with disabilities have been improved significantly up to 90% in 2015/2016). On classrooms there are a total of 1238 classrooms with a deficit of 235, on teachers' houses there are a total of 611 with a deficit of 862 while on pit latrines there are a total of 1824 with deficit of 906. Pupils who set for examination in standard VII by 2015 were 70 where 32 boys and 38 girls. Pupils who passed and join form one in 2015 were 40 of whom 15 were boys and 25 were girls. Despite the achievements, primary education is facing the problems of :shortage of staff, shortage of teachers' houses, shortage of funds, inadequate of teaching and learning materials for schools and vocational training centers.

2.2.5 Secondary Education

Secondary Education is the department among 13 departments and 6 Units in Iringa District council. It has 36 secondary schools whereby 28 secondary schools are owned by the Government and 8 secondary schools are owned by private Institutions. The department provides education services in O-Level and A-Level secondary schools. The department has 7 Headquarters staff which include 3 Officers, 1 Person secretary and 2 Office attendants. The department has 36 non-teaching staff as well as 977 secondary school teachers. Core functions of the department are:

- Implement available Secondary Education policies as approved by the Ministry of Education to be used in schools in all wards.
- Identify needs of ward education coordinators, heads of school, teachers, non-teachers and students.

- Evaluate to what extent Ward education co-coordinators and heads of schools are performing their duties.
- Monitor day to day activities of the schools.
- Co-ordinate and supervise educational activities in Secondary schools.
- Provide educational support to teachers (In-service training)
- Acts as joint between Local Government Authority and other higher regional secretariat and the Ministry.
- Supervise academic performance in Secondary schools in the district Council.
- Receive, distribute and monitor expenditures of capitation grant and money for catering services in schools.
- Co-ordinate and supervise the construction and rehabilitation of buildings in Secondary schools in the District Council.
- Co-ordinate and monitor professional code of conduct of teachers and non-teachers in secondary schools.
- Ensure the availability of teaching – Learning materials as well as maintaining friendly environment for learning in schools
- Monitor collection of money and expenditure in secondary schools in the District Council.
- Monitor schools administration in the District Council (how heads of schools run their schools as well as SMT and School Boards.) according to rules and regulations.
- Monitor and supervise all activities related to the running of National Examination activities in the District Council.

The provision of education in secondary schools involves different aspects such as number of students, teachers, infrastructures such as staff houses, hostels, classrooms, toilets, laboratories as well as furniture such as tables and chairs in schools.

On Students in Secondary Schools, Iringa district council through Education department has 36 secondary schools whereby 28 secondary schools are public and 8 are private secondary schools. The 36 secondary schools have 16,942 students whereby 8,634 are boys and 8,308 are girls. Students have been attending schools as usual. Some students especially girls have been failing to attend schools due to pregnancy cases hence this lead to dropout in schools.

On Student - Textbook Ratio, the district council through education department has managed to supply textbooks in 28 public secondary schools. The provision of textbooks in schools has made the students-textbooks ratio to be 3:1 from 5:1 ratios. The requirement of secondary school teachers are 855 according to the number of students, subjects and secondary schools in the district. The requirement of Art subject teachers are 619 and available are 809. The requirement of science subject teachers are 236 and available are 168 hence making the shortage of 168 science subject teachers. However, the public secondary schools currently have 977 teachers due to recruitment done in April and May 2015.

On Infrastructure in the Schools, the provision of education services in schools needs a clear and friendly environment for teaching and learning to both teachers and students. The council through education department has constructed different infrastructure facilities in order to enable teaching and learning to occur. Infrastructure facilities constructed in the schools includes Classrooms, Hostels, Toilets, Staff houses and Laboratories. Despite effort made by the council still there is a shortage of infrastructure facilities. There are 418 classrooms with a deficit of 95 classes, 135 staff house with a deficit of 484 houses, 33 laboratories with deficit of 51, 642 toilets with deficit of 343 and 12 hostels with a deficit of 10 hostels.

On furniture in schools, furniture in the schools includes tables, chairs, cupboard, shelves and benches. The availability of furniture helps to create good environment for teaching and learning in schools. However, there is slight shortage of tables, chairs, and cupboards. The slight shortage of furniture in the schools

On Funds for School Meals and Capitation Grants, Public secondary schools in the district council are provided with funds for School meals and Capitation Grants. Capitation Grants are provided in 28 public secondary schools. However, in 28 schools 6 secondary schools are boarding schools and are provided with meals allowance for students. Capitation grant and meals allowance provided by government does meet the actual cost regarding the prevailing economic situation. For example, the rate of meal allowance provided per student per day is Tshs 1,500/= while the actual requirement is 3,500 per student per day. Therefore, there is a need to review the rate so as to ensure the smooth running of the schools.

On School Inspection, Secondary education department conduct regular inspection in 28 public schools and 8 private schools in order to check the teaching and learning processes and if the schools are adhered to the National policy. Some areas checked during the school inspection include; Teacher teaching pace, availability of teaching documents such as lesson plan, logbooks, scheme of works and students exercise books. Other area includes school infrastructures, availability of books and social services such as water, health, transport and communication. Generally all matters relating to the running of the school are checked. However, the inspection of schools is not done as it was planned due to:

The car used by the department is not in good order; most of the time requires maintenance. Scarcity of fund makes it impossible for the department to purchase enough fuel to visit all schools and pay allowances for the Staff.

On training of teachers and other staff, Secondary education department supports its staff to attend short and long term courses programs provided in various education institutions within the country. In fact, Diploma holder teachers have been upgrading to Degree and Degree holder teachers has been

upgrading to Master Degree. However, there has been a problem of funding those teachers due to insufficient fund in the department. Therefore, there is a need to secure fund through budget allocation so as to get fund for training of teachers.

On HIV/AIDS in schools, Provision of quality education to the community at large is the purpose of secondary education department. However, this target will not be accomplished if the school community (teachers, students, non-teaching staff and parents) are not healthy. An institution with HIV/AIDS victim will not move as it is expected. If teachers are sick they won't deliver since they will need more time for treatments. It is also true for the sick students, parents and other members of the community. Secondary education department is working together with officials from community Development Office and Health Department to create awareness and give education on HIV/ AIDS.

On Corruption, Education department in secondary schools have established Ant- corruption clubs to educate students on how corruption affects the civil rights of the people and the national economy. The aim is to make them hate this behavior when there are at school and when they become adult(s). In these cross- cutting issues, secondary education department is facing the following challenges: Poor performance in teaching and learning process in the schools, death of some of the working staffs, students, parents and guardians due to the problem of HIV/AIDS, inability to pay school fees and other requirements to students (orphans) in the schools, value for money is affected due to corruption.

On transfer of teachers and other non-teaching staff, Basically, teachers and non-teaching staffs do request transfer from one working station to another due to several reasons including, Health problems, following one's spouse, Promotion and Balancing number of workers in different working stations. Secondary education department is currently facing shortage of funds for the management of this problem. The District council through secondary education department has been allocating insufficient fund (about 5millions) due to the budget ceiling and this has been a problem whereby most of worker are still claiming their money for transfer. Therefore it is very difficult to spend only 5milions for transfer purpose according to the government standards. To pay subsistence allowance, disturbance allowance, fare and luggage cost, it is not easy for the amount of money allocated.

Therefore, the challenges behind are: Failure to pay teachers and other workers who were transferred, workers to wait their payment for a long time discourage performance, balancing number of workers in schools become impossible due to shortage of funds

On teaching and learning materials, quality education is possible if qualified teachers, textbooks, science equipment's and chemicals for demonstrations as well as laboratories are available in the schools. The mentioned items are some of the important teaching and learning materials for the good performance of the schools. However, secondary schools in the district face the following challenges in education delivery: Shortage of chemicals and science equipments, Shortage of textbooks in some of the subjects, shortage of laboratory, technicians and science teachers.

The key issues affecting the performance of education service delivery in the council includes:-

- Shortage of Science subjects teachers.
- Shortage of textbooks and references books.
- Shortage of classrooms, staff houses, assembly and dining halls, Dormitories/Hostels, Laboratories and Pit latrine/toilets.
- Shortage of furniture which include table, chairs, cupboards and shelves.
- Insufficient funds for school meals allowance, capitation grants, transfer of teachers and other non-teaching staffs, teachers training and non-teaching staffs and inspection of schools where regular visit is not perfectly done.
- Prevailing petty Corruption LGAs
- The increasing of HIV/AIDS pandemic infections among council staff reduces man power.
- Shortage of laboratories chemicals and equipment.

2.2.6 Community Development

Community development department is among of 13 and 6 units in Iringa District council. The department is performing its activities through four departmental sections of Children desks, Technical and construction desks, Gender desks and, conventional Research, Statistics and planning desks. Also the community department has the major roles of coordinating two projects including, Tanzania Social Action Fund (TASAF) and HIV / AIDS. Apart from projects coordination the community department is coordinating Women development fund (WDF) and Youth development fund (YDF). The department has 42 staff where by 8 are in Headquarter and 34 are in ward level.

The main functions of the Department is to enable communities to change their mind set as well as negative beliefs, Traditions, culture, customs, norms and values which are not supportive to development process by doing the following activities:

- Enable the communities to change their mindset and become responsive to wards development process as well as technological innovations
- Enable communities to identify existing opportunities so as to address obstacles towards development (O&OD)
- Enable communities to recognize and respond to the needs of special groups (women , youth, children ,elders and disabled)
- Build the capacity of village councils in good governance, participatory planning and budgeting.
- Ensure Gender mainstreaming in planning and budgeting process at community and council level
- Facilitate establishment of building and technical bridges at community level in order to create employment and income generating activities.
- Facilitate formation and empowering socio economic groups at community level.

- Enable communities to plan, Implement ,monitor and evaluate development projects and self help activities
- Conduct convectional and participatory research to identify obstacles which hamper development and suggest possible measures.
- Translate and disseminate community development related policies and strategies.
- Sensitize communities on the importance of mainstreaming crosscutting issues into their plans such as Environmental hygiene, combating of corruption, combating of HIV/AIDS and Gender.

Periodically the department selects and implements one issue which has big results and attracts the interests of communities. This practice has made the department to get more recognition and political and financial support from the councilors and council management such as establishment of Village Community Banks (VICOBA) as a phasing out strategy for women groups benefited from Women Development Fund, to date there 104 VICOBA groups with 1974 (Male 1622 and female 352) members with a total capital of 245 mil, purely departmental initiatives, 2012 to date the department is focusing on youth groups and working on projects that will produce big results for youth as response to the government intentions to address the needs of the youth.

Establishment of a well-functioning of electronic database for storing and producing gender disaggregated data designed by the department which serves as source for produced reports that are used by the all sectors in the council for gender mainstreaming in the council plan and budget.

Establishment of a well-functioning tracking and referral system and follow up for Gender Based Violence incidences, violation of children rights incidences established and coordinated by the department. The system engage the council community development department, police gender desk, Tosamaganga District Designated Hospital owned by Faith Based Organisation, GBV centres owned by TAROWOC, NGOs in Iringa, Health Department and communities to have collective responsibilities in addressing GBV and children rights.

Gender forum initiated, funded and coordinated by the departmental budget involving stakeholders from local government, police, NGOs, Hospital, GBV centers and representatives of communities. Youth Development Fund is used as source for community building brigades capital and has proved to be means for revolving and sustaining community building brigades. Public-Private Partnership as an effective model for addressing need of vulnerable children. The Local Government through CD department collects, review, store and distribute vulnerable children data to the stakeholders, the private sector and civil society and Village Community Banks and communities provide support to the groups in terms of school fees, uniforms and exercise books. The department utilizes SabaSaba and NaneNane Exhibition to inform the public on the role of community development in local development and services that should be expected from the sector. Member of Councilors meeting, Council Management Team and Council Multi Sectoral Committee advocated contributing 5,000 quarterly for supporting vulnerable children in order to minimize OVCs/MVCs who have no support. In collaboration with stakeholders

department facilitate 5,972 out OVCs, MVCs, widows and disabled to be supported with social, economic and psychological support

In order to mainstream poverty to marginalized groups Department Facilitate formation of 121 Women groups 155 youths groups and through women development fund total 97,500,000 were provided to 63 women economic groups with 573 beneficiaries , Total 55,250,000 were provided To 38 youth economic groups through youth development fund. Through TASAF, The department succeeded to implement 113 project Food security projects , Service poor subprojects , Vulnerable group projects and now TASAF is Targeting poor households total of 8,439 in 82 villages . The household are now receiving cash transfers after 2 months based on basic and conditional transfer. In fighting against HIV and AIDS department facilitate and coordinate ward, village committee and other stakeholders to educate community on HIV prevention, to provide care to affected individuals and reduce stigma and discrimination to PLHIV in 123 villages

There are many challenges facing the community development departments. These challenges are stumbling blocks which constrain the contribution of the departments to the development of communities.

- Insufficient financial resources and tools hamper the performance of community development in facilitating development at community level.
- High prevalence of HIV AIDS threats human labour and council development
- Culture and tradition that prohibit people to change behaviour is the challenge that needs a joint effort.
- High rate of Gender Based Violence of 36% due to traditional and culture
- 70% Women workload in rural areas which caused by existence of patriarchy system in community
- 39.6% Violence Against Children, low knowledge on children rights and existence of patriarchy system
- Poor community participation in development activities, low knowledge and slow adoption of development issues which influenced by reluctant.
- Poor community households and Low income to vulnerable group of women and youth which lead to Unemployment to youth and women.
- Decrease of ethics and moral within the community and family level due to globalization.
- WDF and YDF is not enough for provision of loan because amount of fund available is little compare to loan requested by groups due to inadequate contribution of council
- Reluctant of paying back loan among women and youth groups due to poor knowledge of entrepreneurship and importance of expanding their income generating activities.
- Lack of refresher course, on job training, Inadequate Motivation to staff to the community development officers due to shortage of fund for staff capacity building.

- Inadequate follow up and supportive supervision to staffs and community due to shortage of fund released for department activities
- Marginalized groups are not covered in service provision (MVCs and OVCswidows) because there are large number of OVCs and MVCs in needy while stakeholders supporting are few.
- Poor departmental data base system
- Shortage of skilled personnel at ward and village levels
- Scattered geographical area.
- Insufficient advocacy with key leader at all levels on HIV and AIDS response.
- Inadequate knowledge to committees at lower level on their roles for HIV and AIDS

2.2.7 Livestock and Fisheries Development

Livestock and fisheries is one of the departments in Iringa District Council. This sector contributes to the food produce and households' income; most of production systems being practiced are agro-pastoral system and very few practices pastoral system mode of production. Pastoralists are mainly found in Migoli and Izazi wards in Ismani division, Mboliboli, Mlenge, Ilolompya and Itunundu wards in Pawaga division and Mlowa and Idodi wards in Idodidivision. The department has 49 extension staff (43 Livestock staffs and 6 Fisheries staffs) and other supporting staff is 1 driver and 1 Personal secretary. Its distributions are: 28 extension staff located at wards level, 11 at village levels and 10 headquarters. According to the extension guideline of 2011 each village should have one livestock extension officer, therefore there is shortage of 94 extension staff. The extension staff do not have enough working gears, currently department has 6 motor cycles and 2 veterinary kits. Therefore all extension officers are required to have rain courts, veterinary kits and gun boots. The core function of Livestock and Fisheries Development are:

- To ensure preparation of the livestock and fisheries plans that are responsive to client needs
- To facilitate research-extension –liaison/linkage and to promote a proactive and consistent working relationship that involves livestock/fishery farmers, farmer groups, stakeholder forum and developing livestock/fishery service provider (NGO, CBO and commercial investors).
- Ensuring dissemination of new livestock/fisheries technologies from research firms to the livestock/fishery farming community and other commerce farmers.
- Coordinating, conducting and advising on the implementation of all livestock and fisheries activities and projects undertaken in the district.
- Coordinating, Monitoring and Reporting the threat or occurrences of migratory pests, livestock/fisheries noticeable diseases to the responsible zonal, regional and national offices.
- To translate national livestock/fishery policies and other policies, strategies, guideline and legislation in line with district livestock and fisheries situation.
- To promote the private sector to invest in commercial meat and leather, dairy farming and processing, small stock farming and processing, fish farming and processing in line with livestock and fishery value chain development.

- Improvement and introducing genetically breeds of animal kept in collaboration with all other institutions.
- Registering, inspections and supervising all private veterinary service practices, veterinary facilities, animal feed manufacturing in the district council.
- To conduct routine inspection and patrol to prevent illegal fishing in collaboration with BMU in the district.

(i) Livestock sector

Livestock sector is an important activity for improving household income, food security and nutritional status through sales of animals kept such as live animals, hides and skin and other products from live animals; as well as consumption of high nutritional quality products such as meat, milk and eggs. The district council has livestock population predominantly of indigenous breeds stock of (95% indigenous breeds) and exotic breeds. The populations of animals kept are cattle 155,355, goat 103,429, sheep 36,760, pigs 36,156, donkey 2,796 and chicken 573,648. The mostly animal are owned by small scale livestock farmer practicing traditional farming and few are kept under large scale commercially, the council has 15 commercial farms.

On Livestock Infrastructure facilities, the council has number of infrastructure which provide different service in livestock sector such as dip tank 54 (38 owned by council and 16 owned by private sector), charcoal dam 13, Livestock development centers(LDC) 4, water trough 19, slaughter house 6, slaughter slab 44, fish market 1 and livestock market 7. These infrastructure is not enough to satisfy the requirement especially water dam infrastructure in range lands grazing areas, dip tank as preventive means of vector borne or tick and tsetse fly, slaughter houses for producing quality meat, extension staff houses and milk collection centers are not enough. The council will need to increase various livestock infrastructure for the betterment of improving the animal welfare and good working environment of extension staffs.

On grazing lands, Iringa district council has a total land of 2,057,600 hectares, where its grazing land is estimated to be 100,064 hectares. The councils have demarcated land for grazing in 58 villages with land use plan. But the challenge is that, most village communities allocated areas for livestock grazing which are not fertile, with rocks and in mountain. Conflicts between livestock keepers and farmers, Ruaha National Parks happen mostly in dry land area with low rainfall in two divisions of Pawaga and Idodi because of expansions of human agricultural activities, reserved areas and other investment. In some areas are infested with tsetse fly in 5 wards of Idodi, Mlowa, Mlengi, Mboliboli and Izazi reduces grazing lands.

Animal Diseases, the Council delivery of veterinary health services depends on availability of 43 livestock extension staffs and infrastructure facilities like functional 54 dip tanks and 4 veterinary health center or Livestock development centers. Mostly common diseases in the council are tick borne disease in cattle, goat and sheep, the disease includes east coast fever(ECF), Anaplasmosis, Babesiosis, heart

water and other diseases are black quarter(BQ), foot and mouth disease (FMD), lump skin disease, Newcastle, Pneumonia Caprine Contagious Pleuropneumonia(CCPP), mange, and fowl typhoid disease. The departments conduct several preventive measures to maintain good animal health like training and educating livestock farmers, vaccination campaign and operations of 45 dip tanks out of 54 dip tanks.

On livestock products and marketing, common sources of meat are beef cattle, sheep and goats, poultry and pigs. Meat produced for 2014/15 was 784,768 kg. Meat produced is mainly for domestic market although its infrastructure facilities are very few 6 slaughter houses without cold-rooms. Most milk is produced from local cattle even if the productivity is low of about 2 liters per cow with an average lactation of 400 liters compared to cross breed cattle with an average milk production of 7 litres per day, with an average milk production per lactation of 1,800. Total milk production is estimated to be 28,897,655 litres (2014/2015) of which traditional cattle produce about 80%. The council lack some milk collection hub or milk collection center facilities even despite there is an opportunity of milk plant.

(ii) Fisheries

Fishing activities is mostly done at Mtera dam, even if there is a challenge of remarkable decrease of water levels in the dam caused by drying of Great Ruaha River, this situation has affected fishing activities taking place in the dam. The Council has made 10 participatory beach management groups with the role of controlling illegal fishing done by fisherman in Mtera dam and also they have contracted to collect fish revenue.

Fish Farming (Aquaculture); apart from Mtera dam also aquaculture activities is done by farmers in Iringa District Council. The fish farming activities is promoted in permanent water resources like in irrigated area of Idodi, Kalenga, Mseke, Itunundu, Ilolompya, Ifunda wards and small dams of Kibebe and Mkungugu dams. A total of 165 fish ponds planted tilapia. The purpose of council is to improve nutritional status and income of the household. Despite such success the livestock and fisheries development is facing Key issues which affect its performance:

- **Land and village land use plan**

The main cause of the problem of land tenure system is lack of proper arrangement to allocate land and give ownership of grazing areas according to legal procedures and traditional village land use.

Other causes are frequent changes of livestock grazing areas into other uses such as crop cultivation, reserves and the migration of livestock farmers that limit them to develop their grazing areas.

- **Scarcity Water resources for livestock.**

Water for livestock in pastoral and agro pastoral areas are main constraints in dry lands and un even distribution of water points in grazing lands which results conflicts.

The council only have 13 water dam and 19 water troughs which are used as source of water to grazing animals in 133 villages, these infrastructures are not enough to save cattle, goat, sheep and donkey population.

- **Pasture improvement**

Unavailability of pasture seeds and grazing land areas allocated in unfertile soil, rocks and mountains causes difficultness to develop and improve the pasture range land area. The department have demonstrated and trained 5 Farmer field school (FFS) and demonstration plots for planting Rhodes boma grass and desmodium legume pastures in 5 villages.

- **Types of Livestock and Production Systems**

Low genetic potential of the indigenous breeds of animals kept are coupled with limited supply of improved animal breeds have led to poor production and productivity. This has also been exacerbated by the existing 95% of traditional agro pastoral and pastoral production systems practiced by the livestock farmers. However, indigenous livestock are well adapted to marginal areas of dry lands in the divisions of Pawaga, Idodi and Ismani.

- **Livestock diseases**

Livestock diseases are among constraints limiting the development of the livestock sector in the council. There is a high prevalence of livestock diseases such as vector borne, zoonosis and emerging diseases that present a big challenge to the development of the livestock sector in the council.

- **Livestock products processing and marketing**

There is poor infrastructure for processing and marketing of livestock and livestock products. The council have 6 livestock markets, 6 slaughter houses and 1 fish market are among of facilities used in the value chain of animals and fish.

- **Livestock and fish farmers' knowledge and skills**

Inadequate livestock and fish farmers' knowledge and skills is one of the limiting factors to the development of these sectors. Knowledge and skills is important for quick adoption of appropriate technology, which has been developed and disseminated to livestock and fish farmers.

- **Illegal fishing**

Use of illegal fishing equipment at Mtera dam such as fish net with less than 3 inches and use of chemicals.

- **Cross-cutting issues**

The stakeholder and extension officer they are subjected to infection of HIV/AIDS, the department need to take measures on how to mitigate, so as prevent from disease.

2.2.8 Water

Water Department is among various department of Iringa District Council. The department comprises of 22 technical and supporting staffs. Water department is implementing Water Sector Development Program (WSDP) under Rural Water Supply and Sanitation Program (RWSSP). The core functions of the department includes: to provide a consultant service on water use, coordinating and establish COWSOs, Design and construct water schemes, and Monitor and evaluate ongoing water projects.

On the issue of Water schemes Water schemes are managed by Water User Associations (WUAs), Village water committees and institutional management (Hospital, schools, mosques and churches). Water User Associations (WUAs) are autonomous bodies registered under the Water Act no.12 part VIII of 2009 to run water services in the area of operation. Water committees are semi-autonomous committees in the village government charges to oversee water supply services in the village.

Table 3: List of water schemes available in the District

No	Type of water scheme	Number of schemes
1	Gravity water schemes with pipe network	16
2	Diesel pumped water schemes (From boreholes 3, from rivers 2)	5
3	Electrical pumped water schemes (Ifunda -1, Tosamaganga Hospital- 1)	2
4	Deep boreholes (over 30m depth) with hand pumps	112
5	Shallow wells (less than 30m depth) with hand pumps	67

Source: Iringa District Council, 2015

The above water schemes have a total number of 1138 water points in the district council

Table 4: List of water projects constructed from 2010 to date 2015

No	Village	Constituency	Population (2012)	Proposed scheme
1	Igangidung'u	Kalenga	3,500	Spring & Pumping
2	Kikombwe	Kalenga	4,500	Spring and pumping
3	Malinzanga	Ismani	2,743	Spring and pumping
4	Mfyome	Kalenga	5,407	Borehole & Pumping
5	Itengulinyi	Kalenga	2,606	Spring and gravity (Group Scheme2)
6	Lumuli	Kalenga	1,456	Spring and gravity (Group Scheme2)
7	Isupilo	Kalenga	4,319	Spring and gravity (Group Scheme2)
8	Weru	Kalenga	4,464	Spring and gravity
9	Migoli - Mtera	Ismani	7,500	Borehole & Pumping
10	Izazi- Mnadani	Ismani	4500	Borehole & Pumping
Total			36,353	

Source: Iringa District Council, 2015

Despite the reported performance, the department is facing number of problems which includes:

- Coverage of water supply in a district council is 69.2% less than the demand.
- Lack of community knowledge on preserving water sources.
- Inadequate number of technical staff in water department
- Budget deficit hence delay of completion of water projects.
- Low operation and maintenance of water schemes.
- Uncommitted WUAs which lead to fail of operation of water schemes.
- Low of knowledge to the community on funds contribution for water service.

2.2.9 Health

The department is the in charge of 74 Health Facilities comprising 1 District designated hospital (VA hospital), 10 RHC's hospitals (7 government, 3 NGO's owned), 63 Dispensaries (49 Government, 11 owned by FBO, 1 Parastatal owned) and 31 ADDO shops. Among these health facilities, 5 health Centre's have transport facilities for patient referral. The general objective of the Council is to improve health status of her entire population by providing quality and equitable health services.

(i) Status of Health Service Delivery

Effective from April 2005, all Health facilities started to order drugs through integrated Logistic System (ILS), which integrated all vertical Programmes drugs and related Medical Supplies needed to Support the Health System with the exceptional of Vaccines and TB and Leprosy drugs. Currently, All Government and 10 Faith Based (i.e. PPP) health facilities receive their drug supplies and equipment through MSD. Drugs are received on quarterly basis through ILS system, which was adopted in 2005. Supplementary medicines which cannot be obtained through ILS are purchased by using CHF/NHIF collected by individual health facilities and Basket fund.

The reproductive and maternal health care includes integrated service delivery for mothers and children throughout the life span from pre pregnancy, delivery, postpartum, infancy and childhood. Such care is provided through outpatient services, clinics and within communities. The continuum of care recognizes that safe childbirth is critical to the health of both women and new-born and that, a healthy start in life is an essential step towards a sound childhood and productive life. For the period of 2014, the status of maternal and health services was: Neonatal Mortality Rate decreased from 6.4/1000 in 2013 to 5.7/1000 in 2014 , HIV Prevalence among pregnant women (PMTCT) increased from 6.9% in 2013 to 8.6% in 2014, Prevalence of HIV among people tested through VCT decrease from 11.5% in 2013 to 8.4 % in 2014, No. of PLWAs patients enrolled on ARVs were 1284 in 2013 thus making a total to be 3,379 in 2014, coverage of DPT- HBHeB3 immunization for < 1year increased from 98.6% in 2014 to 104%, Community delivery rate decreased from 6% in 2013 to 4.2% in 2014, Health facility delivery rate increased from 66% in 2013 to 89% in 2014 . Not only that, but also TB treatment success rate has raised from 81.7 in 2013 to 90% in 2014, Malaria prevalence have dropped from 15% in 2013 to 9% in 2014. Malaria death rate has decreased from 5.3% in 2013 to 1% in 2014.

Table 5: Summary of key indicators achievements in health sector

SNo.	Indicator	Achievement %
1	Proportion of clients attending for purposes of ANC	100
2	Proportion of clients attending for purposes of Deliveries	89.7
3	Proportion of clients attending for purposes of Post-delivery complication	2
4	Proportion of clients receiving family planning by method - Pills	16
5	Proportion of clients receiving family planning by method - Injection	19
6	Proportion of clients receiving family planning by method – IUD.	7
7	Proportion of clients receiving family planning by method - Condom	28
8	Proportion of women of child bearing age attending ANC clinic receiving Tetanus Toxoid Immunization	75
9	Proportion of under five children attending under five clinic	96
10	Proportion of under five children with a body weight for age less than 60%	3
11	Proportion of children under one year immunized Measles	113
12	Proportion of children under one year immunized Polio	106
13	Proportion of children under one year immunized BCG	126
14	Proportion of children under one year immunized DPT3-HB-HiB(Pentavalent)	101
15	Proportion of death due to malaria under 5 years	12.3
16	Proportion of death due to malaria above 5 years	13.1
17	Number of STI episodes treated	33
18	Proportion of male and female who received HTC and know their HIV Status	50
19	Proportion of eligible PLHIV receiving ART	71
20	Proportion of TB cases treatment success	90
21	Proportion of Leprosy cases completed treatment	100
22	No of TB cases per 1000 patients Notified	2
23	Proportion of deaths due to Hypertension	17.6
24	Proportion of deaths due to Acute and Chronic Respiratory Diseases	33
25	proportion of health facilities by level with constant supply of drugs/medical supplies/vaccines and Laboratory reagents – Hospital	75
26	Proportion of health facilities by level with constant supply of drugs/medical supplies/ vaccines and Laboratory reagents - Health Centre	50
27	Proportion of health facilities by level with constant supply of drugs/medical supplies/vaccines and Laboratory reagents – Dispensary	50
28	Facilities, refuse bins/refuse bin or pit and access to safe water	69
29	proportion of facilities in good state of repair - Hospital	100
30	Proportion of Hospitals in good state of repair - Health Centre	98
31	Proportion of Hospitals in good state of repair - Dispensary	96

Source: Iringa District Council, 2015

Regarding implementation of MMAM policy which states that each village to have one dispensary, and each ward to have one health centre; the council has 40% (10 HCs) coverage of health centres and 52% (63 Dispensary) coverage of dispensary. Generally 96% of the health facilities are in good state of repair and 70% of the population access to Health facilities within 5 km. The council has functional

CHSB and 53 HFGCs. As regards to Human Resource development, the Council budgeted for 88 vacancies of different cadres and managed to obtain 71 employment permits. By December 2014 a total of 71 employees have been recruited and all of them retained. District has deployed 22 skilled health workers to 6 health facilities owned by FBO with the aim of improving Quality of health services. Also there is a shortage of 147 employees of different cadres. The district is making efforts to increase number of skilled personnel by sponsoring them in various courses in collaboration with stakeholders such as CUAMM, BMAF i.e. seven staffs are pursuing Degree courses in medicine while three are specialising in surgery and four in Diploma in nursing. Regarding the operationalisation of P4P, the District in collaboration with CUAMM have managed to award 21 health facilities who have achieved at least three to five set of P4P indicators.

Despite the achievement mentioned above, the Council encountered several problems that include:

- Shortage of drugs and medical equipment in health facilities 50%,
- High maternal mortality rate 90/100000,
- Higher under five mortality rate 4/1000,
- High infant mortality rate 10/1000,
- High neonatal death rate 3/1000,
- High morbidity due to Malaria 12.5%,
- High prevalence of HIV 9.1%,
- High Morbidity due to diarrhea 13.3%,
- High mortality due to TB/HIV 72%,
- High prevalence of TB cases 14%,
- Increased number of road accidents 9% of total admissions,
- High number of people with Diabetics 3.3% ,
- High prevalence of Schistosomiasis among school children 28.6%,
- High prevalence trachoma 2.5%, high prevalence of lymphatic filariasis 10.6%,
- Inadequate health care waste management in health facilities 40%,
- low coverage of households with sanitary facilities in the community 69%,
- high number of unsupported MVCs/OVCs 94%,
- Shortage of skilled staff and mixed professional for human resource for health 30%,
- Inadequate fund, Shortage of skilled staff,
- Inadequate knowledge among community members on health issues,
- Low motivation to staff,
- Late disbursement of fund,
- Inadequate knowledge on laws and policies among health staff and Inadequate knowledge on roles and responsibilities among health workers

2.2.10 Cleaning and Environment

Cleaning and Environment Department is a new department among Iringa District Council's departments. Currently the department has 2 staff allocated at head quarter. Generally department is responsible for implement sound environmental management through cross-sectoral coordination and multi-stakeholder cooperation, effective conservation, protection, installation and management, and to ensure sustainable and equitable use of resources for a balanced development. The department has the core functions of:

- Cleaning of buildings, open spaces, drainages and roads
- Solid waste storage, sorting, transportation and disposal
- Sorting and sanitary disposal of waste and dump site management
- Environmental conservation and pollution control: land, water, air and sound
- Planting of trees, plants, and flowers, pruning and beautification
- Environmental Impact Assessment
- Review and propose about implementation of Environmental Policy, Act and Regulation as well as environmental guidelines and strategies on environmental management.
- Preparation of state of environment report.
- Review and propose about implementation of Environmental Impact Assessment and its strategic plan and strategic Environmental Assessment
- Plan and propose the implementation of environmentally friendly project
- Prepare and monitor implementations of proposed environmental friendly strategies and technologies (bio safety)

The core functions of the department is hampered by

- Shortage of office equipments like transport equipment (Car, Motorbike and bicycles), Furniture, Laptop, printers, photocopy machines and other Office Consumables
- Shortage of supporting staff such as driver and personal secretary and technical staff especially on the fields of environmental health and sanitation, environmental science and management, environmental economics and natural resources management and other environment related courses.

2.2.11 Beekeeping

Beekeeping is one of the District Council unit which is intending to improve the livelihood of the local communities through promoting beekeeping and improving the bee products to improve both the economy of the community, District and Nation as a whole. Iringa District Council is one of areas in Tanzania where rural population lives in poverty. Agriculture is the main economic mainstay, contributing 81.7% of District GDP. This livelihood strategy often leads to food insecurity. Climate change shocks such as floods, draught, diseases, on one hand and unstable food prices on another hand easily affect the household's ability to withstand/adapt. Beekeeping can be practiced as a safety net, providing households with extra income from the sale of honey and other bee products. Beekeeping Unit has 3 staffs one is based at District headquarters and 2 are based at Ward levels.

Iringa District has many potential areas for beekeeping. Iringa District has large forest resource base. A vast area of land is covered with miombo woodland vegetation type. *Brachystegia* (miombo) and/or *Acacia* genus dominate the landscape. Other commonly occurring genera include *Combretum*, *Commiphora* and *Terminalia*. The existence of natural forests has added value to beekeeping practice by providing high quality bee fodder and hence high production of bee products. The District has a total area of 191,166 ha which is under village forest reserves and have been put under effective management in the District. Apart from these forests also the District has a total area of 773 square kilometers which is set aside as Wildlife Management Areas (WMA). All these areas if are effectively utilized for beekeeping can boost beekeeping production for the benefit of the community, District and the Nation as a whole. The major functions of the beekeeping department are:

- Ensure sustainable supply of beekeeping products and services to meet the needs of the local community and national market.
- Enhance local community to improve beekeeping practices so as to maximize production of the bee products.
- Increase the economic contribution of beekeeping to the community, District and national level.
- Formulation of beekeeping economic groups,
- Training of local communities on the best beekeeping practices and provide technical material to beekeeping groups. This will be achieved through changing from traditional beekeeping to improved/commercial beekeeping.
- Establish demonstration beekeeping farms at Ward level

Communities in Iringa District Council considered beekeeping as a part-time economic activity, its contribution to the District economy is insignificant compared to other economic activities such as food or cash crops production. Natural and Artificial forests plantations available in the district have great potential for beekeeping, besides those endowments, beekeeping sub-sector is still under developed due to lack of technical know-how and use of modern technology. As Table 3.28 showed traditional beehives totaling to 46,887 (87.1 percent of districts' total beehives of 53,832) were more than modern beehives (6,945, 12.9 percent of the total beehives). This situation led to low production of honey and bee wax within in the District. Nduli had the highest share of beehives of 18.9% followed by Mahuninga (16.8%) and Nyang'oro (10%). However, if the beekeeping industry is transformed from traditional to modern beekeeping which is more productive, has a chance of reducing unemployment of rural population in the District.

Table 6: Number of traditional and modern beehives by Ward

Ward	Traditional beehives					Modern beehives						
	2009	2010	2011	2012	total	2009	2010	2011	2012	total	total	%
Kalenga	-	-		85	85	17	17	43	106	183	268	0.5
Kiwere	482	482	1200	1600	3764	100	100	146	146	492	4256	7.9
Nzihi				108	108	10	10	10	115	145	253	0.5
Ulanda	60	60	148	560	828	-	-	-	120	120	948	1.8
Mseke	-	-	-	-	-	-	-	-	-	-	-	-

Ward	Traditional beehives					Modern beehives						
Magulilwa	-	-	-	-	-	-	-	-	-	-	-	-
Luhota	-	-	-	-	-	-	-	-	-	-	-	-
Mgama	-	-	-	112	112	-	40	40	148	220	332	0.6
Lyamungwe	-	-	-	-	-	-	-	300	300	300	300	0.6
Ifunda	210	249	249	249	957	-	-	140	140	280	1237	2.3
Lumuli	-	-	-	139	139	-	28	28	42	98	237	0.4
Maboga	--	-	-	160	160	-	30	30	30	90	250	0.5
Wasa	-	-	-	-	-	-	56	56	56	168	168	0.3
Mahuninga	2230	2330	2255	2255	9030	-	-	-	-	-	9030	16.8
Idodi	100	240	672	672	1684	95	95	95	95	380	2064	3.8
Mlowa	70	100	170	170	510	14	14	14	14	56	566	1.1
Itunundu	109	19	109	109	346	10	36	30	30	106	452	0.8
Mlenge	-	-	-	-	-	-	20	20	26	66	66	0.1
IloloMpya	843	1115	1115	1115	4188	70	70	110	122	372	4560	8.5
Nduli/Kising'a	1832	1832	1915	1915	7494	358	358	978	1008	2702	10196	18.9
Nyang'oro	1257	1354	1354	1354	5319	19	19	19	19	76	5395	10.0
Kihorogota	335	1013	1013	1338	3699	66	66	101	157	390	4089	7.6
Izazi	152	152	210	210	724	1	5	5	5	16	740	1.4
Migoli	279	279	297	297	1152	64	91	91	91	337	1489	2.8
Malengamakali	1499	1499	1741	1849	6588	87	87	87	87	348	6936	12.9
Total	9458	10724	12448	14257	46887	911	1242	2143	2649	6945	53832	100

Source: Iringa District Council, 2015

The District is aiming at increasing honey production from 40 tones which is the current production to 50 tones and wax production from 2500 to 8500 Kilograms by June 2016. This target may be attained for the reason that many farmers have involved themselves in beekeeping practices. The District has encouraged the community to formulate beekeeping groups for the purpose of maximizing utilization of the available resources including financial and technical support from the District community Funds. For the time being 66 beekeeping groups have been formed and 15 groups have officially been registered as economic groups in the District. An effort is being made to register more beekeeping groups. The summary of beekeeping groups is shown below:

Table 7: Summary of beekeeping groups in the District

No	Ward Name	Village Name	Name of the Group	Total Number of members	Women	Men	Number of Traditional beehives	Number of modern beehives
1.	Nzihi	Mangalali	1. Mangalali Against Poverty	15	12	3	0	10
		Nzihi	2. Umoja wawafugaji Nyuki	17	10	7	0	110
2.	Kiwere	Mfyome	3. Wazee nawajane	15	6	9	0	75

No	Ward Name	Village Name	Name of the Group	Total Number of members	Women	Men	Number of Traditional beehives	Number of modern beehives
			4. Jitegemee	13	5	8	0	10
		Kitapilimwa	5.TunawezaVikoba	14	8	6	410	10
			6. Jitegemee	16	4	12	0	10
			7. Msembe	15	9	6	0	10
		Kiwere	8.Tumaini	15	5	10	0	15
			9.Vicoba	16	7	9	0	5
			10.Makini group	20	5	15	0	15
			11. Umoja	20	5	15	1200	0
			12. Dira	10	5	5	0	24
		Itagutwa	13. Mlimamosi	10	5	5	0	10
3.	Nduli	Kinywang'ang'a	14.Wazee – wajane	15	8	7	0	105
			15. NgamiaVicoba	15	10	5	305	15
			16. Muungano	15	9	6	0	20
		Kisinga	17.Harambee	12	5	7	2,206	716
			18.PTC	15	10	5	116	20
		Ilambilole	19.Tupendane	11	5	6	313	7
			20.Chapa kazi	14	6	8	236	
			21.Umoja	50	10	40	60	40
			22.Muongano	15	15	-	134	10
		Mkungugu	23.Jitegemee power	12	8	4	69	60
		Matembo	24.Maendeleo	14	7	7	95	20
			25.Twende naWakati	10	5	5	106	
		Igingilanyi	26. LAMAYA	15	8	7	0	20
4.	Ulanda	Ibangamoyo	27.Kangombe	15	5	10	0	20
5.	Kihoro gota	Kihorogota	28.Shamba darasa	21	5	16	156	50
			29. Kihorogotabeek eping					
		Mikongwi	30.Mkangalage	16	5	11	119	0
		Igula	31.Tumaini	25	5	20	156	7
		Isimanitarafani	32.Iga	14	6	8	236	7
			33.Karismatic	50	10	40	288	50
			34.Tumaini	15	15	-	134	15
			35. Songambebe	13	13	-	357	20
		Ngano	36.Shamba darasa	11	5	6	60	

No	Ward Name	Village Name	Name of the Group	Total Number of members	Women	Men	Number of Traditional beehives	Number of modern beehives
			37. Nguvukazi	30	12	18	0	21
		Uhominyi	38. KUNU	20	12	8	23	15
6.	Maboga	Magunga	39.Umoja	12	5	7	36	56
		Kiponzelo	40. Kiponzelo Natural honey					
7.	Ifunda	Udumka	41.Ufugaji nyuki	13	5	8	119	70
		Isupilo	42.Nyuki	19	12	7	59	70
8.	Lumuli	Muwinbi	43.MAO	7	3	4	0	28
9.	IloloMpya	Luganga	44.Nyuki Group	24	5	19	379	30
10.	Idodi	Mapogolo	45.Asasi yanyuki	14	8	6	286	60
		Tungamalenga	46.Asasi yanyuki	12	2	10	186	20
		Idodi	47. AsasiyaNyuki	16	4	12	125	10
		Kitisi	48.Asasi yanyuki	15	5	10	148	35
			49.Mapinduzi	12	2	10	99	0
11.	Itunundu	Mbolimboli	50.Nyuki ni Mali	9	0	9	0	10
			51.Mizinga nimali	11	4	7	0	
		Itunundu	52.Muongano	10	0	10	0	10
12.	Izazi	Izazi	53.Umoja	13	4	9	51	
13.	Malengamakali	Usolanga	54. Amani	30	15	15	28	21
		Mkulula	55. KKKT Vijana	30	16	14	0	21
		Makudupa	56. Jitihada	30	11	19	0	21
			57.Muongano	13	4	9	313	
		Iguluba	58. Upendo	30	10	20	0	21
		Nyakavangala	59. Amkeni	30	14	16	0	21
			60. Jitegemee	15	7	8	139	10
14.	Nyang'oro	Holo	61. Kibwegere	30	17	13	0	21
		Chamdingi	62. Juhudi	30	15	15	0	21
		Mawindi	63. Karitas	27	6	21	0	21
		Ikengeza	64. Mkombozi	30	15	15	0	21
		Nyangoro	65.Juhudi	14	5	9	807	0
15.	Mgama	Mgama	66. NyukinaMisu	16	4	12	0	24
TOTAL				1136	475	661	9554	2144

Source: Iringa District Council, 2015

2.2.12 Legal

The legal unit is one among the six Units and 13 departments of Iringa District Council. The Unit has two solicitors headed by one of them. As a unit of the council, its main objective is to enable the Council to function within the legal ambit. Legal unit has the following core functions:

- To promote and enhance administration of justice within the Council's jurisdiction.
- To represent the Council in all legal matters in court of law and Tribunals.
- To provide legal education to all members of the Ward Tribunals on substantive and procedural laws on resolving disputes.
- To prepare various bylaws and forward them to the respective authorities for further legislative procedures.
- To prepare and evaluate all contracts concerning the Council.
- To provide legal advice and opinion in day to day council's activities.
- To provide legal opinion to employees and Council's community on rights and duties on performing their day to day activities.
- To prepare the Audit Committee meetings.
- To educate the society on the Bill of Rights as provided in the Constitution of the United Republic of Tanzania, 1977 as amended.
- To execute any activity as directed by Iringa District Council Executive Director.

In executing its activities various achievements has been made: Various contracts have been concluded after preparation and evaluation by the Unit in collaboration with the Procurement Management Unit. Various bylaws have been prepared and are in different stages of being put in operation. Legal opinions have been given to those departments and units that inquired from the Unit. The Audit Committee's meetings have been conducted as required by law. Legal Education has been imparted to Ward Tribunal Members in 10 Wards and the Unit has and is representing the Council into various legal suits/cases.

Despite its success different issues of major concern affect the performance legal units are outlined here under:-

- Persistent of land disputes among land users within the Council's jurisdiction.
- Shortage of funds to facilitate the set targets. For instance failure to impart legal education to 18 Wards.
- Change of expenditures due to various reasons as instanced by the introduction of the new Court Fees contrary to the previous experience and budget allocated to carter legal unit.
- External interventions towards professionalism. For instance signing of contracts prior disbursement of funds from the Central Government.
- Shortage of office equipment (furniture, laptop) to accommodate staff.
- Insufficient funds to carter the purchase of professional attires to solicitors.

2.2.13 Agriculture, Irrigation and Cooperatives

The Agriculture, Irrigation and Cooperatives is one of the departments among of the departments of Iringa District Council with three sections of Agriculture, Cooperatives and Irrigation. The department has 84 agricultural staff, 8 irrigation staff, 5 cooperative officers, 2 secretary, 2 office attendants and 1 driver who works together to fulfill the core functions of the departments. The Council has an area of 2,030,025 hectares of which 440,158 hectares is arable land; the rest is occupied by Ruaha National Park, Lunda Game Reserve and Pawaga/Idodi wildlife management area occupying 1,153,667 hectares. Currently 193,364 hectares (39% of the total arable land) is under cultivation of various crops while 100,064ha is under livestock keeping as grazing land. Core functions of the department are:

- Provision of Agriculture extension Services including technical advice regarding Good agronomic practices in the District
- Planning and Budgeting for Agricultural Sector in the District
- Coordination of all Agricultural Extension services and Research activities provided by different Agriculture Sector Partners
- Preparation of various District agriculture sector reports.
- Provision of training to farmers on Farming, Processing and Marketing of agriculture products.
- Linking farmers' groups with different services providers like Agro- input Companies, Processors, Buyers of agro-products and suppliers of farm equipment and spare parts.
- Conducting collaborative agriculture (crops) experiments, trials, and researches with Researchers and farmers.
- Predicting, Mitigating and controlling outbreak of Crop diseases and Pests.
- Promotion of agriculture mechanization and proper uses of farm equipment in the District.
- Preparation of District yearly estimation of crop production for both food and commercial crops.
- Linking, integrating and coordinating all agriculture sector stakeholder in the District.
- Organizing and coordinating participation of Agriculture festivals and exhibitions eg. Nanenane.

(i) Agro- Ecological Zones and type of crops cultivated

There are three agro-ecological zones found in Iringa district as described below:-

In highlands mainly found in Kiponzelo and part of Mlolo division with an altitude of over 1600 m.a.s.l. rainfall ranging from 1000 – 1600 mm. per annum, usually mono modal type which last for 220 – 280 days, and maximum temperature of below 20⁰ c. It has deep red clay soils. The zone is very potential for Pyrethrum, Coffee, Wheat, Barley, Irish potato, Beans, Vegetable crops, Maize (hybrid), flowers, Pears, Peach and Plum.

In midland mainly found in Mlolo and Kalenga divisions, Nduli and Kihorogota wards in Isimani Division with an altitude ranging from 1200 – 1600 m.a.s.l., rainfall ranging from 600 – 1000 mm per annum usually monomodal which last for 155-215 days and temperature ranges between 20 – 25°C. It has red to yellow loamy to sandy soils. The area is very potential for sunflower tobacco, cotton, tomato, maize (composite), beans, and vegetable crops.

In lowlands mainly found in Idodi and Pawaga divisions, Malengamakali and Izazi wards with an altitude ranging from 900 – 1200 m.a.s.l., rain fall below 600 mm, usually mono modal which last for 90 – 120 days and temperatures of over 25°C. It has dark brown to yellow loamy with alluvial soils in some parts. The zone is very potential for cotton, sunflower, paddy (under irrigation), groundnuts, cashew, grapes, coconuts and tropical fruits. It is the zone where Irrigation is highly practiced due to its land terrain and presence of Ruaha River and its tributaries.

On oxenization training centre 2 OTCs were established since 1970 by IRADEP – EEC – project support in the District. Currently the two (Ilambilole and Ibumila) have been rehabilitated and are operating. To meet storage facilities demand for these crops and support agricultural activities, the District has a total of 37 warehouses, most of which are communally owned and others are Non – governmental institutions or privately owned (31 communally and 6 private). On crop marketing, 10 crop markets have been constructed under the support of PADEP and DADS while 1 crop/fish market (Migoli) constructed by DADPs and LGCDG funds making a total of 11 crop/fish markets.

2.2.13.1 Irrigation

Potentially, the District Council has over 43,700 hectares suitable for irrigation of which, only 21,694 Ha are under Irrigation leaving 22,158 ha unexploited. So far 34 traditional Irrigation Schemes have already been identified. 11 have been improved and 9 are under rehabilitation/ construction including two drip irrigation while 13 still need financial support for improvement. In improving irrigation agriculture, five rain water harvest dam have been constructed and 3 are under construction making a total of 8 rain water harvest dams. The major functions of irrigation section are:

- Preparation of Agriculture/Irrigation projects write-ups for funds seeking
- Conducting feasibility studies and designing of Irrigation projects
- Supervising and Monitoring of the construction of irrigation infrastructures
- Capacitating Irrigators organizations on the skills of Operations and maintenance of Irrigation schemes
- Preparing progress and implementation reports of irrigation unit.

2.2.13.2 Co-operatives

The Cooperative section main function is promotion, registration of cooperative societies; inspection and mobilization of rural savings and credits societies. The District has 26 SACCOs, 3 SACCOGs, 21 Agricultural Marketing Cooperatives Societies, 362 farmer formal groups, 6 farmer informal groups. the core business of Co-operatives Section are: Registration of Cooperative societies, Conducting financial audits to cooperative societies in the District, Coordinating all cooperatives' activities in the District, Provision of cooperative education to the people of Iringa District, Sensitizing citizens in the District to formulate/establish cooperative societies, Capacitate farmers with knowledge and skills of crop marketing, Report writing on Progress and implementation of Cooperative activities.

The supporting institutions working with the Council in promoting agriculture are: CONCERN, Anglican, K.K.K.T, Roman Catholic, Zonal Irrigation Unit – Mbeya, TASAF, Researcher institutions (Uyole, Ilonga, Tengeru, SUA and Ardhi University), Processors (Dabaga, Ivori, Asas Dairy), Lager scale farmers (Kibebe, Selous, Kisolanza Tobacco Farms, Silver land, F.M. Abri and ASAS), Agro inputs Supplies (TFC, TFA, YARA, Private inputs stockiest) and Financial Institution (CRDB, NMB, MUCOBA, TPB, FINCA, PRIDE and SACCOs). Tanzania Grass Root Development (TAGRODE), Tanzania Agriculture Partnership (TAP) and Tanzania Chamber of commerce, Industrial and Agriculture (TCCIA), SIDO, RUDI, One Acre Fund, FIPS, BRITEN and Muunganiko wa Ujasiriamali Vijijini (MUVI).

2.2.14 Works

Works Department is one of the Departments among 13 departments and 6 units of Iringa District Council. The department has a total number of 17 staff, categorically there are: 4 Engineers, 7 Technicians, 1 Quantity surveyor, 1 Personal Secretary, 1 Office attendant, 1 Driver and 2 Operators. Works department has obligation to ensure all weather passability of district and community road network. Iringa district council has currently a total road networks of 1163.9 kilometers out of which 76% of the total road network equivalent to 890.7 kilometers are passable throughout the year. The District has a total of 5 kilometers tarmac roads, 360.5 kilometers of gravel roads and 785.9 kilometers of earth roads. Core functions of Works department:

- Design, inspect, Construct, supervise and monitoring during road maintenance, bridge and buildings construction activities.
- Ensure proper use of roads by introducing by laws.
- Ensure quantity ,quality and sustainability of road networks
- Disseminate education to the community about the proper use and reservation of road networks.
- Making consultations to Contractors during Project implementation.
- Annually sectoral budget preparation and submission to the higher authority
- Preparing projects proposal write- up and submitting to different donors.
- Preparing progress reports and submitting the same to the higher authority.

The department has service operational coverage of 15,741sq kilometers equivalent to 76.5% whereby it maintains road networks of length 1,163.9 kilometers including District roads (767 kilometers) and feeder roads (397 kilometers). Up to June, 2015 about 76% of the road networks were maintained and are in good condition thus making improving accessibility to 133 villages. In the whole district, there are two authorities rendering roads services, where by the District Council owns 77% of service shares equivalent to 1,164 kilometers. The rest of the road service shares are owned by Tanzania National Roads Agency (TANROADS). Although works department has great achievement, there are different problems affecting its performance. The works sector is facing different problems:

- Shortage of budget for large scale up –grading road projects, including development and rehabilitation works.
- Delay of fund disbursement to the Councils thus leading to impediment works during the targeted period.
- Insufficient technical staff and facilities such as Vehicles for supervising and inspection works.
- Lack of capacity development resources and it's endorsed long - term programme.
- Poor condition of road networks
- High prevalence of HIV/ AIDS

- Corruption practices
- Incompetence of Civil works firms during procurement process
- Misuse of existing road networks (livestock/ tracks)
- Land degradation and deforestation leading to persistence of storm water which adversely affects road networks.
- Deterioration of existing bridges and road furniture.

2.2.15 Finance and Trade

The Finance and Trade Department is one of among the 13 departments which are within the Iringa District Council. The Department has 19 employees which includes 14 accountants 2 office attendant and 3 trade officers. The department also has four sections namely, Revenue, Expenditure, Final Accounts and Trade. The core functions of the Department are:

- The Department has task of maintaining a sound accounting system and safekeeping of the all supporting records (Documents) in the Council.
- To prepare the regular reports to Council on the progress of actual expenditure and revenue compared to budget, and making recommendations on the reports
- To prepare the quality Councilors' reports and Financial Statements and submitting to the relevant Authority when needed. Also to reply the audit queries both Internal and External audit queries.
- To increase the collection of the revenue of the Council from the different sources which the council has identified.
- Conduct in- house training concerning different issues such as Epicor system, training to the WEOs and VEOs on the revenue collection system and proper keeping of records, training to School's Accountant/teachers on proper preparation of Schools' Financial Statements and record keeping.
- To provide the business knowledge and skills to the micro and small entrepreneurs which are within the Council.
- To control, manage and settle the council's debts every year, especial supplies' debts which are developed from the day to day activities.
- To provide consultancy and advice to Head of Departments and other staff on the proper use of fund according to budget, following accounting procedures, rules and regulations.

The team work among the Finance Department staff is the key success in the department through sharing of experience and exchange of views are the pillars for the department. For the period of five years, the department has prepared the quality Councilor's reports and Financial Statements and are submitted to the relevant Authorities. The revenue collection has increased from 531m to 3.8 billion for the period of five years. This has been achieved due to identification of new sources of revenue, establishment of Task Force and outsourcing of the revenue collectors. The business knowledge has been provided to 360 micro and small enterprises and individuals for the five years. Also the training to

the WEOs and VEOs has been provided on revenue collection and record keeping. The in-house training to the Finance Department staff has been conducted on Epicor and Planrep in order to improve performance. For the five years the department also has improved its working condition by renovating the finance office, purchasing working tools such as computers, office, tables and chairs.

Although the department has achieved a lot in service delivery, still it faces some problems. The following are the issues which affect performance of the department.

- Low performance of Epicor system. The Epicor system is the system which used to process payments and produce financial reports. Sometimes the system fail to operate that cause delayed payments and reports which lead complains fromclients. Also some modules such as Asset Management model is not in the Epicor system which cause the report of the Asset Management not to be produced from the system.
- Budget deficit. Always funds allocated cannot facilitate all functions which are needed to be operated for proper services delivery to clients.
- Inadequate dissemination of education on the HIV/AIDS testing and cancelling to finance staff.
- Inadequate knowledge on combating petty and grand corruption
- Inadequate professional training to the finance staff.
- Increase in council's debts both supplies' and domestic debts.
- Low own source revenue collection compared to the council's requirement
- Inadequate and unreliable funds transferred to villages and wards for project implementation at lower level.
- Inadequate business knowledge and skills on business entrepreneurship. There are still low knowledge of business to the public on business issues such as how to get license, to pay income tax and other levies.
- The failure of Revenue Agency to remit the tendered amount accordingly and timely. The Revenue agencies have the tendency of not remitting the required amount on time or failure to remit the whole amount due the seasonal variation of climate in the Council.

2.2.16 Internal Audit

Internal Audit is one of the unit among 6 units' and 13 departments of Iringa District Council. The audit unit has 3 auditors out of 4 required. Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization operations. It helps an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Assurance services involve the internal auditor's objective assessment of evidence to provide an independent opinion or conclusions regarding an entity, operation, function, process system, or other subject matter. The nature and scope of the assurance engagement are determined by the Internal Auditor. Consulting services are advisory in nature and are generally performed at the specific request of an engagement client; the

nature and scope of the consulting engagement are subject matter to agreement with the client. Core functions of the internal audit unit are:

According to IPPF and ITAF as issued by IIA and ISACA respectively, the purpose of internal auditing is to add value by improving operations of the audited institutions. This is done by assisting all levels of management to achieve their objectives through effective discharge of their responsibilities. The Internal Auditors in these institutions have roles to:

- (i) Perform audit assurance in an objective and analytical manner, in accordance with International Professional Practice framework, and
- (ii) Engage in consultancy and furnishing management with analyses, appraisals recommendations and commentaries aimed at identifying avenues for improvement in risk management, control and governance processes.

Internal Audit unit has succeeded in various Auditing areas: Submission of different reports to relevant authority, Conduct council accounts Special audit for 3 Secondary schools, 2 irrigation schemes associations, Mbomipa and 30 villages, Prepared and submitted internal audit recommendations, CAG recommendations and Audit plans to internal audit committee for discussion, Projects value for money audited for projects.

The major issues affecting implementation of internal audit functions are: Inadequacy of funds, insufficient staff to cover all auditing area, partial implementation of annual audit plan due by involving with unplanned ad-hock activities like resolving village's problems, late management response on audit recommendation raised.

2.2.17

Procurement Management Unit

Procurement Management Unit (PMU) is among of the 6 units established by Procurement Entity as per Public Procurement Act No.7 of 2011. It comprises of 8 staff and PMU acts as the secretariat of the Council's Tender Board, implements the decision of the Tender Board, and also coordinates the procurement and supply activities of the council. The core functions of procurement management unit include:

- Manage all procurement and disposal by tender activities of the procuring entity except adjudication and the award of contract,
- support the functioning of the tender board,
- Implement the decisions of tender board,
- Act as a secretariat to the tender board, plan the procurement and disposal by tender activities of the procuring Entity,
- Recommend procurement and disposal by tender procedures,
- Check and prepare statements of the requirements,
- Prepare contract documents,
- Issue approved contract documents,
- Maintain and achieve records of the procurement process,

- Maintain a list or register of all contract awarded,
- Prepare monthly reports for the tender board,
- Prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan,
- Co-ordinate the procurement and disposal activities of all the departments of procuring entity and prepare other reports as may be required from time to time

Since establishment the Procurement Management Unit (PMU) has succeeded in:

- Coordination of annual procurement plans for departments, units and preparation of Council General Procurement Notice
- Manage all procurement and disposal by tender activities
- Preparation of tender advertisements, tender results and publicized to public, stakeholders to relevant authorities in order to compliance with Public Procurement Act and its Regulations
- Preparation of quarterly and annual procurement reports to relevant authorities
- Training, awareness and follow ups on procurement practices to departments, units, VEOs, Village Chairpersons and who deals with procurement activities in primary and secondary schools
- Support the functioning of the Council Tender Board and evaluation team as per Public Procurement Act and its Regulations
- Co-ordinate the procurement and disposal activities of all the departments and units of procuring entity
- Preparation of tender documents, Contract documents and maintain a register of all contract awarded
- Maintain and achieve records of the procurement process
- Preparation and maintain a register of all Council fixed assets
- Act as a secretariat to the tender board and Implement the decisions of tender board

However, despite the success reported by the department there are different factors affecting performance of the procurement management unit:

- Lack of fund in facilitating preparation and implementation of annual procurement plans especially to Primary, secondary schools and village level.
- Poor procurement awareness to Primary, secondary schools, Wards, villages and community groups who funded by Government grants in compliance with Public Procurement Act and its Regulations
- Shortage of disbursement of funds from Central Govt. that affect implementation of fulltime course, short course, in house training, welfare to PMU staff, Evaluation team and Tender Board members in procurement activities in order to be in line with current Public Procurement Act and its Regulations
- Budget deficit
- High rate of HIV/AIDS infections in the District Council the PMU staff is prone due to interaction with the community.

- Dependence budget by Procurement Management Unit in conducting and managing procurement activities such that some of projects lack procurement processes costs.
- Shortage of Procurement Professionals Staff in secondary schools, primary schools and at village level
- Failure settlement of departmental supplier's debts that loses trust by the Procuring Entity to suppliers.

2.2.18 Information Communication Technology (ICT)

Information Communication Technology (ICT) Unit is among the six units and 13 departments established in the Council, the main objectives of the Unit is to provide the best service delivery in terms of integrity, confidentiality, efficiency and effectiveness under the following categories: managing Council Information Management Systems, maintaining Council Website and Webmail, Facilitating Computer Operating System and general computer application software, Establishing and maintaining Council LAN and WAN, Providing General computer Troubleshooting and Maintenance, and Maintaining computer security and Data. Also promotes efficient communication and news among the Council's staff and stakeholders. The major functions of ICT unit are: Maintain Council Website and Webmail, To facilitate Council LAN and Internet Connection (WAN), To facilitate Computer Operating system and general computer software, To facilitate General Computer Troubleshooting and Maintenance, To Maintain Security of Computer and data, To facilitate supervision of all Council Information System (EPICOR, LAWSON, MRECOM), To prepare different pictures, posters, banners and brochures of different events in the Council, To collect, write and process different news concerning different Council Projects and events and Preserve it and disseminate where needed.

Information Communication Technology (ICT) Unit has achieved in different areas where: Council Website is active and operating well, Council LAN and Internet Connection (WAN) are working properly, All Computers have installed an Operating System together with application software for different purposes, We have a schedule of Maintaining all Computer from different Department and provide a technical support to all computer users, Managing back-up plan and computer security improvement, All Council Information systems are working properly and well managed. However, issues of major concern affecting the unit are:

- Delay of fund
- Insufficient budget allocated for ICT Unit
- Different Information Systems which can't talk together while intends to perform the same tasks(System Interoperability) for example HCMIS and HRIS, EPICOR and MRECOM)
- There is a problem of managing some Systems Hosted Centrally like EPICOR and HCMIS.
- There is a problem of some Council Staffs neglecting basic computer usage instructions and hence causing unnecessary computer problems.
- Miscommunication between PRO's and Heads of Department on calling outside Journalists
- Council PRO is not the only spokesperson of the Council.

2.2.19 Election Unit

Election Unit is one of 6 units and 13 Department which exist at Iringa District Council. It has only one staff out of 2 who are required, the main task of the unit is to coordinate and supervise different

elections. The Election unit has the functions to: facilitate main election for councilors, member of the parliament and president, facilitate election of local Government leaders (village chairperson, members of the village council, chairperson of the sub village (kitongoji), facilitates and manage the formulation of new wards, village and sub village. The unit is facing different problems: Insufficient budget, delay in release of fund from National election committee, election unit is recognized only during election period, shortage of permanent election unit staff from village level to the District level.

2.3 Analysis of External Environment

2.3.1 Open Government Partnership (OGP)

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

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

2.3.2 Sustainable Development Goals (SDGs)

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25th September, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals by 2030 deadline. Therefore Iringa District Council strategic plan shall serve as one of the national vehicles to

realizing the goals as it also deserves the global and national support in that endeavour. The Sustainable Development Goals which Iringa District Council should contribute to achieve includes:

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

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

Goal 16: Promote just, peaceful and inclusive societies

Goal 17: Revitalize the global partnership for sustainable development

With respect to Sustainable Development Goals those milestones in all sectors of the economy which the District Council is operating under, the Iringa District Council has the role to play in realization of these goals in unleashing Tanzania's to middle income country.

2.3.3 The Tanzania National Development Vision (2025)

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

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

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

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

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

- Attain self reliance driven by the psychological liberation of the mindset and the people's sense of confidence in order to enable the effective determination and ownership of the development agenda with the primary objective of satisfying the basic needs of all the people - men, women and children.
- Be a nation whose people have a positive mindset and a culture which cherishes human development through hard work, professionalism, entrepreneurship, creativity, innovativeness and ingenuity and who have confidence in and high respect for all people irrespective of gender. The people must cultivate a community spirit; one which, however, is appropriately balanced with respect for individual initiative
- Be a nation with high quality of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.

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

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

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

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

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

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

2.3.5 Big Result Now (BRN) initiatives

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

On 22 February, 2013, when the President Dr. Jakaya Kikwete formally launched a much-vaunted programme that's ostensibly intended to vault Tanzania over from its current Least Developed Developing Country status (LDDC) to a middle-income nation-state by the year 2025. The initiative will eliminate the "culture of business as usual" and needless confidentiality amongst officials and officers serving the public that has hobbled efforts to move Tanzania forward. If the country is to achieve a

middle-income economy by 2025, it is essential that development planning no longer be a secret process for executives and that the public become actively engaged to learn about development plans and provide input that will be taken into account. Transparency and efficiency are guiding concepts and the reduction of corruption will be of paramount importance. "Development plans are no longer secret matters for the executives, but the public will be involved to learn about the development plans and share their views accordingly. Iringa District Council like other councils is obliged to comply with (BRN) initiatives for making sure that all formulated strategic objectives and targets are timely achieved for sustainable development of the council.

2.3.6 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

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

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

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

2.3.7 Small and Medium Enterprise Development Policy 2002

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

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

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

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

2.3.8 Local Government Reform Programme

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

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

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

2.4. Stakeholders Analysis, Strength Weaknesses Opportunities and Challenge (SWOC) Analysis

2.4.1 Stakeholders Analysis

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

Table 8: Stakeholders Analysis Matrix

No.	Stakeholder	Characteristics and capacity	Role	Expectation
1	Community member	Low income farmers Livestock keepers Low income earners Agro-pastoral Micro /small entrepreneur	Support implementation of development projects Contribute to council revenue Main producer of agriculture and livestock products	Provision of high quality social services High improved livelihood
2	Donors (UNICEF, JICA)	International organization High income	Funds development project Financial and technical	Proper implementation of funded project

No.	Stakeholder	Characteristics and capacity	Role	Expectation
			support	Effective utilization of resources Achieve objective
3	Financial institutions(NBC, NMB,CRDB, Postal bank)	Public own Private own Profit oriented	Support social services Funding development projects	Improve livelihood
4	Central government	Public entity Controller of public fund High financial capacity	Policy and guidelines formulation	Proper implementation of policies. Ensured high quality service provision to public
5	Contractors(civil, building, electricity, consultancy)	Private owned Public owned Profit oriented	Service provider	Profit generation High quality service loyalty
6	CSO's	Non-profit oriented Non-governmental organization	Implemented various dev projects Capacity buildings Improve social services	Improve livelihood of the community
7	Supplies (Agro vet, tenders, Pharmacy)	Public entity Private entity Profit oriented	Supply of goods and services	Profit maximization
8	Social security agency (LAPF, PSPFNSSF, NHIF and PPF)	Public entity Social security oriented Financial powerful	Provision of social security services and schemes Fund development projects	Improved social security livelihood
9	Regulatory authorities (TCRA, EWURA, SUMATRA, PPRA, SSRA)	Public entity High financial capacity	Provide regulatory services to private and public entity	To ensure community adhere to service charter
10	Telecommunication company	Public entity Private entity	Provide telecommunication	To maximize profit

No.	Stakeholder	Characteristics and capacity	Role	Expectation
	(VODACOM, TIGO, AIRTEL, TTCL ETC)	Profit oriented High income earners	services	
11	Media	Public entity Private entity Profit oriented	Dissemination of information to the public	Access to information
12	Political part	Popularity Political affiliation High income earners	Social economic and political awareness	Ensure trust to public. To win the mass
13	Academic and research institution	Private entity Public entity	Provide training, and research services	Raise performance in education Maintain standard of education
14	Employee	Permanent, temporary or contracted employees Public /private	Provide services	Improved livelihood
15	Trade union	Employee affiliation	Encourage workers accountability Defend employee	Improved employees livelihood
16	Religious leaders	Spiritual oriented	To maintain moral and ethics in society	Maintain peace and harmony
17	Tradition healers/leaders	Traditional practitioners	Healing	Solving different problems
18	Councilors	Political figure Influential	Decision making in the society	Improve services to the community
19	Militia (Police, Prison)	Chain of command oriented High capacity on militia and judiciary basis	Maintain peace and order	Ensure peace to the citizen

2.4.2 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

This part provides a summary of SWOC analysis. The analysis was done to determine the internal strength and weaknesses, as well as the external opportunities and challenges existing in the District. This was analyzed deliberately since in improving service delivery and livelihood of its community, Iringa District Council requires effective utilization of its Strength and Opportunities to address the existing Weaknesses and challenges. The internal and external analysis conducted in the District identified

numerous strengths, weaknesses, opportunities and challenges that need to be addressed and exploited as presented below.

Strength

- Availability of skills personnel.
- Good cooperation among council staffs and Council leaders.
- Availability of council by laws.
- Availability of council working facilities
- Existence of council information management system.(Planrep, Epicor)
- Existence of District Council good road networks.
- Availability of land for various uses. (Agriculture, industries, settlement and other uses)
- Existence of district council forest plantation
- Availability of District Council investment properties.
- Existence of local area networks.
- Existence of functional District council irrigation schemes which contribute 81% of the community engaging in agriculture activities through irrigation.
- Peace and Security stability.
- Availability of youth and women development fund.

Weakness

- Limited revenue base in the District Council.
- Underutilization of human resource in some cadres.
- Inadequate motivation to employees.
- Under contribution of 10% to women and youth development fund from own source.
- Poor enforcement of council by laws and other legislative frame work.
- Poor database management and documentation.
- Poor staff development.
- Interference of school areas by surrounding community.
- Shortage of school furniture.

Opportunities

- Availability of regional and trunk roads
- Availability of water resources
- Availability of tourist attraction (Ruaha Nation Park), wild life management and game reserve area.
- Availability of potential development stakeholders.
- Availability of electricity.
- Availability of natural forest.
- Good climatic condition for agriculture.
- Availability of minerals and other building materials.
- Availability and accessibility of social media.
- 10. Availability of minerals

Challenges

- High prevalence rate of HIV/AIDS.
- Delay/Late/non disbursement of funds from central government.
- Remoteness of administrative areas.
- Unreliable rainfall
- Political intervention on development issues/interest.
- Presence of unplanned settlement.
- Shortage of staff.
- Persistence of turnover Labour especially in education and health sectors(incentives and bonus)
- Political intervention in development issue

CHAPTER THREE

PERFORMANCE REVIEW ON THE IMPLEMENTATION OF THE MEDIUM TERM STRATEGIC PLAN 2011/2012-2015/2016

3.1 Introduction

This chapter provides an evaluation report on the performance of the implementation of 2011/2012-2015/2016 medium term strategic plan. In order to assess the performance of 2011/2012-2015/2016 medium term strategic plan, a wide range of information were collected, analysed and reported. Divers resource of data were used most commonly were: the quarterly performance reports and annual performance review reports. These reports provided a base on what should be spilled over in the new strategic plan. The base for performance review was on whether the previous planned targets were achieved or not and if not why and what should be done such that similar constraints should not hamper achievements in the new strategic plan. This performance review was an evaluation process for the entire plan to match activity funding with plan implementation. Specifically, the evaluation of Iringa District Council Strategic Plan (2011/2012-2015/2016) was largely aim at:

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

Result Area: Planning, Monitoring and Statistics

Strategic Objective	Target	Target Achieved	Target not achieved	Remarks
Improve services and reduce HIV/AIDS infection	7 Planning staff capacitated on prevention against HIV/AIDS infection by June 2016	Archived by 70%	Not archived by 30%	Insufficient funds
Enhance, sustain and effective implementation of the	10 planning staff capacitated on the effect of petty and	Achieved		

National Anti-corruption Strategy	grant corruption by June 2016			
Improve access, quality and equitable social services delivery	7 planning staff supported to attend different courses to improve their Professional skills knowledge and Skills by June 2016	achieved by 90%	Not achieved by 10%	
Enhance Good Governance and Administrative Services	Enhance conducive working environment and availability of working material to 10 planning staff by June 2016	Achieved 95%	Not achieved by 5%	
Increase quantity and Quality of social services and Infrastructure	15 district council infrastructures/investment projects enhanced by June 2016	Archived 53%	Not achieved 47%	Inadequate funds receipts
Improve Emergency and Disaster Management	Preparedness to management of risks, disasters and 25 emergencies enhanced by June 2016	Archived by 100%		
Stakeholders participation in the process of planning and implementation of development projects well-coordinated	Planning monitoring and reporting of development projects enhanced by June 2016	Achieved by 100%		

Result Area: Administration and Human Resources

Strategic Objective	Target	Target Achieved	Target not achieved	Remarks
Improve services and reduce HIV/AIDS Infection among staff.	60 council staff living with HIV/AIDS and 258 administration staff supported and trained by June 2016	Achieved by 100%		Target achieved
Enhance, sustain and effective implementation of National Ant-corruption Strategy.	300 council staff capacitated in combat petty corruption by June 2016	Achieved by 100%		Target achieved
	Good Governance at all levels of the council achieved from 57% to 80% by June 2016	Achieved by 88%	12%	Insufficient funds
	of 250 council staff and office running equipment improved by June 2016	Achieved by 100%		Target achieved
	Number customers served per day increased from 85% to 95 by June 2016	Target achieved at 93 %	7%	Insufficient fund.
	Welfare of 37 councilors and council meeting running expenses facilitated by June 2016	Target achieved by 100 %		Target achieved

Strategic Objective	Target	Target Achieved	Target not achieved	Remarks
	2000 staff Trained on managerial skills by June 2016.	0%	Target not achieved by 100%	Insufficient funds

Result Area: Land and Natural Resources

Strategic Objectives	Target	Target Achieved	Target Not Achieved	Remarks
Improve services and reduce HIV/AIDS infections	9 Lands Dept. staff sensitized on HIV/AIDS testing and counseling by June 2016	0%	100%	The target was not achieved due to budget deficit. The target will be spilled over to the new strategic plan
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	500 Village Council Leaders capacitated in combating corruption in land matters by June by June 2016	0%	100%	The target was not achieved due to budget deficit. The target will be spilled over to the new strategic plan
Improve access, quality and equitable social services delivery	Security of tenure in land ownership increased from 10,000 to 13,000 in villages of Iringa District by June 2016.	Achieved by 65%	35%	The target was not achieved full due to budget deficit. The target will be spilled over to the new strategic plan
Improve access, quality and equitable social services delivery	Security of tenure in land ownership increased from 250 individuals to 550 individuals in Iringa District by June 2016.	83%-250 CO's has issued to 250 individuals	17%- 50 CO's	The target was not achieved full due to budget deficit. The target will be spilled over to the new strategic plan
Improve access, quality and equitable	Surveyed Villages increased from 89	Achieved by 100%	0%	Ministry of Lands facilitated the

Strategic Objectives	Target	Target Achieved	Target Not Achieved	Remarks
social services delivery	to 91 by June 2016			survey of these villages
Improve access, quality and equitable social services delivery	Surveyed plots increased from 750 plots to 1500 plots by June 2016.	50%=350 plots were surveyed	50%=350 plots were not surveyed	The target of surveying 350 plots will be spilled over to the new strategic plan
Improve access, quality and equitable social services delivery	Valuation for compensation carried out to acquire 210 acres of Land in 4 Townships by June 2016.	100%=250 acres of land has been acquired		Target achieved
Improve access, quality and equitable social services delivery	Valuation for transfer and sale of 6 real properties facilitated by 2016	100%-10 valuation reports for transfer purposes has been prepared		Target achieved
Improve access, quality and equitable social services delivery	Urban Development Control enhanced in 6 Townships by June 2016	100%-Urban development control has been implemented in 5 planning area		Target achieved
Improve access, quality and equitable social services delivery	Land Use Plans in Rural Areas increased from 52 to 58 villages by June 2016	100%-9 Land Use plans for villages has been prepared in 9 villages		The target was achieved due to the involvement of NGOs
Enhance Good Governance and Administrative Services	Administrative services and running expenses of department ensured by June 2016	100%-All administrative expenses were met		Target achieved
Sustainable Management of Natural Resources and Environment for the Community improved	Number of Community Based Forest reserves Increased from 22 to 37 by June 2016	100%-38 village forest reserves were established and management plans prepared		Target achieved

Strategic Objectives	Target	Target Achieved	Target Not Achieved	Remarks
Sustainable Management of Natural Resources and Environment for the Community improved	Forest management enhanced by increasing tree planting from 800,000 to 3,300,000 by June 2016	100%-3,700,000 seedlings were raised and planted in the District.		Target achieved
Sustainable Management of Natural Resources and Environment for the Community improved	Community participation in 6 wildlife potential areas strengthened by June 2016	100%-Community within wildlife potential area were strengthened		Target achieved
Sustainable Management of Natural Resources and Environment for the Community improved	Cultural and Ecotourism enhanced in 27 villages by June 2016	100%-Community from 62 villages has been capacitated in Cultural and Eco - Tourism		The target was achieved due to the involvement of tourist stakeholders
Sustainable Management of Natural Resources and Environment for the Community improved	24 tourism attractions promoted by June 2016	0	100%	Lack of fund

Result Area:Primary Education

Strategic Objective	Target	Target Achieved	Target not achieved	Remarks
Improve services and reduce HIV/AIDS infections	Impact of HIV/AIDS to 1500 primary teachers uncouneted by 2016	40%-600Teachers trained	60%-900 Teachers from 8 Wards of 38 schools not trained	The target of 900 Teachers from 8 Wards of 38 schools trained will be spilled over to the new strategic plan
Enhance, sustain and effective	22 Staff member capacitated in	100%-22 trained		

Strategic Objective	Target	Target Achieved	Target not achieved	Remarks
implementation of the National Anticorruption Strategy	combating Petty and grant corruption by June 2016	capacitated		
Improve access, quality and equitable social services delivery	Number of illiterates enrolled increased from 600 to 1000 in 33 learning centres by June 2016	20% achieved	80% not achieved	Economic constraints to some illiterate because many of them they are head of families
Improve access, quality and equitable social services delivery	Quality education and conducive environment to 148 schools enhanced by June 2016	68% achieved	32% not achieved	Budget constraints Long distance from school to residence
Improve access, quality and equitable social services delivery	Welfare of 1500 teachers improved by 2016	50% achieved	50% not achieved	Budget constraints
Improve access, quality and equitable social services delivery	Record keeping, managements of funds, statistics and data collection to 130 pre-primary and 146 primary schools improved by June 2016	50% achieved	50% not achieved	Budget constraints
	Welfare of 22 Education staff, improved by June 2016	50% achieved	50% not achieved	Budget constraints
Improve access, quality and equitable social services	Sports and games competition (UMITASHUMTA)	100%	-	Target achieved

Strategic Objective	Target	Target Achieved	Target not achieved	Remarks
delivery	coordinated by June 2016			
Improve access, quality and equitable social services delivery	Organize and coordinate cultural festivals in the District by June 2016	100%	-	Target achieved
Improve access, quality and equitable social services delivery	200 classrooms and 100 teachers house rehabilitated by June 2016	100%	-	Target achieved
Improve access, quality and equitable social services delivery	Provision of Capitation grants to 148 primary schools facilitated by June 2015	50%	50%	Funds received was less compared to planned budget

Result Area: Secondary Education

Strategic Objective	Target	Target achieved	Target not achieved	Remarks
Improve services and reduce HIV/AIDS Infection	680 Secondary schools Teachers and 7 head quarter staff capacitated on HIV/AIDS by June 2016	100%-7 head quarter staff and 680 secondary school teachers received training on infection of HIV/AIDS	-	The additional 273 recruited teachers shall be capacitated with training on HIV/AIDS infection next annual budget.
Enhance, sustain and effective implementation of the National Ant-corruption strategy	7 head quarter staff staffs and 36 Heads of Secondary Schools capacitated on ant-corruption awareness by June 2016	34 ant-corruption clubs have established in 34 secondary schools(95% of achievement)	2 secondary schools (5%)	2 schools shall be facilitated in formation of ant – corruption clubs in next Strategic Plan.

Improve access, quality and equitable social services delivery	Teaching, Learning process and education materials administered in 28 secondary schools by June 2016	Target achieved by 100%	-	
	Teaching methodology and participation of 680 secondary school teachers supervised by June 2018	80% Achieved 560 teachers in 20 secondary schools supervised	20% not achieved	
	Pass rate division I to III increased from 60% in 2013 to more than 70% by June 2018	Funds for school meals allowances and Capitation Grants as well as teaching material in schools received in 100%	-	The target was 100% achieved
Increase quantity and Quality of social services and infrastructure	Buildings of 28 Secondary Schools and Teachers apartment increased by June 2018	25%-5 dormitories, 5classrooms, 5 staff houses built	17 staff houses, 10 classrooms, and 2dormitories which is equal to 75% were not built	The remaining 17 staff houses, 10 classrooms, and 2dormitories which is equal to 75% shall be built in next Strategic Plan

Result Area:Department of Livestock and Fisheries Development

Strategic objective	Target	Target achieved	Target not achieved	Remarks
Services improved and HIV/AIDS infections reduced.	Quality nutritional diet to vulnerable groups accessed from 74 to 120 groups by June 2016	100% Achieved		46 Farmers groups received
Enhance, sustain and effective implementation of	500 larders and other stakeholders capacitated in	24% Achieved	76% not achieved	-121 leader trained. -Target accommodated to

Strategic objective	Target	Target achieved	Target not achieved	Remarks
national anti-corruption strategy.	combating petty and grand corruption in the district by June 2016			new Strategic plan.
Improve access, quality and equitable social services and infrastructure.	Livestock productivity improved/increased from (local chickens 10-25/HH, Dairy Goats 1511 – 3500, milk yield 6-8 ltrs/Cow/day, pig slaughter weight 60-80 kgs, Beef Cattle live weight 150 – 250kgs in the District by June 2016	50% Achieved	50% Not achieved	- Target accommodated to new Strategic plan.
	Extension service delivery increased from 35,943 to 45,600HH in the District by June 2016	80% Achieved	20% not achieved	-Target accommodated to new Strategic plan. 36,650 household received extension service Deficit of financial budget.
	Livestock mortality rate (MR) reduced from 3%-2% cattle, 5%-4% goat/sheep and 20%-10% chicken in the District by June 2016	50% Achieved	50% not Achieved	-Target accommodated to new Strategic plan. -Insufficient funds
	Private sector groups promoted and capacitated from 10 to 95 groups in the District by June 2016	100% Achieved		95 livestock groups farmers capacitated

Strategic objective	Target	Target achieved	Target not achieved	Remarks
Enhance good governance and administrative services	Participatory management of 16 BMU in 10 villages enhanced by June 2016	63% Achieved	37% not achieved	-Target accommodated to new Strategic plan -Budget deficit
Increase quantity and Quality of social services and infrastructure	16 livestock infrastructures constructed/rehabilitated in the District by June 2016	75% Achieved	25% not achieved	-Target accommodated to new Strategic plan. Deficit of financial budget
Improve social welfare, gender and community empowerment	31 social welfare of livestock extension staffs improved by June 2016	100% Achieved		31 attended annual leaves 8 staffs refunded medical expenses Insufficient budget
	3 social welfare fishery staffs improved by June 2016	100% Achieved		3 attended annual leave -1 staff attended annual leave Insufficient budget

Result Area: Water

Strategic Objective	Target	Target Achieved	Target Not achieved	Remarks
Improve services and reduce HIV/AIDS infection	23 water staff capacitated on prevention against HIV/AIDS infections by June 2016.	Achieved by 70%	Not achieved by 30%	Insufficient funds.
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	23 water staff capacitated on the effect of petty and grant corruption by June 2016.	Not Achieved by 100%		
Improve access, quality and equitable social services delivery	15 water users association (WUAs) registered	30% achieved	70% not achieved	Insufficient funds

Strategic Objective	Target	Target Achieved	Target Not achieved	Remarks
	and capacitated in water resource management in the District by June 2016.			
	Capacity of 15 DWST and DFT members for implementation of RWSSP enhanced by June 2016	100% achieved	-	DWST quarterly meeting implemented
	Baseline data for water supply and sanitation coverage safeguard issues and conservation of water sources updated in 133 villages by June 2016	100% achieved	-	Water point data collected to all 133 villages
Increase quantity and Quality of social services and Infrastructure	10 Villages to have access clean and safe water supply through RWSSP by June 2016	20% achieved	80% not achieved	Inadequate funds receipts

Result Area: Health

Strategic Objective	Target	Target achieved	Target not achieved	Remarks
Improve services and reduce HIV/AIDS infection	Number of all eligible patients on ART Treatment increased from 2879 to 3379 by June 2016	100%		
	40 health facilities implement and report TB/HIV activities by June 2016	100%		

Strategic Objective	Target	Target achieved	Target not achieved	Remarks
Improve access, quality and equitable social services delivery	Care and treatment of HIV/AIDS infected mothers and infants with emphasis on PMTCT improved by June 2016	100%		
	120 Tosamaganga hospital staffs adhere to infection prevention control by 2016	100%		
Improve access, quality and equitable social services delivery	74 health facilities provide comprehensive Emergency Obstetric care (EmOC) by June 2016	60% achieved	40% not achieved	Inadequate funding so will be carried in the next strategic plan
	Nutritional support including Vitamin A supplementation and deworming raised from 90.6% to 95% children under five year by June 2016	96% achieved	4 not achieved	Will be carried in next strategic plan
	Tosamaganga hospital provides quality MNCH services by June 2016	92% achieved	8% not achieved	will be incorporated in the next strategic plan
	Immunization coverage of DPT HB 3 raised from 90% to 95% to children under 1 year by June 2016	100%		
	One Hospital and 6 Health Centers provide Emergency Obstetric Care (Emoc) services by June 2016	60%	40%	Inadequate fund so will be carried in next strategic plan
	3 dental clinics provide oral health services by June 2016	67%	33%	Lack dental therapist due to Inadequate fund so will be carried in next strategic plan
	Immunization coverage for DPT-HepB-HiB- 3 raised from 88.3% to 93% by June 2016	100%		Achieved
	63 facilities provide comprehensive Emergency	100%		Achieved

Strategic Objective	Target	Target achieved	Target not achieved	Remarks
Improve access, quality and equitable social services delivery	Obstetric care (EmOC) by June 2016			
	80% of all HIV positive pregnant women and their babies receive Antiretroviral prophylaxis to prevent mothers to child transmission by June 2016	100		Achieved
	80-100% therapeutic coverage of all eligible population covered with mass NTD medicine administration campaigns by June 2016	72%	28% not achieved	Low awareness of the community on the importance of taking NTD drugs therefore will be carried in next strategic plan
	Maternal mortality rate i.e (118/100,000) reduced by June 2016	90/100000		will be carried in next strategic plan
	Malaria morbidity reduced from 15% to 10% by June 2016	9%	1 not achieved	Will be carried in the next strategic plan
	16,261 orphans and highly vulnerable group have access to basic social services by June 2016	6%	94%	Inadequate fund
	290 traditional healers identified and geographically located by June 2016	100%		
	Improve access, quality and equitable social services delivery	74 health facilities by level have their buildings including staff houses in good state of repair and order with sanitary facilities by June 2016	96%	4%
8353 community members at Idodi access health facility services which is equipped according to National minimum standard		100%		

Strategic Objective	Target	Target achieved	Target not achieved	Remarks
Improve access, quality and equitable	requirements by June 2016			
	74 health facilities by have constant supply of Medical and diagnostic supplies, Medicines, Vaccines and Medical equipment raised from 80% to 90% by June 2016	75%	25% not achieved	Inadequate fund will be carried in next strategic plan
	64 dispensaries have appropriate medical waste disposal mechanism by June 2016	80%	20% not achieved	Inadequate fund so will be taken in the next strategic plan
	20 health facilities access electrical solar power service and high building standard as regarding to national minimum standard requirements by June 2016	100%		
	Access to improved sanitation at household level increased from 1550 to 2385 households by June 2016	69%	31%not achieved	Will be carried in the next strategic plan
	2 Health Centers and 5 new dispensaries are constructed by June 2016	60%-6 new dispensaries constructed	40%	No fund release from central Govt.so will be taken in the next strategic plan
	8 staff houses (two in one) are constructed by June 2016	60%	40 % not achieved	No fund released therefore will be taken in next strategic plan
	Minor repair for 6 health centre, 10 dispensaries and 5 staff houses buildings is facilitated by June 2016	100%		
	Number of HRH retained increased from 96% to 98% by June 2016	97%	3% not achieved	Will be accommodated in next strategic plan
	98% of the HRH is budgeted in PE by June 2016	100%		

Strategic Objective	Target	Target achieved	Target not achieved	Remarks
social services delivery	4 Hospital health service Board and 4 health facility governing committee meetings continue to function by June 2016	100%		
Improve access, quality and equitable social services delivery	Develop incentive package to 66 health staff from Health Centre for pay for performance by June 2016	100%		
Improve access, quality and equitable social services delivery	Increased coverage of health facility based deliveries from 66% to 75% by June 2016	89.7%	10.3%	Will be accommodated in next strategic plan
Improve access, quality and equitable social services delivery	4 Council Health Service Board , CHMT and HF Committee meetings conducted by June 2016	100%		

Result Area: Beekeeping

Strategic objectives	Target	Target achieved	Target Not achieved	Remarks
Services improved and HIV/AIDS infections reduced	3 Beekeeping staff and co workers capacitated on HIV/AIDS by June 2016	Achieved by 20%	80% not achieved	Budget deficit
Effective implementation of the National Ant-corruption strategy enhanced and sustained	3 Beekeeping staff and co workers capacitated on anticorruption by June 2016	3 beekeeping workers attended 2 seminars organized by PCB. Achieved by 67%	23% not achieved	Funds not released. It is a continuous activity
Improve access, quality and equitable social services delivery	Social well fare and running expenses of 3 staff enhanced by June 2016	Beekeeping workers were facilitated to attend their annual leave and office running expenses. Achieved by 100%		It is a continuous activity

Sustainable management of Natural resources and environment for the community improved	Honey and bee wax production Increased from 40,000kg to 50,000 kg and 2,500 kg to 8,500 kg respectively by June 2016	Honey production was increased from 40,000 Kg to 44,000 Kg and bee wax from 2500 to 6500. Achievement is 88%	12% not achieved	Will be carried in the next SP.
--	--	--	------------------	---------------------------------

Result Area: Legal

Strategic objectives	Target	Target Achieved	Target Not Achieved	Remarks
Improve services and reduce HIV/AIDS infection	2 legal officers capacitated with HIV/AIDS knowledge by June 2016.	Achieved by 50%	Not achieved by 50%	Lack of funds to facilitate education. Implementation included in 2016/17 to 2021 strategic plan
Enhance, Sustain and effective implementation of the National Anti – Corruption strategy.	500 Council staffs capacitated in combating petty and grand corruptions by June 2021.	Achieved by 5%	Not achieved by 95%	Insufficient funds to facilitate training. Implementation included in financial year 2016/17 to 2021 strategic plan.
Enhance good governance and administrative services.	Rule of law education to be imparted to 28 Wards by June 2021.	Achieved by 36%	Not achieved by 64%	Insufficient funds to facilitate training. Training to be included in

Strategic objectives	Target	Target Achieved	Target Not Achieved	Remarks
				financial year 2016/17 to 2021 strategic plan.
	Rule of law education imparted to 13 Departments and 5 Units of the Council by June 2021	Achieved by 33%	Not achieved by 67%	Training to be included in financial year 2016/17 to 2021 strategic plan.
	Proper office services accommodation delivered to 2 staffs by June 2021.	Achieved by 100%		

Result Area: Agriculture, Irrigation and Cooperative

Strategic objectives	Targets	Targets achieved	Targets not achieved	Remark
Improve access, quality and equitable social services delivery	8 SACCOS formed and 37 other cooperatives strengthened in the District by June 2016	70%-8 new SACCOS established and 26 existed SACCOS strengthened	30%-11 existed SACCOS are still dormant	Un trustful SACCOS leaders Budget deficit
		26 existed SACCOS were audited	11 were not audited	11 SACCOS are dormant
		161 were trained		The targeted board members were trained
Improve services and reduce HIV/AIDS infection	Quality nutritional diet to vulnerable groups from 80 to 110 accessed in the District by June 2016	33%-10 vulnerable groups supported with training and supplied with	67%-20 vulnerable groups were not supported	Insufficient fund

		improved vegetable seeds		
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	500 Leaders and other stakeholders capacitated in combating petty and grand corruption in the District by June 2016	40%-200 village leaders were capacitated on combating petty and grand corruption	60%	Insufficient fund
Improve access, quality and equitable social services delivery	Crop productivity increased (maize 2.5 -4.5 T/Ha, beans 0.8 -1.2 T/Ha, paddy 2.5 - 4.0 T/Ha, sorghum 1.0-2.0 T/Ha, sunflower 0.8 - 1.8T/Ha in the District by June 2016	50%	50%	Shortage of rainfall, low agro inputs uses, shortage of extension staff
Improve access, quality and equitable social services delivery C	Extension services delivery to farm households increased from 44,262 to 60,160 in the District by June 2016	100%-60,782 farmer households reached by extension services		Although the targeted number of farmers reached, the council still facing shortage of transport facilities
Improve access, quality and equitable social services delivery C	Private sector groups promoted and capacitated from 64 to 115 groups in the District by June 2016	100%		
Increase quantity and Quality of social services and Infrastructure	Agriculture infrastructures rehabilitated/constructed increased from 15 to 33 in the District by June 2016	70%-7 irrigation schemes were constructed	30%-3 irrigation schemes not constructed	Insufficient fund hinder construction of the other schemes , to be reflected in next SP
		60%-3 rain water harvesting dams were	40%-2 dams are not completed	Insufficient fund to completion, to be reflected in next SP

		constructed 100%-2 drip irrigation projects were established		The projects are in operational
		67%=200 irrigators organization members were trained on operations and maintenance skills	33%=100 were not reached	Budget constraints
Improve social welfare, gender and community empowerment	90 agriculture, irrigation and cooperative staff facilitated with leave travel the District by June 2021	22%=10 staff were facilitated with leave travel allowances	78%=35 staff were not benefited from the schemes	Budget constraints

Result Area:Works

Strategic objectives	Targets	Targets achieved	Targets not achieved	Remark
Increase quantity and quality of social services and Infrastructure	500 kms of district and feeder roads rehabilitated by June , 2016	73%=364 kms of district and feeder roads rehabilitated	27%=136 Kms	The target was not fully achieved due to financial deficiency, hence will be intervened to the upcoming MTSP
	15 bridges and 12 box culverts constructed by June 2016	80%=12 bridges and 10 box culverts	20%=3 Bridges and 2 box culvert.	The target was not fully achieved due to financial deficiency, hence will be intervened to the upcoming MTSP
	5 bridges and 7 box culverts rehabilitated by June 2016	40%=1 bridge and 4 box culvert rehabilitated	60%=4 bridge and 3 box culvert	The target was not fully achieved due to no any defect occurred still will be intervened to the upcoming MTSP.
Improve services and reduce HIV/ AIDS	12 Workers and 6 contractors	100%=12 Workers and 7		The target was fully achieved.

Strategic objectives	Targets	Targets achieved	Targets not achieved	Remark
Infection	capacitated in preventing new HIV/AIDS infection in the District by June 2016	contractors capacitated in preventing new HIV/AIDS infection in the District		
Enhance , sustain and effective implementation of the National Anti-corruption Strategy	12 Workers of works department and 15 contractors working with Iringa district council trained in combating corruption District by June 2016.	66%=8 Workers trained in combating corruption	34%.	The target has to be carried out to the upcoming MTSP.
Improve access ,Equality and equitable social services delivery	DE's office equipped and supplied with 12 needed equipments and other administrative services by June 2016	43%=District Engineers office was 43% equipped with the office equipment and administrative services	57%	The target was not fully achieved due to financial deficiency, hence will be intervened to the upcoming MTSP
	Capacity building to 12 DE'S Office staff by June 2016	100%=4 engineers, and 8 technicians attended professional trainings		The target was fully achieved.

Result Area: Finance and Trade

Strategic Objective	Targets	Targets achieved	Targets Not achieved	Remarks
Service improved and HIV/AIDS infection reduced	22 Finance and trade staffs are oriented on HIV/AIDS by June 2016.	70% Achieved	30% Not achieved	Carried forward in next strategic plan. Insufficient funds
Enhance, sustain and effective	22 Finance and Trade staffs	40% Achieved	60% Not achieved	Carried forward in next

Strategic Objective	Targets	Targets achieved	Targets Not achieved	Remarks
implementation of the National Anti-corruption Strategy	capacitated in combating in petty and grand corruption by June 2016			strategic plan. Insufficient funds
Improve access, quality and equitable social services delivery.	25 Wards and 123 Villages supported to implement development projects by June 2016	50% Achieved	50% not achieved	The wards and villages have been supported but not accordance to budget due to low revenue collection.
Improve access, quality and equitable social services delivery.	Council debt managed, controlled and settled by June 2016.	100% Achieved		
	Business knowledge and skills to 360 small entrepreneurs provided by June 2016	100% Achieved		Training have been conducted for small entrepreneurs, WDC and village level.
Improve access, quality and equitable social services delivery.	Quality 60 monthly, 20 quarterly and 5 annual financial reports prepared and produced by June 2016	100% Achieved		
	Professional training to 10 finance department staff provided by June 2016	30% achieved	70% not achieved	Lack of enough fund. Carried forward in next strategic plan.
Improve access, quality and equitable social services delivery.	Finance department staff welfare and office running expenses	100% Achieved		

Strategic Objective	Targets	Targets achieved	Targets Not achieved	Remarks
	administered by June 2016			
	Council own sources increased from 531,000,000 to 2,000,000,000 by June 2016.	100% Achieved		
	Finance building improved by June 2016	100% Achieved		

Result Area: Internal Audit

Strategic Objectives	Targets	Targets achieved	Targets not achieved	Remark
Enhance Good Governance and Administrative Services	3 Audit staff welfare and office running expenses administered by June 2016	Achieved by 100%		Welfare of three audit staff administered by participating in different courses, training, annual leaves and other rights.
	Council audit queries reduced from 15 to 10 by June 2016	Achieved by 100%		
Improve services and reduce HIV/AIDs infections	3 Audit staff capacitated on prevention of HIV/AIDs infection by June 2016.	Achieved 100%		Three audit staff capacitated on prevention of HIV/ AIDs.
Enhance, sustain and effective implementation of National Anti-Corruption strategy	3 Audit staff capacitated on the effect of petty and Grant corruption by June 2016.	Achieved 100%		All 3 Audit staff capacitated on the effect of petty and Grant corruption.

Result Area:Secondary

Strategic Objectives	Targets	Targets achieved	Targets not achieved	Remark
Service improved and HIV/AIDS infection reduced	Promote safer sexual behaviour and reduction in risk taking behaviours in 123 villages by June 2016	100%achieved		
	Strengthened outcome and impact monitoring in 123 villages and 25 wards by June 2016	100%achieved		
	Strengthened multi-sect oral coordination forum at all levels(123 villages 25 wards) to ensure high quality by June 2016	100%achieved		
Enhance, sustain and effective implementation of the National Anti-corruption Strategy.	Village leaders and community capacitated in combating petty and grant corruption in 123 villages by June 2016	60%-Village leaders and community capacitated on combating petty and grant corruption in 73 villages	40%-Village leaders and community in 52 villages not capacitated on combating petty and grant corruption	Shortage of CD staff in ward and village level
Enhance Good Governance and Administrative Services	42 Community development staff welfare and 100% office running expenses administered by June 2016	50%	50%	Shortage of fund

Strategic Objectives	Targets	Targets achieved	Targets not achieved	Remark
Improve social welfare, gender and community empowerment	Social welfare, gender and community empowerment in 123 villages improved by June 2016	51%= 63 villages	49%=60 villages	
Participation of stakeholders in the process of planning and implementation of development projects well coordinated	Capacity in planning and management of development activities in 123 villages improved by June 2016	100% achieved		
	80 villages facilitated on construction of modern house of low cost, pit latrine and energy saving stoves enhanced by June 2016	23%=28 villages facilitated on construction of modern house of low cost, pit latrine and energy saving stoves	77%= 95 villages not facilitated on construction of modern house of low cost, pit latrine and energy saving stoves	
	Employment opportunities created to able-bodied individuals by June 2016	100%		Target is continuous

CHAPTER FOUR

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

4.1 Vision

The vision of Iringa District Council is to have a community with improved living standards and sustainable development by 2025

4.2 Mission

To provide improved services to the community through effective and efficient use of available resources for sustainable development

4.3 Strategic Objectives

Objective **A**: Service improved and HIV/AIDS infection reduced

Objective **B**: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective **C**: Improved access, quality and equitable social services delivery

Objective **D**: Increased quantity and Quality of social services and infrastructure

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

Objective **F**: Improved social welfare, gender and community empowerment

Objective **G**: Improved Emergency and Disaster Management

Objective **H**: Sustainable Management of Natural resources and Environment for the community

Objective **I**: Participation of stakeholders in the process of planning and implementation of development projects well-coordinated

Objective **J**: Information and Communication Technology improved

4.4 Core Values

The implementation of Iringa District Councils' strategic Plan guided by 6 major core values that constitute what the council values most, these are principles that stand as prerequisite norms for effective and efficient service delivery to community members. The guiding core values are:

(i) Diligence and Integrity

Work skillfully, efficiently and effectively while maintaining high standards of discipline.

(ii) Team spirit

Work as a team, sharing experience, information and skills to achieve our goals.

(iii) Customer focus with courtesy

A public servant shall not discriminate or harass a member of the public or a fellow employee on ground of sex, tribe, religion, nationality, ethnicity, marital status or disability.

(iv) Accountability

Serve our customers responsibly and timely.

(v) Continuous learning

Skills and Knowledge of civil servants shall be continuously developed through long and short courses for improved performance

(vi) Disaster preparedness

All staff shall be in a state of readiness to contain the effects of a forecasted disastrous event to minimize loss of life, injury of community members and damage of property.

4.5 Strategic Objectives, Result Area, Key targets, Strategies and Performance Indicators

4.5.1 Strategic Objectives 1

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective E: Enhanced Good Governance and Administrative Services

4.5.1.1 Result Area: Administration and Human Resource

Strategic Objective	Target	Strategies	Performance Indicators
Improved services and reduced HIV/AIDS Infection	60 council staff living with HIV/AIDS and 258 administration staff supported and trained on HIV/AIDS infection by June 2021	Support 20 staff living with HIV/AIDS infection Train 258 staffs on HIV/AIDS awareness	Number of staff trained and supported
Effective implementation of National Ant-corruption Strategy enhanced and sustained.	258 staffs capacitated on combating petty and grand corruption by June 2021	Train staff on combating petty and grand corruption	Number of staff trained
Enhanced good Governance and administrative services	Staff data base centralized and computerized by June 2021	Purchase 4 new computers Purchase 4 modern scanners. Establish one staff information record center for all departments.	Number of data base established

Strategic Objective	Target	Strategies	Performance Indicators
	3,325 village council members and 37 councilors trained in leadership skills, minutes writing and conflicts resolution by June 2021	Train 3,325 village Council members and 37 councilors on leadership skills and minutes writing	Number of village council members and Councilors trained
	80 CMT meetings, 15 council employee committee meetings, 20 council audit committee and one body meeting for recategorization and confirmation facilitated by June 2021 37 councilors facilitated to perform their duties by June 2021. 13 Heads of departments and 6 heads of units, 6 human resources officers, 10 personal secretaries, 2 committee clerks, 6 record management staffs, 4 drivers and IT officers vetted by June 2021.	Facilitate all District statutory meetings Provide councilors allowance Provide fund for vetting to respective staff	Number of meetings facilitated, and number of staff promoted, confirmed and recategorized Number of councilors facilitated Number of staffs vetted
	37 Councilors and 258 employees facilitated to attend National Ceremonies. ieMwenge, Nanenane, Local government Day by June 2021	Hire transport Purchase banners	Number of Councilors and employees attended National ceremonies
Enhanced good Governance and administrative services	Number of customer served per day increased from 100 to 300 by June 2021	Purchase office equipment ie computer, chairs and tables	Number of client served per day.

Strategic Objective	Target	Strategies	Performance Indicators
Enhanced good Governance and administrative services	Annual and maternal leave facilitated to 34 staff by June 2021	<p>Facilitate food and refreshments</p> <p>Rehabilitate 5 staff quarter and 2 offices. Create employment vacancy for new recruitment and replacement vacancy for deceased and retired staffs. Pay transfer, leave, and tuition, medical, extra duty allowance, moving expenses, employee and tenders debt.</p> <p>Provide leave allowance</p> <p>Appoint 5 members of scheme committee.</p>	Number of staff facilitated
	Burial ceremony facilitated to 17 staff by June 2021	Provide burial expenses	Number of staff facilitated

4.5.2 Strategic Objectives 2

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective C: Improved access, quality and equitable social services delivery

Objective H: Sustainable Management of Natural resources and Environment for the community

4.5.2.1 Result Area: Land and Natural Resources

Strategic Objectives	Target	Strategies	Performance Indicators
Improve services and reduce HIV/AIDS infections.	35 Land and natural resources staff sensitized on HIV/AIDS testing and counseling by June 2021.	Train staff Conduct regular meetings.	Number of staff sensitized
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	500 Village Council Leaders capacitated in combating corruption in land and natural resources uses by June 2021.	Sensitize village leaders Provide posters	Number of village council leaders capacitated.
	35 Land and Natural resources staff capacitated in combating petty and grants corruption by June 2021.	Train staff Provide posters	Number of staff capacitated
Improve access, quality and equitable social services delivery	35 staff trained through seminars, short courses and in job training by June 2021	Facilitate tuition fees	Number of staff capacitated.
	35 staff attended their annual leave by June 2021	Facilitate leave allowance	Number of staff attended annual leave
	Number of customers served increased from 4500- 7500 by June 2021	Provide office materials and equipment's. Procure office refreshments. Settle bills	Number of staff facilitated
Improve access, quality and equitable social services delivery	Certificate of Customary Right of Occupancy increased from 11,756 to 13,000 in 62 villages by June 2021.	Conduct sensitization meetings on rural land formalization Facilitate establishment of	Number of Certificate of Customary Right of Occupancy increased

Strategic Objectives	Target	Strategies	Performance Indicators
		village land registry. Demarcates individual farms Register Certificate of Customary Right of Occupancy	
	Certificate of Occupancy increased from 350 to 500 in 6 planning areas by 2021.	Procure office consumables Conduct allocation committee Allocate more plots	Number of Certificate of Occupancy issued
	Land fees collection Increased from 150,000,000.00 to 400,000,000 by June 2021.	Issue demand notice Improve and strengthen land management records	Amount of money collected
Improve access, quality and equitable social services delivery	Urban Development Controls implemented in 4 Planning Areas by June 2021	Prepare Town Planning drawings Enforce adherence of building standards regulations	Number of planning area controlled
	Land Use Plans prepared and implemented in rural areas increased from 62 to 80 villages by June 2021	Train villages Enact village by laws Prepare land use plans	Number of villages with Land Use Plans.
Improve access, quality and equitable social services delivery	Surveyed plots increased from 750 plots to 2,500 plots by June 2021.	Purchase survey equipment Procure office consumables Conduct surveying Prepare survey plan	Number of plots surveyed
	Surveyed villages increased from 89 villages to 95 villages by June 2021.	Conduct training of village leaders Surveying village boundaries	Number of villages surveyed
	10 Land conflicts between land users in Iringa District resolved by June 2021	Sensitization of conflicting parts Conduct meeting	Number of land conflicts resolved

Strategic Objectives	Target	Strategies	Performance Indicators
Improve access, quality and equitable social services delivery	210 Acres of Land acquired for surveying plots in 4 Planning Areas of Iringa District Council June by 2021	Sensitization meeting with community Inspect community properties Prepare valuation reports Pay land compensation	Number of acres acquired
	Council's revenue from property tax increased from 0 to 200,000,000.00 by June 2021	Sensitize community Conduct survey Conduct inspection Prepare valuation roll	Amount of money collected
Sustainable Management of Natural Resources and Environment for the Community improved	21 villages trained on importance of conservation of wildlife reserved areas by June 2021	Conduct seminars and meetings Sensitize community Patrol of wildlife area	Number of villages trained
	28 villages sensitized on the preventive measures against problem animals by June 2021	Conduct seminars and meeting Sensitize community Train Village Game Scouts Patrol of wildlife area	Number of villages sensitized
	Management of 40 natural forests and 1 planted for enhanced by June 2021.	Procure seedlings Patrol of forests Establish tree nursery Plant trees Prune tree Create and clear fire lanes	Number of forests managed
	Number of Community Based Forest reserves Increased from 38 to 48 by June 2021	Patrol of forests Sensitize community Survey and demarcate forest Resources assessment Prepare management plan	Number of community forestIncreased

Strategic Objectives	Target	Strategies	Performance Indicators
Sustainable Management of Natural Resources and Environment for the Community improved	24 Tourism attractions promoted by June 2021	Survey and mark the tourism attraction centers Prepare posters Advertise in radios and TVs	Number of tourism attractions promoted
	Cultural and Ecotourism implemented in 27 villages by June 2021	Conduct sensitization Train the community Prepare posters Advertise in radios and TVs	Number of villages implemented

4.5.3 Strategic Objectives 3

Objective **A**: Service improved and HIV/AIDS infection reduced

Objective **B**: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective **C**: Improved access, quality and equitable social services delivery

Objective **D**: Increased quantity and Quality of social services and infrastructure

Objective **G**: Improve emergence and disaster management

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

Objective **H**: Sustainable Management of Natural resources and Environment for the community

Objective **I**: Participation of stakeholders in the process of planning and implementation of development projects well-coordinated

4.5.3.1 Result Area: Planning Monitoring and Statistics

Strategic Objectives	Targets	Strategy	Performance Indicators
Services improved and HIV/AIDS infection reduced	10 Planning staff capacitated on prevention against HIV/AIDS infection by June 2021	Train staff Conduct study visit (health facilities and orphanage centre).	Number of staff trained
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	10 planning staff capacitated on the effect of petty and grant corruption by June 2021	Train staff Provide Poster's	Number of staff trained

Strategic Objectives	Targets	Strategy	Performance Indicators
Improved access, quality and equitable social services delivery	10 planning staff supported to attend different courses to improve their Professional knowledge and Skills by June 2021	Grant permission Provide financial support (tuition fee, accommodation, transport and administration costs)	Number of staff supported
	Increased number of customers served from 1705 to 2500 by June 2021	Procure working materials and equipment's Settle office bills Procure office refreshments	Number of staff supported
	Annual leave for 10 planning supported by June 2021	Provide leave allowance	
	Own source revenue collection increased from 3.8b- 6.2b by June 2021	Review available revenue sources 3.2. Conduct regular task force meetings 3.3. Identify new revenue sources.	Amount of own source revenue increased
Increased quantity and Quality of social services and Infrastructure	10 district council infrastructures/investment projects constructed by June 2021	Provide funds for construction (community contributions, central, government, donors etc) Prepare project proposals	Number of infrastructure/investment constructed
	district council infrastructures/investment projects finished by June 2021	Provide funds for finishing infrastructures Prepare project proposals	Number of infrastructure/investment finished
	district council infrastructures/investment	Provide funds for rehabilitation	Number of infrastructure/investment

Strategic Objectives	Targets	Strategy	Performance Indicators
	t projects rehabilitated by June 2021	Prepare project proposals	rehabilitated
	30 district council infrastructures supported in construction/rehabilitation by June 2021	Support funds for rehabilitation/construction Prepare project proposals	Number of infrastructure/investment supported
Enhanced Good Governance and Administrative Services	3325 members of village council capacitated on village government roles by June 2021	Train village council members Facilitate study tour to other councils/institutions Provide learning materials	Number of village council members trained
Improved Emergency and Disaster Management	Preparedness to management of 25 emergencies administered by June 2021	sensitize the community on emergencies provide relief materials Provide financial support	Number of emergencies administered
Sustainable management of Natural Resources and Environment for the Community improved	Management of 40 natural forests and 1 planted forest enhanced by June 2021	Plant tree Sensitize community on forest conservation Clear fire lines Replant Prune forest	Number of forest managed
Stakeholders participation in the process of planning and implementation of development projects well-coordinated	Planning , monitoring and reporting of 150 development projects enhanced by June 2021	Collect and analyzing statistical data Train on planning, budgeting and reporting Prepare plans and budget Conduct monitoring visit Prepare and present reports	No of development project planned, monitored and reported

Strategic Objectives	Targets	Strategy	Performance Indicators
		Link Monitoring and Evaluation findings and management decision	

4.5.4 Strategic Objectives 4

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective C: Improved access, quality and equitable social services delivery

4.5.4.1 Result Area: Primary Education

Strategic Objectives	Target	Strategies	Performance Indicators
Service improved and HIV/AIDS infection reduced	200 primary teachers capacitated on prevention against HIV/AIDS infection by June 2021	Provide training on prevention against HIV/AIDS infection	Number of teachers capacitated
	Risk of HIV/AIDS infection among 1500 primary teachers and staff reduced by June 2021	Provide counselling on voluntary Testing to primary teachers and other staff Provide training to primary teachers and other staff	Number of HIV/AIDS new cases reduced.
	Quality nutritional diet to vulnerable primary teachers accessed from 200 to 350 by June 2021	Provide counselling on voluntary Testing to primary teachers and other staff Provide nutrition support	Number of teachers supported
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	1,500 Teachers and 58,000 Pupils capacitated on prevention of corruption by June 2021	Provide training to teachers and Pupils on prevention of corruption Prepare and distribute posters and leaflets	Number of teachers and pupils capacitated
Improved access quality and equitable social services delivery	Number of enrolled on MEMKWA centres increased from 600 to 1000 people by June	Provide funds (for construction of education centres) Recruit staff	Number of people enrolled

Strategic Objectives	Target	Strategies	Performance Indicators
	2021.		
	Illiterate rates reduced from 17% to 0% by June 2021	Provide funds (for meals, construction of classrooms, centres, house) Provide furniture (desks, chairs, tables) Recruit staff	Percentage of illiterate rate reduced
	Adult education learning centres increased from 33 to 133 by June 2021	Provide funds Prepare projects write ups	Number of education centres constructed
	Teaching and learning materials provided to 148 primary schools by June 2021	Provide training on the important of preparing Teaching and learning materials Conduct regular follow up visits	Number of school equipped in teaching and learning materials.
	Record keeping, management of funds, statistics and data collection to 133 pre-primary and 148 primary schools facilitated by June 2021	Conduct training Conduct regular visit	Number of pre and primary schools capacitated
	1500 primary education staff facilitated to attend professional training by June 2021	Conduct need assessment Grant permission Provide funds (learning materials tuition fee etc)	Number of staff facilitated
	1,500 staff facilitated for performing extra duties by June 2021	Provide extra duty allowance	Number of staff facilitated
	Burial ceremony for 80 primary schools staff facilitated by June 2021	Provide funds for burial expenses	Number of burial ceremonies facilitated
	148 primary schools facilitated with capitation Grants by June 2021	Provide Capitation Grants	Number of schools facilitated
	Sports and games		Number of sports

Strategic Objectives	Target	Strategies	Performance Indicators
	competition facilitated by June 2021		competition facilitated and participated

4.5.5 Strategic Objectives 5

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective C: Improved access, quality and equitable social services delivery

Objective D: Increased quantity and Quality of social services and infrastructure

Objective G: Improved Emergency and Disaster Management

4.5.5.1 Result Area: Secondary Education

Strategic Objectives	Targets	Strategies	Performance Indicators
Service improved and HIV/AIDS infection reduced	36 Secondary schools Teachers and 7 secondary department staff capacitated on HIV/AIDS prevention by June 2021	Conduct training	Number of staff capacitated
	15 secondary education staff living with HIV/AIDS supported by June 2021	Provide nutritional supplements Provide financial support	No. of staff supported
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	7 secondary department staff and 36 Heads of Secondary Schools capacitated on ant corruption awareness by June 2021	Conduct training	Number of staffs capacitated on ant-corruption awareness skills
Improved access, quality and equitable social services delivery	Teaching, Learning process and education materials in 28 Secondary Schools facilitated by June 2021	provide teaching and learning materials (Text books ,reference books and chalks)	Number of schools received teaching and learning materials
	Laboratory chemicals and equipment's in 28 Secondary schools facilitated by June 2021	Provide chemicals and reagents Provide laboratory apparatus	Number of schools facilitated with chemicals, reagents and laboratory apparatus

Strategic Objectives	Targets	Strategies	Performance Indicators
Improved access, quality and equitable social services delivery	Inspection of 36 secondary schools conducted by June 2021	Provide funds (Per diems, fuel and stationeries) Conduct regular visit in schools	Number of schools inspected
	280 secondary education staff facilitated to attend various professional training programs by June 2021	Provide funds (tuition fee, accommodation, transport, health allowance and stationery) Conduct training needs assessment of teachers	Number of staff facilitated to attend professional training
	100 Secondary school Teachers transferred by June 2021	Provide funds for subsistence allowance, disturbance allowance and luggage costs.	Number of teachers transferred
	Pass rate for Form II students increased from 73% to 80% by June 2021	Facilitate school meals and capitation grants Facilitate sports gears Facilitate teaching and learning materials.	Percentage of pass rate in National form II examinations.
	Pass rate for Form IV students increased from 70% to 80% by June 2021	Facilitate school meals and capitation grants Facilitate sports gears Facilitate teaching and learning materials.	Percentage of pass rate in National form IV examinations.
	Pass rate for Form VI students increased from 70% to 80% by June 2021	Facilitate school meals and capitation grants Facilitate sports gears Facilitate teaching	Percentage of pass rate in National form VI examinations.

Strategic Objectives	Targets	Strategies	Performance Indicators
		and learning materials.	
	Teaching methodologies to 977 secondary school teachers supervised by June 2021	Conduct regular monitoring	Number of teachers supervised in schools.
	977 Secondary School Teachers facilitated with leave expenses by June 2021	Provide funds for leave expenses	Number of secondary school teacher's facilitated funds for leave expenses.
	7 staff and 977 secondary school teachers facilitated Burial expenses by June 2021	Facilitate funds	Number of secondary department Staffs and secondary school teachers facilitated with burial expenses.
	7Staffs and 977 secondary school teachers facilitated Medical and Dental refunds by June 2021	Provide Medical and Dental refunds	Number of staff facilitated.
	977 Staff facilitated to perform addition works by June 2021	Provide extra duty allowance	Number of Staff facilitated.
	Capitation Grants disbursed in 28 secondary schools by June 2021	Provide Capitation Grants	Number of secondary schools received capitation Grants.
	15. Meals allowance disbursed in 6 secondary schools by June 2021	Provide meals allowances	Number of secondary schools received meals allowance
	16.Land conflicts between secondary schools and land user resolved by June 2021	Survey and demarcate the area of schools	Number of schools surveyed and demarcated.
	Sport and games competition facilitated by June 2021	Facilitate UMISSETA competition in secondary schools, District, Region and National level	Number of sports competition facilitated and participated

Strategic Objectives	Targets	Strategies	Performance Indicators
Increased quantity and Quality of social services and infrastructure	17 staff houses, 10 classrooms, 7 hostels constructed by June 2021	Provide construction materials Provide funds for construction of buildings	Number of buildings constructed
	2 hostels and 4 staff houses completed by June 2021	Provide construction materials Provide fund for completion	Number of infrastructures completed.
Improved Emergency and Disaster Management	36 secondary schools facilitated on management and prevention knowledge and skills on disasters and emergencies by June 2021	Conduct training on Disaster and emergencies management	Number of schools facilitated
	Emergency preparedness in 36 secondary schools facilitated by June 2021.	Conduct training Provide disaster management tools and equipment Provide relief materials Provide financial support	Number of schools facilitated

4.5.6 Strategic Objectives 6

Objective **A**: Service improved and HIV/AIDS infection reduced

Objective **B**: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

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

Objective **F**: Improved social welfare, gender and community empowerment

Objective **I**: Participation of stakeholders in the process of planning and implementation of development projects well-coordinated

4.5.6.1 Result Area: Community Development

Strategic Objectives	Target	Strategies	Performance Indicators
Service improved and HIV/AIDS infection reduced	Comprehensive knowledge on HIV and AIDS prevention provided to community in 133 villages by June 2021.	Train community on HIV and AIDS prevention Distribute IEC materials	Number of villages imparted with HIV and AIDS prevention.
	2000 Key leaders in all levels advocated on HIV and AIDS response by June 2021.	Sensitize key leaders on HIV and AIDS response and their roles Conduct quarterly stakeholders meeting	Numbers of Key Leaders advocated
	161 VMAC and WMAC Imparted with knowledge of their roles and responsibilities by June 2021	Train VMAC and WMAC their roles and responsibilities Disseminate guidelines ,Policy and HIV act to WMAC Distribute guidelines ,Policy and HIV act to WMAC	Number of VMAC and WMAC imparted with knowledge of their roles and responsibilities
	Coordination of HIV and AIDS intervention strengthened from village level to council level in all level by June 2021	Identify HIV and AIDS stakeholders Conduct quarterly visit to HIV and AIDS intervention Prepare quarterly report and submit to authority	HIV and AIDS intervention strengthened
	Individual and groups of people affects with HIV and AIDS provided by psychological and social economic support by June 2021	Form PLHIV groups Identify OVCs, MVCs and widows Provide support to PLHIV ,OVCs, MVCs and widows	Number of people affects with HIV and AIDS supported

Strategic Objectives	Target	Strategies	Performance Indicators
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	Village community sensitized on combating corruption in community by June 2021	Conduct CDOs community sensitization meeting Sensitize community on effect of corruption	Number of village community sensitized
Enhanced Good Governance and Administrative Services	60 Community development officers Capacitated on new skills and guidelines by June 2021	Conduct training need assessments Conduct on job training Facilitate CDOs to refresher course	Number CDOs capacitated
	60 Community development officers motivated by June 2021	Promote required staff timely Provide staff's welfare	Number of CDOs motivated
	20 Community development officers recruited by June 2021	Ask employment permit Recruit new Community development officers	Number of CDOs recruited
Improved social welfare, gender and community empowerment	Gender Based Violence reduced in community from 36% to 20% by June 2021	Collect and store GBV cases train community on GBV Enforce law and by laws Refer GBV cases to other responsible implementers Establish GBV register from village to council level	Percentage of GBV reduced
	Women workload Reduced from 70% to 50 % in community from June 2021	Train women on use of simple technology. Establish day care centres Train day cares caregivers Collect and store day care data Train and involve men on Women workload issues	Percentage of women workload reduced

Strategic Objectives	Target	Strategies	Performance Indicators
	Violence against children reduced in community from 39.6 % to 15 % by June 2021	Form children baraza from village to council level Train parents and guardian on parenting and rights of children Train key leaders Conduct stakeholders quarterly meeting Disseminate child act, policy and guidelines to community and key leaders. Form ward and villages parenting TOT Train ward and village TOT Collect and store VAC data Refer VAC cases to responsible actors Establish VAC register from village to council level	Percentage VAC reduced
	750 youth and Women groups formed by June 2021.	Mobilize youth and Women to form groups Form youth and Women groups Train youth and Women groups on entrepreneurship skills Register formed groups in council	
	280 Village community banks formed by June 2021	Mobilize community to form village community banks groups form community banks groups train community banks groups on entrepreneurship skill	

Strategic Objectives	Target	Strategies	Performance Indicators
		Register formed village community banks in council	
	250 women and youth groups provided with loan and recovered by June 2021	Review proposal from women and youth groups Visit the proposed group Projects Submit group proposed to council loan committee Provide loans Conduct follow up of recovery	
Participation of stakeholders in the process of planning and implementation of development projects well coordinated	8,439 poor household provided Basic and conditional Support by June 2021	Identify poor household Enrol poor house hold Sensitize the community Approve poor household Provide Basic and conditional cash transfer to poor household	
	133 Villages Mobilized on participation to self basis projects by June 2021.	Sensitize village and ward leaders on self-basis project Train village councils on good governance Involve the community in project implementation Train villages councils on participatory approaches Conduct follow up and supervision	
	Departmental data base system initiated by 2021	Collect data needed Analyse and interpret data for use	

Strategic Objectives	Target	Strategies	Performance Indicators
	Supportive supervision and follow up visit done to staffs , Villages and projects by June 2021	Conduct quarterly visit and supervision to CDOs and community projects Conduct monitoring and evaluation Prepare quarterly report and submit to authority Conduct stakeholders meetings	

4.5.7 Strategic Objectives 7

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective C: Improved access, quality and equitable social services delivery

Objective D: Increased quantity and Quality of social services and infrastructure

Objective F: Improved social welfare, gender and community empowerment

4.5.7.1 Result Area: Livestock and Fisheries Development

Strategic Objectives	Targets	Strategies	Performance indicators
Service improved and HIV/AIDS infection reduced	2 livestock and fishery extension staffs supported with nutritional diet by June 2021.	Support staff with quality nutritive food Train staff on HIV/AIDS	Number of extension staffs supported
	43 livestock and fishery extension staffs trained on HIV/AIDS by June 2021	Train staff on preventive measures	Number of extension staffs trained
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	168 District, ward and village leaders trained on combating petty and grand corruptions by June 2021	Develop preventive measures Train leaders on awareness	Number of leaders trained
Improved access, quality and equitable	Productivity of dairy cow milk increased from 7	Train farmers on Animal husbandry	Number of liters of Milk increased per cow per

Strategic Objectives	Targets	Strategies	Performance indicators
social services delivery	to 9 litres per cow per day by June 2021	Provide improved breeds	day
	Productivity of beef cattle live weight increased from 245kgs to 320 kgs per cattle by June 2021	Provide improved breeds Train on farmer on Animal husbandry	Live weight of beef cattle increased
	Productivity of goat live weight increased from 25kgs to 40 kgs per goat by June 2021	Provide improved breeds Train farmers on Animal husbandry Improve its value chain	Live weights of goat increased
	Productivity of dairy goat milk increased from 1.5 to 2.3 litres per goat per day by June 2021	Train farmers on Animal husbandry Provide improved breeds.	Liters of Milk increased
	Productivity of sheep live weight increased from 20kgs to 35 kgs per sheep by June 2021	Provide improved breeds Train farmers on animal husbandry	Live weights increased
Improved access, quality and equitable social services delivery	Productivity of pigs live weight increased from 75kgs to 120 kgs per pig by June 2021	Provide improved breeds Train farmers on Animal husbandry	Live weights increased
	Productivity of local chicken eggs increased from 30 to 75 eggs per year by June 2021	Improve genetical breeds Training farmers Animal husbandry Improve its value chain Improve animal health	Live weights increased
	Delivery of extension service to livestock farmers increased from 36,650 to 45,600 household by June	Train livestock farmers on new innovations and technology Recruit new extension	Number of farmers household increased

Strategic Objectives	Targets	Strategies	Performance indicators
	2021	staffs. Conduct farmer field schools Train extension staffs Provide working gears (vet kits, gum boots, motorcycle, raincoat etc) Provide staff allowances (extra duty, disturbance allowance, leave allowance etc)	
	Livestock mortality rate reduced from 2.5%-1% cattle, 4%-3% goat/ sheep, 2%-1% pigs and 15%- 10% chicken in the District by June 2021	Train farmers on animal health Conduct animal disease surveillance Conduct animal disease vaccination campaign Procure drug and vaccine	percentage of mortality rate of animals reduced
	Villages land use plan increased from 58 villages to 70 villages allocates grazing by June 2021	Conduct village demarcation of grazing areas Train on range land grazing area management Control tsetse fly infections on grazing areas	Number of village with land use plans increased.
Improved access, quality and equitable social services delivery	Operation patrol on preventing Illegal fishing at Mtera dam increased from 112 per year to 189 per year by June 2021	Train farmers on fishery management Conduct patrol at Mtera dam Facilitate fisherman tools for beech management unit (BMU)	Number operational patrol increased
Increased quantity and quality of social services and infrastructure	Livestock water charcoal dam in grazing land increased from 13 to 19 by June 2021	Provide funds (for construct water facilities for livestock) Conduct follow up Train farmers on	Number of water charcoal increased

Strategic Objectives	Targets	Strategies	Performance indicators
		Charcoal dam management	
	Livestock water trough in grazing areas increased from 19 to 25 by June 2021	Construct water facilities for livestock Conduct follow up Train farmers on water trough management	Number water troughs increased
	Milk collection centers with cold facility increased from 0 to 2 by June 2021	Provide funds (Construct milk collection center) Conduct follow up Train farmers on management milk collection center	Number of milk collection centers increased
	Extension staff houses increased from 4 to 6 by June 2021	Provide funds (Construct staff houses) Conduct follow up	Number of extension house increased
	Dip tanks increased from 54 to 59 by June 2021	Provide funds (Construct livestock dip tank) Train farmers on dip tank management Train farmers on vector borne diseases	Number of dip tank increased
	Livestock market increased from 6 to 8 by June 2021	Provide funds (Construct livestock market) Train farmers on livestock market management	Number of livestock market increased
	Slaughter houses for producing high quality meat increased from 6 to 9 by June 2021	Construct slaughter houses Train butcher man on slaughter house management Train butcher man on meat quality hygiene	Number of slaughter house increased
	Private sector investment commercially promoted from 15 to 20 in the	Sensitize farmers invest in commercially. Provide good	Number of private sector invested.

Strategic Objectives	Targets	Strategies	Performance indicators
	District by June 2016	environment for investments	
Improved access, quality and equitable social services delivery	Fish pond farming increased from 165 to 365 by June 2021	Construct fish pond to farmers Train farmers on fish pond management Conduct follow ups	Number of fish ponds increased
	4 Ongoing livestock infrastructure constructed by June 2021	Provide funds Conduct follow ups	Number of infrastructure constructed
	12 livestock infrastructure rehabilitated by June 2021	Provide funds (rehabilitate livestock infrastructure) Conduct follow ups	Number of livestock infrastructure rehabilitated
Improve social welfare, gender and community empowerment	18 staff supported to attend professionals courses by June 2021	Support on transport and college fee Grant permission	Number of staff supported
	Annual leave for 49 staff facilitated by June 2021	Support leave expenses	Number of staff facilitated
	medical and dental services facilitated to 49 Extension by June 2021	Refund medical/dental cost	Number of staff refunded

4.5.8 Strategic Objectives 8

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective C: Improved access, quality and equitable social services delivery

Objective D: Increased quantity and Quality of social services and infrastructure

Objective H: Sustainable Management of Natural resources and Environment for the community

4.5.8.1 Result Area: Water

Strategic Objectives	Targets	Strategies	Performance Indicator
Service improved and HIV/AIDS infection reduced	18 water staff capacitated on prevention against HIV/AIDS infections by June 2021.	Train staff. Provide funds support.	Number of staff capacitated.
Effective	18 water staff	Train staff	Number of staff

Strategic Objectives	Targets	Strategies	Performance Indicator
implementation of the National Anti-corruption Strategy Enhanced and sustained	capacitated on the effect of petty and grant corruption by June 2021.	Provide posters	capacitated.
Improved access, quality and equitable social services delivery	15 water users association (WUAs) registered and capacitated in water resource management in the District by June 2021	Train WUAs Register WUAs	Number of WUAs registered
	Conduct 20 quarterly DWST and DFT meetings for implementation of RWSSP facilitated by June 2021.	Supervise water and sanitation projects. Conduct quarterly meetings.	Number of meeting conducted
	Baseline data for water supply and sanitation coverage safeguard issues and conservation of water sources in 133 villages updated by June 2021.	Conduct water point mapping	Number of village surveyed
	18 Water department staff facilitated with office equipment by June 2021	Office equipment facilitated	Sets of office equipment facilitated
Increased quantity and Quality of social services and Infrastructure	Construction of 10 Villages water projects enhanced by June 2021.	Identify water sources. Conduct survey. Conduct project design. Procure contractors/consultancy.	Number of water project constructed.
	Completion of 9 Villages water projects enhanced by June 2021	Conduct regular close supervision.	Number of water project completed.
	Rehabilitation of 15 water schemes enhanced by June 2021.	Identify projects to be rehabilitated. Procure contractors/consultancy. Conduct regular supervision.	Number of water schemes rehabilitated.

Strategic Objectives	Targets	Strategies	Performance Indicator
	Operation and maintenance of 50 water schemes enhanced by June 2021.	Procure water pipe fitting and fuel. Supervise water user associations Provide wages/allowances.	Number of water schemes operated and maintain.
Sustainable management of Natural Resources and Environment for the community improved	Management of 20 natural water sources enhanced by June 2021.	Plant tree Sensitize community on water source conservations Replant tree	Number water source conserved.

4.5.9 Strategic Objectives 9

Objective **A**: Service improved and HIV/AIDS infection reduced

Objective **C**: Improved access, quality and equitable social services delivery

4.5.9.1 Result Area: Health

Strategic Objective	Target	Strategies	Performance Indicators
Service improved and HIV/AIDS infection reduced	100% eligible patients are put on ART Treatment by June 2021	Provide ARVs to all people with HIV Order and distribute ARVs to health facilities Screen all TB patients for HIV infection	Percentage of patients put on ART
	Reduced prevalence of HIV from 9.1%,to 5.1% by June 2021	Sensitize the community on Voluntary counselling and testing Prepare IEC/BCC materials on HIV/AIDS Promote safer sex through consistent and proper use of condoms	Percentage of prevalence of HIV reduced

Strategic Objective	Target	Strategies	Performance Indicators
	80% of health facilities provide STI case management by 2021	Order and distribute STI drugs to health facilities Sensitise the community on the use of condoms Prepare IEC/BCC materials on STIs	Percentage of health facilities providing STI case management
Improved access, quality and equitable social services delivery	Maternal mortality rate reduced from 90/100000 to 60/100000 by June 2021	<p>Provide adolescent friendly reproductive health services Provide modern contraceptive to women of child bearing age Train health care providers on CEmONC (comprehensive emergency obstetric and New-born care) Provide pregnant women with Antiretroviral prophylaxis</p> <p>Provide folic acid and iron supplementation to pregnant mothers Provide pregnant women with IPT2 Provide postnatal care services Ensure health staff adhere to infection prevention measures</p>	Proportional of maternal death reduced

Strategic Objective	Target	Strategies	Performance Indicators
Improved access, quality and equitable social services delivery	Under five mortality rate reduced from 26/1000 to 16/1000 by June 2021	Provide Vitamin A supplementation and de worming to all children under five 5 years provide essential new born care facilities Train health care workers on IMCI Provide LLIN to children aged under five years Immunize all children under one year	Proportional of under-five mortality rate reduced
	Shortage of Medicines, Medical supplies and Diagnostic supplies (Tracer Medicines 10/10) in Public Health Facilities reduced from is 19.72 % to 10% by 2021	Sensitize the community to contribute membership fees on CHF Procure additional drugs using CHF/NHIF Abide to 33.33% of basket fund allocation for drugs and medical equipment	Percentage of public health facilities with constant supply of medicines, medical supplies
Improved access, quality and equitable social services delivery	Malaria prevalence in under five children reduced from 12.5% to 5% by June 2021	Provide ITNs/LL to children under-fives years Ensure children under 5 years of age with fever receive appropriate treatment within 24 after onset of fever Confirm all suspect malaria cases in laboratory Ensure there is no stock out of recommended Ant	Proportional of under five children with Malaria

Strategic Objective	Target	Strategies	Performance Indicators
Improved access, quality and equitable social services delivery		malaria	
	85% treatment success of TB/leprosy patients is attained by June 2021	Screen HIV patients for TB infection Treat patients with TB smear positive sputum Strengthen active TB/leprosy search	Percentage of TB/Leprosy patients treated successfully
	Prevalence of oral condition reduced from 7% to 5% by June 2021.	Provide emergency oral health care services Provide Oral health education at all dental, RCH clinics, and primary schools Equip dental clinics with equipment, instruments, materials and supplies.	Percentage of prevalence of oral conditions
	80-100% therapeutic coverage of all eligible population covered with mass NTD medicine administration campaigns by June 2021	Sensitize the community on the importance of using NTDs drugs Conduct MDA campaign to the eligible community	Percentage of population covered with MDA medicine
	Incidence of non-communicable diseases reduced from 3.3% to 2% by June 2021.	Sensitize the community on prevention and control of non-communicable diseases Conduct mass screening of non-communicable diseases to the community Refer to specific clinics all people with NCDs	Percentage of incidences of non-communicable diseases reduced
		Equip health facilities with appropriate	

Strategic Objective	Target	Strategies	Performance Indicators
Improved access, quality and equitable social services delivery		equipment, medicines and medical supplies for screening, diagnosis and treatment of non-communicable disease	
		Prepare IEC/BCC materials addressing NCDs (e.g., healthy life styles, appropriate health seeking behaviour, associated risk factors and regular medical check	
	Number of households with permanent sanitary latrines increased from 69% to 80% by June 2021	Inspect all households to ensure proper construction and utilization of sanitary latrines Conduct triggering to all villages and sub villages Enforce council by laws	Percentage of households with permanent sanitary facilities
Number of household using toilet increased from 90% to 100% by June 2021	Inspect all households to ensure proper construction and utilization of sanitary latrines Conduct triggering to all villages and sub villages Enforce council by laws	Percentage of households using toilets	

Strategic Objective	Target	Strategies	Performance Indicators
	Collection and disposal of solid waste at household increased from 25% to 50% by June 2021	Sensitize the community on proper solid waste collection and disposal Enforce council by laws	Percentage of households properly collecting and disposing solid waste
Improved social welfare, gender and community empowerment	Violence against children reduced in community from 50% to 20% by June 2021	Collect and keep data train community on child Act and by laws Refer VAC cases to other responsible implementers Facilitate case management to children in need of care and protection Identify and support to fit person	Percentage of VAC reduced
	Capacity of child protection systems strengthened from 27teams to 133teams at village by June 2021	Establish child protection teams Train their roles and responsibilities	Number of teams established
	Capacity of child protection systems strengthened from 15 teams to 25 teams at ward level by June 2021	Establish child protection teams Train their roles and responsibilities	Number of teams established
	Capacity of CPTs to monitor, document and report experiences of CP intervention in 25 wards strengthened by June 2021	Conduct quarterly field visits to MVCC's and WCPT's to monitor CP intervention and provide technical support Conduct quarterly and bi annual review meetings on CPMIS with stakeholders.	Number of WCP's and MVCC's visited. Number of meetings conducted.

Strategic Objective	Target	Strategies	Performance Indicators
Improved access, quality and equitable social services delivery	Number of MVC/OVC identified increased from 8,574 to 10,000 by June 2021	Visit Most vulnerable children committee's Up to date MVCs/OVCs data Support them based on their individual needs Train MVCC's members on their roles and responsibilities.	Number of MVCs/OVCs identified and supported
	4 orphanage centers provided with technical support on parenting skills.	Train their roles and responsibilities Conduct follow up and supportive supervision to orphanage centers	Number of caregivers trained
	Increased number of identified elderly from 490 to 800 by June 2021.	Provide medical support to the needy. Make health cards for elderly. Establish elderly committee's Up to date elderly data	Number of elderly identified and supported increase
	Increased number of identified disabilities from 540 to 800 by June 2021	Identify disabilities Provide medical support to the needy. Provide education to the community on disabilities rights. Up to date disabilities data	Number of disabilities identified and supported increase

Strategic Objective	Target	Strategies	Performance Indicators
	30% of the HRH gap is budgeted in PE by 2021	Prepare employment permit Prepare PE budget Recruit employees	Number of HRH budgeted in PE.
	All new and 50% of promoted staff at all levels are oriented on their roles and responsibilities by June 2021	Train new employees on their roles and responsibilities Conduct on orientation to newly employed health staff	Number of all new and Percentage of promoted staff oriented on their roles and responsibilities
Improved access, quality and equitable social services delivery	74 health facilities are supervised and supervision reports copied to facility in-charges by June 2021	Conduct on job training.	Number of health facilities supervised
		Conduct supportive supervision to health facilities	
	1 Functioning emergency unit for disaster management established by June 2021	Procure different drugs for disaster management Train staff on disaster management	1 Unit of disaster management established and function
Improved access, quality and equitable social services delivery	2370 Traditional practitioners and healers adhere to National guideline by June 2021	Visit all villages for identification of traditional practitioners and healers Register all traditional practitioners and healers License all traditional practitioners and healers.	Number of traditional practitioners and healers adhered to national guideline

4.5.10 Strategic Objectives 10

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective C: Improved access, quality and equitable social services delivery

Objective F: Improved social welfare, gender and community empowerment

Objective H: Sustainable Management of Natural resources and Environment for the community

Objective G: Improved Emergency and Disaster Management

4.5.10.1 Result Area: Cleaning and Environment

Strategic Objectives	Target	Strategy	Performance Indicator
Service improved and HIV/AIDS infection reduced	18 Environmental staffs supported with nutritional diet by June 2021	Support staff with quality nutritive food Train staff on HIV/AIDS	Number of staff supported
	135 Environmental staffs capacitated on HIV/AIDS by June 2021	Train staff on preventive measures	Number of staff capacitated.
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	336 District, ward and village leaders trained on combating petty and grand corruptions by June 2021	Develop preventive measures Train leaders on corruption awareness	Number of leaders trained
	3 Staff members capacitated in combating corruption by June 2021	Capacitate staff in combating corruption	Number of staffs capacitated
Improved access, quality and equitable social services delivery	Collection and disposal of solid waste increased from 4 to 16 small towns by June 2021	Train village environmental committee Build waste collection point Identify damp sites Conduct follow up, supervision and evaluation. Form environmental group.	Number of small town facilitated
Improved access, quality and equitable social services delivery	Number of office equipment's purchased by June 2021.	Purchase transport equipments (Car, Motorbike and	Number of office equipments purchased

Strategic Objectives	Target	Strategy	Performance Indicator
		bicycles)	
		Purchase office Furniture, Laptop, printers, photocopy machines and other Office Consumables	
	Planting of ornamental trees and flowers increased from 1 to 16 small towns by June 2021	Train village environmental committee Design and prepare land scarping Conduct follow up, supervision and evaluation Establish trees and flowers nursery	
Improved social welfare, gender and community empowerment	2 cleaning and environment officers facilitated to attends annual leave by June 2021	Support leave expenses	Number of staff facilitated
	Medical and dental service facilitated to 2 cleaning and environment staff by June 2021	Provide medical and dental refund	Number of extension officers refunded
	2 cleaning and environment officers performing extra duties enhanced by June 2021	Facilitate staff extra duty allowance	Number of staff facilitated

Strategic Objectives	Target	Strategy	Performance Indicator
Sustainable Management of Natural resources and Environment for the community	Conservation of 67 water sources and 21 irrigation schemes in the District enhanced by June 2021.	Train 67 water users association and 21 irrigation association on sustainable utilization of water Conduct follow up, supervision and evaluation Introduce technologies which use small amount of water like drip irrigation method to farmers	Number of water sources and irrigation schemes conserved
	Capacity building to 16 WEOs, 16 VEOs and 16 village council chairman on clean less and environmental management enhanced by June 2021	Conduct trainings Conduct regular meetings	Number of participants trained
	Capacity building of 11 District Cleaning and Environmental Team (DCET) for implementation of Environment and Cleanliness enhanced by June 2021.	Form DCE team Conduct trainings to DCET. Conduct regular meetings.	Number of staff trained
	Hygiene and sanitation education promoted to 133 villages by June 2021.	Sensitize community. Conduct training to different village environmental committees.	Number of village
	Participatory natural resources on management, sustainable utilization and environmental conservation in 7 villages	Sensitize community Promote sustainable natural resources utilization	Number of villages facilitated

Strategic Objectives	Target	Strategy	Performance Indicator
	enhanced by June 2021		
	Forest management enhanced by increasing tree planting from 600,000 to 2,100,000 by June 2021	Plant trees Replant trees Establish nursery trees	Number of trees planted
Sustainable Management of Natural resources and Environment for the community	Facilitate Environmental and Social Impact Assessment (ESIA) from 22 to 228 subprojects implemented in the District by June 2015.	Conduct ESIA on various subprojects in the District such as TASAF, Sanitation and Health, Irrigation, roads. Monitor and evaluation on the subprojects in the districts. Register projects done and not done ESIA subprojects in the District.	Number of ESIA subprojects implemented
Improved Emergency and Disaster Management	Conduct 20 field supervision and 120 patrol on cleaning and environmental issues by June 2021	Provide environmental management information systems in the council Procure Vehicles, Motorcycle. Procure fuel Procurement office consumables	Number of field supervision and patrol conducted

4.5.11 Strategic Objectives 11

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective C: Improved access, quality and equitable social services delivery

Objective H: Sustainable management of natural resources and environmental for the community improved

4.5.11.1 Result Area: Beekeeping

Strategic Objectives	Target	Strategies	Performance Indicator
Services improved and HIV/AIDS infections reduced	3 Beekeeping staff capacitated on HIV/AIDS infections by June 2021	Conduct training Create awareness Provide condoms	Number of staff trained
Effective implementation of the National Ant-corruption strategy enhanced and sustained	3 Beekeeping staff capacitated on anticorruption by June 2021	Conduct training Provide leaflets and brochures.	Number of staff capacitated.
Improve access, quality and equitable social services delivery	3 beekeeping staff facilitated to attend annual leave by June 2021.	Pay annual leave	Number of bees staff supported
	Service delivered increased from 1000 customers saved to 2000 customers by June 2021	Procure office equipments, stationeries and refreshments Settle bills	Number of customers saved
Sustainable management of Natural resources and environment for the community improved	25 beekeeping farms and reserves established in 25 wards by June 2021	Demarcate bee reserves Prepare proposals	Number of beekeeping farms established
	5000 beekeepers trained on modern beekeeping and stingless bees in 50 villages by June 2021	Formulate beekeeping groups Provide beekeeping gears	Number of beekeepers trained on modern beekeeping
Sustainable management of Natural resources and environment for the community improved	Beekeeping data collected and recorded in 133 villages by June 2021	Establish beekeeping data base	Data collected and recorded

	1000 new beekeepers identified in 28 wards by June 2021	Establish data base Training	Number of beekeepers identified
--	---	------------------------------	---------------------------------

4.5.12 Strategic Objectives 12

Objective **A**: Service improved and HIV/AIDS infection reduced

Objective **B**: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective **C**: Improved access, quality and equitable social services delivery

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

4.5.12.1 Result Area: Legal

Strategic Objective	Target	Strategies	Performance Indicators
Improve services and reduce HIV/AIDS infection	2 legal staff capacitated with HIV/AIDS knowledge by June 2021.	Conduct training Conduct Counseling Encourage HIV testing	Number staffs Capacitated.
Enhance, Sustain and effective implementation of the National Anti – Corruption strategy.	475 Council staff capacitated in combating petty and grand corruptions by June 2021.	Conduct Training. Prepare posters and brochures.	Number of staffs capacitated
Improve access, quality, and equitable social service delivery.	2 legal staff capacitated with education on laws review and amendments by June 2021.	Provide Tuition fees provide travelling allowances provide extra duty Attend training	Number of staffs capacitated.
Improve access, quality, and equitable social service delivery.	Number of customers served increased from 18,000 to 36,000 by June 2021.	Purchase legal attires.	Number of customers served
		Purchase office equipments (Furniture, Laptop, Office Consumables)	
		Provide refreshment.	
	Annual and maternity leave for 2 legal staff	Provide leave allowance.	Number of staff facilitated.

Strategic Objective	Target	Strategies	Performance Indicators
	facilitated by June 2021		
	2 legal staff facilitated for performing addition works by June 2021	Provide Extra duty allowance.	Number of staff performed.
	Burial ceremony expenses for 2 legal staff administered by June 2021	Provide Burial expenses.	Number of Staff supported
	Medical treatment facilitated for 2 Legal staff by June 2021	Refund medical and dental expenses.	Number of staff treated.
Enhance good governance and administrative services.	Rule of law education imparted to 18 Wards by June 2021.	Conduct training.	Number of Wards educated.
		Prepare Bylaws.	
		Dialogue on Laws and Bylaws.	
	Rule of law education imparted to 8 Departments and 4 Units of the Council by June 2021	Conduct Training.	Number of Departments/ Units educated.
Provide Legal advice.			

4.5.13 Strategic Objectives 13

Objective **A**: Service improved and HIV/AIDS infection reduced

Objective **B**: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective **C**: Improved access, quality and equitable social services delivery

Objective **D**: Increased quantity and Quality of social services and infrastructure

Objective **F**: Improved social welfare, gender and community empowerment

4.5.13.1 Result Area: Agriculture, irrigation and cooperatives

Strategic Objectives	Target	Strategies	Performance Indicators
Improve services and reduce HIV/AIDS infection	90 staff capacitated on HIV/ AIDS infections by 2021.	Create awareness on HIV/AIDS issue	Number of staff capacitated

Strategic Objectives	Target	Strategies	Performance Indicators
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	133 Village leaders capacitated in combating petty and grand corruption in the District by June 2021	Train on how to combat petty and grand corruption.	Number of staff capacitated
		Create awareness on the anti-corruption act.	
Improved access, quality and equitable social services delivery	10 new SACCOS formed in the District by June 2021	Sensitize formation of SACCOS	Number of SACCOS formed
		Link SACCOS with other financial institutions	
		Register new established SACCOS	
	10 motorcycles for extension staffs procured in the District by June 2021	Procure motorcycle for extension staff	Number of motorcycle procured
	1 motor vehicle procured in the District by June 2021	Procure motor vehicle for department activities	Number of motor vehicle procured
	32 SACCOS strengthened in the District by June 2021	Conduct regular Financial Audit	Number of SACCOS strengthened
		Conduct regular visits to the SACCOS	
	100 Farmers groups established in the District by June 2021	Link farmers groups with financial institutions	Number of Farmers groups established
		Sensitize farmers on group formations	
		Allocate investment projects to farmer groups	
Train farmer group on other cross cutting issues			
Maize productivity increased from 2.0 - 4.5 T/Ha, in the District by	Train farmers on proper uses of Agro chemicals	Number of Ha of Maize increased	

Strategic Objectives	Target	Strategies	Performance Indicators
Improved access, quality and equitable social services delivery	June 2021	Establish farmers' Field School and demonstration plots	
		Link farmers with maize buyers	
		Train farmers on uses of farm equipments	
		Facilitate farmers to access loans for buying farm equipment	
		Construct maize storage facilities	
		Link farmers with financial institutions	
		Conduct crop pests and diseases surveillances	
		Conduct soil tests	
	Paddy productivity increased from 3.5 - 8.0 T/Ha, in the District by June 2021	Train farmers on proper uses of Agro chemicals	Number of Ha of Paddy increased
		Establish farmers' Field School and demonstration plots	
		Link farmers with buyers of rice	
		Train farmers on uses of farm equipment	
		Facilitate farmers with access to loans for buying farm equipment	
		Construct rice storage facilities	
		Conduct crop pests and diseases surveillances	
		Conduct soil tests	

Strategic Objectives	Target	Strategies	Performance Indicators
Improved access, quality and equitable social services delivery	increased from 0.8 - 1.2 T/Ha in the District by June 2021	proper uses of Agro chemicals.	Beans produced
		Establish farmers' Field School and demonstration plots	
		Link farmers with buyers of beans	
		Train farmers on uses of farm equipment	
		Facilitate farmers with access to loans for buying farm equipment	
		Link farmers with financial institutions	
		Conduct crop pests and diseases surveillances	
	Conduct soil tests		
	Sorghum productivity increased from 0.8 - 1.8 T/Ha in the District by June 2021	Establish farmers' Field School and demonstration plots	Number of T/Ha of Sorghum produced
		Link farmers with Sorghum buyers	
		Train farmers on uses of farm equipment	
		Facilitate farmers with access to loans for buying farm equipment	
		Construct maize storage facilities	
		Conduct crop pests and diseases surveillances	
Conduct soil tests			

Strategic Objectives	Target	Strategies	Performance Indicators
	Sunflower productivity increased from 1-1.6 T/Ha in the District by June 2021	Link farmers with financial institutions Procure sunflower processing machines Multiply improved seeds at farmers level	Number of T/Ha of Sunflower produced
	Tobacco productivity increased from 1.1-1.5 T/Ha in the District by June 2021	Link farmers with financial institutions Train farmer good agronomic practices of Tobacco Conduct regular financial audit of Tobacco AMCOS Sensitize regular meeting among tobacco stakeholders	Number of T/Ha of Tobacco produced
	Cotton productivity increased from 0.8 - 1.4 T/Ha in the District by June 2021	Train farmer good agronomic practices of Cotton Sensitize farmers on cotton production Conduct crop pests and diseases surveillances Conduct soil tests	Number of T/Ha of Cotton produced
	81,610 farmers reached by extension services in the District by June 2021.	Procure working facilities Establish FFS and demo plots Conduct field visits Formulate farmer groups Conduct indoor training, workshops, meetings,	Number of Farmers reached

Strategic Objectives	Target	Strategies	Performance Indicators
		Prepare and distribute leaflets, fliers, posters, brochures	
		Pass agriculture information through media	
	115 Private sector organizations coordinated in the District by June 2021	Conduct regular meetings	Number of private sector organizations coordinated
		Review implementation report	
		Conduct field visits	
Increased quantity and Quality of social services and Infrastructure	Area under Irrigation agriculture increased from 21,694 to 26,760 Ha in the District by June 2021	Rehabilitate tradition irrigation schemes	Number of Ha under irrigation increased
		Construct irrigation schemes	
		Train irrigator organizations on operations and maintenance	
Improved social welfare, gender and community empowerment	90 agriculture, irrigation and cooperative staff facilitated with leave travel in the District by June 2021	Allocate funds for staff leave travel	Number of staff benefited
Improved social welfare, gender and community empowerment	2 agriculture staff houses constructed in the District by June 2021	Provide funds for construct agriculture extension staff houses	Number of houses constructed
	6 agriculture staff houses rehabilitated in the District by June 2021	Provide funds for rehabilitation agriculture extension staff houses	Number of houses rehabilitated

4.5.14 Strategic Objectives 14

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective C: Improved access, quality and equitable social services delivery

Objective D: Increased quantity and Quality of social services and infrastructure

4.5.14.1 Result Area: Works

Strategic Objectives	Target	Strategies	Performance Indicators
Service improved and HIV/AIDS infection reduced	Awareness of HIV/ AIDS infection to the community with road projects increased from 52% to 65% by June 2021.	Sensitize community on HIV/AIDS infection eradication. Distribute leaflets.	Percentage of HIV/ AIDS awareness knowledge increased
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	Reduce HIV/ AIDS infection from 9.1% to 5.1% at the construction sites by June 2021.	Acquire condoms Distribute condoms to the active Construction sites. Display warning message to the project information boards.	Percentage reduction rate of HIV/ AIDS infection.
Improved access, quality and equitable social services delivery	12 Staffs of works department and 11 contractors working with Iringa district council trained in combating corruption by June 2021	Conduct internal meetings. Acquire and distribute leaflets.	Number of staffs and contractors trained.
	14 DE's office staffs equipped and supplied with working equipments and other administrative services by June 2021.	Procure office facilities and consumable materials Procure transportation facilities Procure office furniture.	Number of staffs equipped and supplied with working facilities.
Improved access, quality and equitable social services delivery	District engineers office block rehabilitated by June, 2021.	Prepare Projects maintenance plan Procure Civil works contractors Conduct monitoring, supervision and evaluation for the project.	Number of office block rehabilitated.

Strategic Objectives	Target	Strategies	Performance Indicators
	14 staff attends professional training courses by June 2021.	Conduct training needs assessment. Prioritize training needs. Facilitate tuition fee. Facilitate all necessary training allowances	Number of staff attended training.
	14 staffs attend burial ceremonies by June 2021.	Facilitate burial expenses.	Number of staff attended burial ceremony.
	3 staffs supported with subsistence allowances by June 2021.	Facilitate subsistence allowances	Number of staff supported.
	3 staffs supported with disturbance allowances by June 2021.	Facilitate disturbance allowances	Number of staff supported.
	14 staffs supported on leave travel by June 2021.	Facilitate leave expenses	Number of staff supported.
	14 staffs refunded for medical Attendance by June 2021.	Support medical and dental expenses	Number of staff supported.
	14 staffs paid different allowances by June, 2021	Provide extra duty allowances Provide Per diem allowances Provide gift and prizes	Number of staff paid.
Increased quantity and Quality of social services and infrastructure	900 kms of district and feeder roads rehabilitated by June , 2021	Conduct Road condition survey, Prepare Projects maintenance plan Procure Civil works contractors Conduct monitoring, supervision and evaluation	Total Kms rehabilitated/ maintained
	8 bridges and box culverts constructed by June 2021	Conduct Bridge Condition survey. Conduct Planning maintenance project Procure Civil works	Number of bridges/ box culvert constructed.

Strategic Objectives	Target	Strategies	Performance Indicators
		contractors Conduct monitoring, supervision and evaluation	
Increased quantity and Quality of social services and infrastructure	8 bridges and box culverts rehabilitated by June 2021	Conduct Bridge Condition survey. Conduct Planning maintenance project Procure Civil works contractors Conduct regular monitoring, supervision and evaluation. Prepare and submit project report to the relevant authorities.	Number of bridges/ box culvert rehabilitated
Increased quantity and Quality of social services and infrastructure	100kms of new road constructed by June,2021.	Prepare and submit project Proposal to the donors. Acquire project funds. Prepare design of the new road. Procure Civil works contractors. Conduct regular monitoring, Supervision and project evaluation. Prepare and submit project report to the relevant authorities.	Total Kms constructed
	100% approved budget for road sector attained by June,2021	Facilitate follow up of the budget allocation.	Increment in percentage of received funds.
	375 village government leaders trained on road reservation by June 2021.	Conduct training to the 25 villages on importance of road reservation and proper use of road network.	Number of village leaders trained.

4.5.15 Strategic Objectives 15

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective C: Improved access, quality and equitable social services delivery

4.5.15.1 Result Area: Finance and Trade

Strategic Objective	Targets	Strategies	Performance Indicators
Service improved and HIV/AIDS infection reduced	19 Finance and trade staffs are oriented on HIV/AIDS by June 2021	Train staff Visit affected areas	Number of staff oriented.
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	19 Finance and Trade staffs capacitated on combating petty and grand corruption by June 2021	Train staff Sensitize staff.	Number of staff trained
Improved access, quality and equitable social services delivery	28 Wards and 133 Villages supported to implement development projects by June 2021.	Facilitate funds Conduct monitoring,	Number of villages supported
	Council debt and credit managed, controlled and settled by June 2021	Pay debts. Control credits	Value of outstanding debt and credit.
	Business knowledge and skills to 1,000 micro and small entrepreneurs provided by June 2021	Procure 1 motor car for follow up Train the entrepreneurs Conduct visits to the businessmen.	Number of micro and small entrepreneurs trained
	60 quality monthly, 20 quarterly and 5 annual financial reports prepared and submitted to relevant authorities by June 2021	Enhance management information system in the council Train the Finance staff. Prepare reports.	Number of reports prepared.
	Number of customers served increased from 2000 to 3000 by June	Procure office refreshments	No. of staff facilitated

Strategic Objective	Targets	Strategies	Performance Indicators
	2021.	Procure working tools. Settle office utilities.	
	Professional training to 10 finance department staff provided by June 2021	Facilitate examination fees Facilitate tuition fees.	Number of Staff facilitated.
Improved access, quality and equitable social services delivery	Epicor system training to 7 finance department staff provided by June 2021	Train staff. Conduct refresher course.	Number of Staff trained
	Council own sources increased from 3,800,000,000 to 6,200,000,000 by June 2021	Strength Task Force Follow up Create new sources Procure working tools Sport check on revenue collection Sue revenue agency who are not remit accordingly	Amount own source revenue increased.

4.5.16 Strategic Objectives 16

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective E: Enhanced Good Governance and Administrative Services

4.5.16.1 Result Area: Internal Audit

Strategic Objectives	Target	Strategies	Performance Indicators
Enhance Good Governance and Administrative Services	3 Audit staff facilitated to attend professional training to by June 2021	Provide fund for tuition fees Provide permission to attend training	Number of staff attended professional training
	3 audit staff facilitated to attend annual leave by June 2021	Provide allowance and permission.	Number of staff facilitated annual leave

Strategic Objectives	Target	Strategies	Performance Indicators
	Number of clients served increased from 150 to 341 by June 2021	Provide allowances (extra duty allowance,) Provide gift and prizes	Number of staff facilitated
Enhance Good Governance and Administrative Services Enhance Good Governance and Administrative Services	Council audit queries reduced from 15 to 8 by June 2021	Establishing of strong internal control to the departments and lower levels. Complying with international internal audit standards and best practices. Provide Skill development through coaching and mentoring. Improving audit records management and documentations.	Number of audit queries reduced
Enhanced Good Governance and Administrative Services	3 Audit staff capacitated on prevention of HIV/AIDs infection by 2021	Provide staff training	Number of audit staff capacitated
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	3 Audit staff capacitated on petty and Grant corruption awareness by June 2021	Provide training	Number of audit staff trained.

4.5.17 Strategic Objectives 17

Objective A: Service improved and HIV/AIDS infection reduced

Objective B: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

Objective C: Improved access, quality and equitable social services delivery

Objective E: Enhanced Good Governance and Administrative Services

4.5.17.1 Result Area: Procurement Management Unit

Strategic Objectives	Target	Strategies	Performance Indicators
Service improved and HIV/AIDS infection reduced	8 PMU staff oriented on HIV/AIDS testing and counseling enhanced by June, 2021	Conduct Counseling Conduct testing	Number of staff capacitated
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	8 PMU staff capacitated on the effect of petty and grand corruption to by June, 2021	Training Provide posters Conduct meeting	Number of staff capacitated
Improved access, quality and equitable social services delivery	Increase number of customer served from 147 to 178 by June 2021	Provide office equipment (Furniture, Computers, Printers, Photocopier etc) Provide fund	Number of staff facilitated
	Annual leave for 8 PMU staff facilitated by June 2021	Provide fund	Number of staff facilitated
	8 staff supported with medical and dental refund by June 2021	Provide fund	Number of staff supported
	8 PMU staff supported to attend short and full time courses by June 2021	Conduct training need assessment Grant permission Provide fund	Number of staff trained
	8 PMU staff transfers on supported by June 2021	Provide disturbance allowance	Number of staff supported
	8 PMU staff facilitated	Provide fund	Number of staff

Strategic Objectives	Target	Strategies	Performance Indicators
	with burial ceremony by June 2021		facilitated
	8 PMU staff facilitated to perform Extra duties by June 2021.	Provide extra duty allowances	Number of staff facilitated
Enhanced Good Governance and Administrative Services	Annual procurement plans for 13 departments, 6 units, 148 Primary and 28 secondary schools and 133 villages coordinated by June, 2021	Training Conduct follow up	Number of plans prepared
	Supervision, Monitoring and Reporting, on procurement plans and its implementation in 13 Departments, 6 Units, 133 villages 28 secondary schools and 148 Primary schools enhanced by June, 2021	Conduct follow-up visit	Number of reports produced
	45 Public notifications on procurement events enhanced by June, 2021	Prepare advertisements Notify the stake holders	Number of notification done
	Service delivered to 178 stakeholders on Procurement issues enhanced by June, 2021	Conduct training Recruit staff	Number of stakeholders capacitated
	Coordination of procurement recommendations and 220 decisions administered by June, 2021	Conduct regular meetings Provide fund Adhere Act and Regulations	Number of decision made
Enhanced Good Governance and Administrative Services	Management information system knowledge imparted to 8 PMU staff by June, 2021	Training	Number of staff trained

4.5.18 Strategic Objectives 18

Objective A: Service improved and HIV/AIDS infection reduced

Objective E: Enhanced Good Governance and Administrative Services

Objective J: Information and Communication Technology improved

4.5.18 .1 Result Area: Information Communication Technology (ICT)

Strategic Objectives	Targets	Strategies	Performance Indicator
Information and Communication Technology Improved	Smooth running of 120 computers, council management information systems, electronic device and internet connection by June 2021	Installation of different Computer Software Upgrade and repair of network (LAN) fault. Availability of Internet connection.	Number of computers managed.
	Security of 120 Council computers and data improved by June 2021	Purchase ant virus Install antivirus Create user accounts Daily backup of data to the external devices	Number of computers secured
	Council websites and webmail maintained by June 2021	Upgrade website and webmail Maintain website and webmail Settle annual website and webmail service fee	Activeness and accessibility of Council website and webmail maintained
Good governance and Administrative services enhanced	7 ICT Staff facilitated Leave expenses by June 2021.	Provide leave expenses.	Number of staff facilitated
	7 ICT Staff facilitated on Burial ceremony by June 2021	Provide Burial expenses.	Number of staff facilitated
	7 ICT staff facilitated on Medical and dental refund by June 2021.	Provide medical and dental refund	Number of staff facilitated
	7 ICT Staff facilitated performing Extra duties by June 2021.	Provide extra duty	Number of staff facilitated
	500 District Council documents and Information keeping enhanced by June 2021	Collect, process and disseminate Council news to the community. Preserve and secure Information	Number of documents kept

	Number of customer served per day increased from 100 to 300 by June 2021	Provide office equipment (Furniture, Computers, Printers, Photocopier etc) Procure office refreshments Procure office consumable	Number of staff supported
Improve service and reduce HIV/AIDS infection	7 ICT staff trained on HIV/AIDS prevention by June 2021	Sensitize Staff on HIV/AIDS prevention Counseling and testing	Number of staff trained

4.5.19 Strategic Objectives 19

Objective **A**: Service improved and HIV/AIDS infection reduced

Objective **B**: Effective implementation of the National Anti-corruption Strategy Enhanced and sustained

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

4.5.19 .1 Result Area: Election Unit

Strategic Objective	Target	Strategy	Performance Indicator
Improve services and reduce HIV/AIDS Infection	2 Staff capacitated on HIV/AIDS infection by June 2021	Train staff	Number of staff capacitated
Effective implementation of the National Anti-corruption Strategy Enhanced and sustained	2 staff capacitated on combating petty corruption by June 2021	Train staff	Number of staff trained
Enhanced good Governance and administrative services.	Election process in 2 constituency 28 wards and 133 enhanced by June 2021	Purchase modern computer for data base storage. Procure office consumable Update voters registration book Maintain transport facilities(vehicles) Train (Assistant returning officer, polling assistant , direction clerk) Supervise election process	Number of election conducted

CHAPTER FIVE

IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORKS

5.1 Implementation

The successful implementation of the strategic plan will be the responsibility and accountability of the District Executive Director (DED), who is the Chief Executive Officer of the Council. With respect to this strategic plan, DED will be an overseer for the strategic plan implementation process. DED shall be responsible and accountable for the implementation of the Iringa District Council's (2015/2016 – 2020/2021) Strategic Plan. The DED with the support of the Management team shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

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

5.2 Monitoring

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

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

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Iringa District Council Community such as the CMT and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 9 shall guide the format of the progress reports.

Table 9: Example of quarterly progress report

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

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

5.3 Evaluation

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

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

5.4 Review

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

5.5 Risks Management and Assumptions

For the successful implementation of Iringa District Councils' Strategic Plan risk management is a prerequisite aspect. A systematic approach to managing risks throughout the whole organization's plan implementation period by identifying, assessing, understanding, acting on and communicating risk issues shall be enforced. Working in achieving its objectives in a rapidly changing world, Iringa District

Council needs an integrated organization-wide approach to manage uncertainty. However, adopting such an organization-wide approach to risk management is a continuous, pro-active and systematic process to managing risk implies a significant change in council's management culture at all levels. Risk management requires a clear delineation of roles based on existing hierarchy, responsibilities and areas of work. It has to be understood as a collective responsibility the anticipation and management of risk has to become everyone's concern. It presupposes the strengthening of existing analysis, management and communication capacities and calls for the need to set up and implement preventive, mitigation and reactive plans. Systematic management of risk at all levels of the District council and at each stage of programming will improve planning efficiency and service delivery, and will allow better and more reliable decision-making. Risk management therefore will form an integral part of strategic plan implementation and results based management. For risk management in Iringa District Council, the following risks were identified for mitigation as summarized in table 10.

Table 10: Risk Analysis Matrix for Iringa District Council

Risk	Description of the Risk	Type /Category of risk	Likelihood of the risk	Impact of the Risk	Risk Mitigation
Unrealistic budget funding	Most of the revenue sources are taken by central government Most of donors fund are cut off from central government	Economic	Very high	Inability to implement development projects Loose trust to the community	Strengthened own source revenue collections
Inadequate/untimely release of funds	Central government decrease approved budget to LGA's Late disbursement of funds	Economic	High	Inability to implement development projects -Loose trust to the community	Strengthened own source revenue collections
Tied condition of funds from donors	Donors interest that are not matching with recipient needs	Economic	High	Inability to implement development projects Loose trust to the community Loose trust to the donors	Strengthened own source revenue collections
Shortage of staff	Labour turnover (retire and transfer) are very high	Social	High	Low performance	Motivation and incentives retention scheme

Risk	Description of the Risk	Type /Category of risk	Likelihood of the risk	Impact of the Risk	Risk Mitigation
	compared to staff recruitment				Staff recruitment
Drought	Shortage of rainfall	Environmental	high	low production Malnutrition	Environmental conservation
Iringa District headquarter office to move from Iringa Municipal	IDC has been located to Iringa municipal	Administration	High	To provide services closer to the community	To divide 2 council
Flood	Climatic change TMA early warning	Environmental	high	Loose of properties Destruction of infrastructure Shortage of food Outbreak of diseases	Preparedness Early warning
Debts	Inability to pay to contractors Women and youth groups inability to pay	Economic	High	Loose trust Some contractors intends to sue the council No turnover so as provide loans to others	Implement effective bylaws Strengthened owns sources collections Signing of contracts should be done after receiving funds
Outsource revenue collection	Some revenue collectors agent are not trustfully by forging of receipt	Economic	Medium	Loose of revenue collected	Close follow up to revenue agent To ensure reliable tendering
In confidentiality of government information	Staff are not trustfully , they disclose government confidential issues	Administrative	High	Conflict on working place Reduce performance	Regular training on good governance Regular vetting of organization staff Various code of conduct

5.5.1 Risk Mitigation

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

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

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

(ii) To increase the credibility of the organization

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

(iii) Wisely allocation of resources by the management team

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

(iv) To increase efficiency

To maximize its impact, an organization has to take risks. Managing risk enables Iringa District Council to take the lead in its field of competence and achieve better results especially working in adverse or unreliable environments. Risk management facilitates decision making and priority-setting and thus contributes to achieving the organization's objectives more efficiently.

(v) To facilitate innovation field

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

5.6 Assumptions

For the Strategic objectives of this 2015/2016-2020/2021 strategic plan to be achieved, the following are the major assumptions which need close monitoring and timely responded by Iringa District Council management.

- Continues stability and improved economic growth of the country
- Continued good leadership at the District council level
- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of Iringa District Council in implementing the strategic plan

- Improved conditions for effective staff retention and motivation.
- Timely disbursement of fund from Central government
- Continued provision of technical support, policies, guidelines and financial support from respective ministries