

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

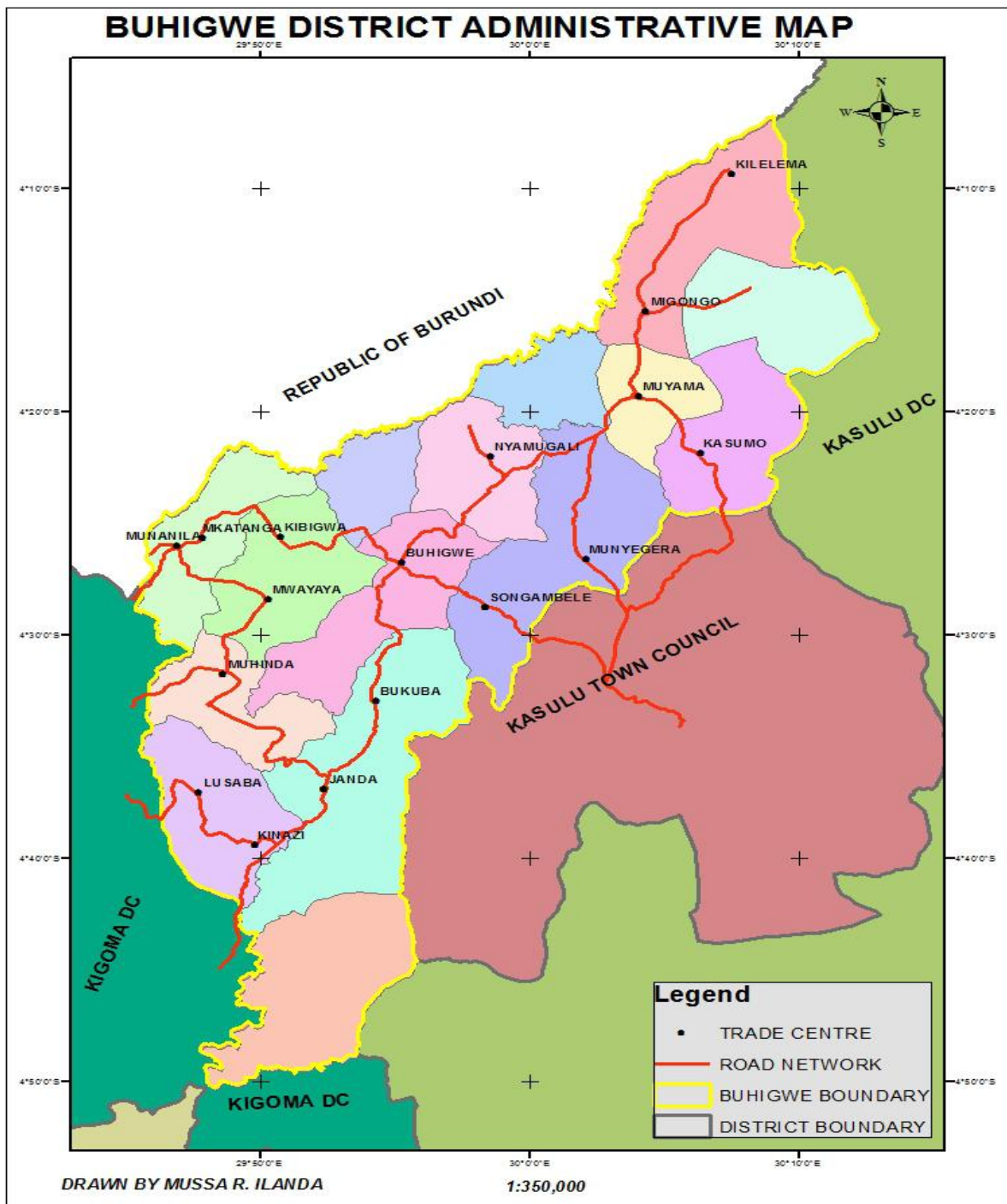
BUHIGWE DISTRICT COUNCIL



STRATEGIC PLAN -2017/18 TO 2021/22

**Buhigwe District Council,
P.O.BOX 443
BUHIGWE**

January 2018



EXECUTIVE SUMMARY

This plan is based on situation analysis and implementation experience of annual plans of the previous years. The experiences drawn from the implementation of the most recent plan formed the basis of projection of targets of this Plan. It is designed to guide development process of the District for the coming five years. The plan is divided into five chapters:

1. Chapter one presents background information and the District profile. In this chapter details on mandates of the District Council, location, main economic activities, agro-ecological zones, population, climatic condition, administration structure, physical feature and issues of land uses have been presented.
2. Chapter Two provides situation analysis of the District Council whereby the report of the existing situation is presented. Among others, this report includes issues related to internal and external environment that have effects on the Council's development process. These include the results of the analysis of strengths, weaknesses, opportunities and challenges; and that of stakeholders'. In addition, in the chapter there is a presentation of the description on how various development policies and strategies affect or relate to the development process in the District. These policies and strategies include: the Tanzania Development Vision 2025, and the Sustainable Development Goals.
3. Chapter Three summarizes the performance review based on the implementation experience of the previous annual plans. The chapter presents in a nutshell the results of performance review conducted to evaluate social and economic services delivered by the departments and units of the Council.
4. Chapter Four describes the Plan in which the vision, mission; strategic objectives, service areas, targets, strategies and performance indicators have been presented. The vision of Buhigwe District council is "to ensure that, her residents have sustainable development with improved infrastructure, communication and access to social - economic services by 2025". Its mission is "to provide high quality social- economic services to the community through efficient and effective use of resources and good governance for improving living standards".
5. The last chapter presents the implementation, monitoring, evaluation, and review frameworks. The chapter assigns the Chief Executive Officer the overall responsibility and accountability for the implementation of this Plan.

LIST OF ABBREVIATIONS AND ACRONYM

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

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STATEMENT OF THE DISTRICT COUNCIL’S CHAIRMAN

Buhigwe District Council was established on March 2012 under the provisions of sections 7,9,10,11 and 12 of the Local Government (District Authorities) Act, of 1982. The Council is among 8 District Councils in Kigoma Region. Others include Kigoma Municipal, Kigoma District council, Kasulu district council , Kasulu Town Council, Kibondo district Council, Kakonko district Council and Uvinza district Council

For the first time, the Buhigwe District Council has systematically formulated its strategic plan to guide implementation of its activities. This Strategic Plan for 2017/2018–2021/2022 has been prepared in accordance with the requirements of Act Number 9 of 1982 which requires Local Government Authorities (LGA’s) to prepare five years strategic plans as basis for the preparation of Medium Term Plan and Budget Expenditure Framework (MTEF). A strategic plan identifies priorities of service delivery and normal routine of annual reviews conducted by communities.

This Five Years’ Strategic Plan aims at fulfilling the District Council’s vision of being a leading Council in the provision of high quality services for sustainable development of the community by 2025. This Strategic Plan of 2017/2018–2021/2022 emphasizes on improving services delivery to the communities of Buhigwe i District through effective and efficient use of resources. In addition, Buhigwe District Council intends to put concerted efforts into implementing cross-cutting issues namely; Children Protection, Nutrition, Gender, Environment and HIV/AIDS by creating conducive environment for their socio-economic development. The Plan elaborates a number of key issues emanating from situation analysis of the District, vision statement and mission. It also defines organizational objectives, targets and develops strategies that enable attainment of the desired vision of the Council.

The Council would like to thank all those who have been involved in the task of preparing this Strategic Plan. Special appreciations go to the following; Councilors, Ward and Village Executive Officers, Division Officers, Political Party Leaders, Religious Leaders, and Civil Society Organizations. The Council extends acknowledgement to all Council technical staff for their commitment and contributions that have made this document successful.

Last but not least, I’m grateful to Tiberio Mdendemi (PhD) and John Safari (PhD) from the Institute of Rural Development and Planning (IRDP) Dodoma for efficient facilitation of the preparation of this Strategic Plan. I would like to extend my acknowledgement to the Central Government of the United Republic of Tanzania for releasing the funds for the entire preparation process of this Plan. It is my sincere hope that the 2017/2018-2021/2022 Strategic Plan will inspire stakeholders and bring considerable achievements in our District Council in terms of social, economic and political transformation.

Hon. Venance Kigwinya
District Council Chairman
Buhigwe District Council

STATEMENT OF THE DISTRICT EXECUTIVE'S DIRECTOR

The Buhigwe District Strategic Plan for 2017/2018 – 2021/2022 gives a direction and scope of activities to be achieved by the Council over the period of five years, through deployment of its resources in a dynamic and changing environment in order to fulfill community's expectations.

This Council Strategic Plan is an outcome of the situation analysis and performance review as conducted by a Task Force that comprised of Heads of departments and Units. The analysis was also done through evaluation of the Council's Strengths, Weaknesses, Obstacles and Challenges for its development (SWOC). The process culminated in the generation of critical issues and objectives that needed to be worked upon for realization of community sustainable development through provision of high quality services that use the available resources effectively and efficiently. Critical consideration of national policies, directives and strategies; as well as international policies were taken into account during the preparation of this Strategic Plan that includes: Second Five Year Development Plan, Tanzania Development vision 2025, Speech by the President Dr. John Pombe Joseph Magufuli during inauguration of eleventh parliament meeting session, Sustainable Development Goals 2030 and the ruling party (CCM) election manifesto of 2015. The Plan Document was finally endorsed by Buhigwe Full Council.

The plan adopts the eight strategic objectives for all councils in Tanzania, to address the critical issues which were identified during its preparation as follows:

- A. Services improved and HIV/AIDS infections reduced.
- B. Enhance, sustain and effective implementation of the National Anti- corruption strategy
- C. Improve access, quality and equitable social services delivery
- D. Increase Quantity and Quality of economic services and Infrastructure
- E. Enhance Good Governance and Administrative Services
- F. Improve social welfare, gender and community empowerment
- G. Improve emergence preparedness and disaster management..
- H. Improve management of natural resources and environment..
- I. Improve information and communication technology..

.The Plan ends up by summarizing the strategic objective, targets, strategies and performance indicators, which are well presented in chapter four in a form of matrix, before presenting the monitoring and evaluation plan.

Mr. Anosta L. Nyamoga
District Executive Director
Buhigwe District Council
CHAPTER ONE

BACKGROUND INFORMATION AND BRIEF DISTRICT PROFILE

1.1 Mandate and Functions of Buhigwe District Council

Buhigwe District Council was established on March 2012 under the provisions of sections 7,9,10,11 and 12 of the Local Government (District Authorities) Act, of 1982. The Council is among 8 District Councils in Kigoma Region. Others include Kigoma Municipal, Kigoma District council, Kasulu district council , Kasulu Town Council, Kibondo district Council, Kakonko district Council and Uvinza district Council

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

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

- Formulation, coordination and supervision of the implementation of all plans for economic, industrial and social development in their areas of jurisdiction.
- Monitoring and controlling the performance of duties and functions of the council and its staff.
- Ensuring the collection and proper utilization of the revenues of the council.
- Making by-laws applicable throughout their areas of jurisdiction, and considering and improving by-laws made by village councils within their areas of jurisdiction.
- Ensuring, regulating and coordinating development plans, projects and programmes of villages and township authorities within their areas of jurisdiction.
- Regulating and monitoring the collection and utilization of revenue of village councils and township authorities.
- Subject to the laws in force, doing all such acts and things as may be done by a people's government.

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- Regulating and monitoring the collection and utilization of revenue of village councils and township authorities.
- Subject to the laws in force, doing all such acts and things as may be done by a people's government.

1.2 Geographical Location

Buhigwe district is located between latitudes 30°45' and 30°55' east of the Equator and 29°45' and 30°45' longitudes East of Prime meridian. It shares the borders with Kigoma District on south, Democratic Republic of Burundi. The district covers a total land of 150,325 hectares, of which 98,012 Ha are classified as suitable for agriculture and 27,058.5 Ha for livestock activities. About 22,248 ha are estimated for settlements and the rest, 3,006.5 ha are for others.

1.3 Land Area and Land Uses

The District occupies an area of 1700.29 square kilometers, whereas; agricultural and livestock keeping are major land uses found in the District. Attractive landscapes such fertile soils and favorable climatic conditions for animal husbandry and agriculture.

The district covers a total land of 150,325 hectares, of which 98,012 Ha are classified as suitable for agriculture and 27,058.5 Ha for livestock activities. About 22,248 ha are estimated for settlements and the rest, 3,006.5 ha are for others. However, A total of 1,277.796 sq Km or 84.9% of the District area is arable land, but only 50% is cultivated only, indicating that a large portion of land suitable for agriculture remains unutilized.

1.4 Administration

Administratively, the district has two divisions namely Munanila and Muyama as shown in Table 1.1

Table 1.1 Administrative Units of Buhigwe District.

Division	Number of Wards	Villages

Munanila	13	30
Muyama	7	14
Total	20	44

Source: Buhigwe District Council, 2017

The District has also one parliamentary electoral constituency namely Buhigwe Constituency

1.5 Population Size and Ethnicity

Based on the 2012 National Population and Housing Census, the District has the total population of 254,342 out of which 120,690 are males, and 133,652 are females. The average annual growth rate is 2.4 percent and the average household size is five. The annual projection for 2017 indicated an estimated population of 315,384 people out of which 151,383 are males and 163,001 are females. The life expectancy is estimated at 52 Years for males and 54 years for females with a population density of 1.6 per square kilometer. The dominant ethnic group in the district is Waha accounting for more than 98% of the total population.

1.6 Physical Features

The District is topographically divided into two agro- ecological zones namely, the lowland (Miombo woodland) and upland (grassland) areas. All divisions are characterized by both of agro-ecological zones.

1.7 Rainfall, Temperature and Wind

The District has favorable weather for agricultural production. The rainfall is reliable and ranges from 800 – 1800mm per year. The rain season begins from mid-September and ends in late May. Temperatures vary from between 16 to 31^oc. Warm weather starts from September to June and there are only two months of cold weather which are July and August. The altitude varies from 900-1350 meters above sea level for lowlands and from 1400-1800 meters above sea level for highlands. Temperature ranges between 15.5°C to 26°C in highlands and 26°C -29°C in the lowlands. On average temperatures are high during September to December

1.8 Agro-ecological Zones

The District has two main agricultural zones that is Highland and lowland zones found in the western and eastern parts respectively. The western area has production potentials of coffee, banana, Cassava,

maize , beans and livestock keeping while the eastern part has production potential of banana, coffee, oil palm, Ginger , maize , beans , sunflower ,sweet potatoes, and livestock keeping .The zone gets a rainnfall of between from 800 – 1800mm per year

1.9 Main Economic Activities

Buhigwe is characterized by attractive landscapes such fertile soils and favorable climatic conditions for animal husbandry and agriculture. A total of 1,277.796 sq Km or 84.9% of the District area is arable land, but only 50% is cultivated. The major farming mechanism is coffee-maize-bean-banana in the highlands, maize-beans in the low lands and sugar cane and paddy along the river and water streams. Cash crops include coffee, palm, ginger and sugar cane . Major sources of income are coffee and Banana in the highlands and rolling hills area and maize and beans in the lowland areas. However, Buhigwe is favourable for production of most crops including sim sim, sunflower, and sugar cane along Malagarasi.

1.3. Climate

The District is topographically divided into two agro- ecological zones namely, the lowland (Miombo woodland) and upland (grassland) areas. All divisions are characterized by both of agro-ecological zones.

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

This 2017/18-2021/2022 Strategic Plan is justified on the grounds that there have been no specific reference plan in the previous following the split of the former Kasulu District Council into three current councils of Buhigwe DC, Kasulu DC and Kasulu TC

This plan has been prepared following a review of the achievements and constraints of the previous customized plan from Kasulu District strategic Plan, whose implementation time had ended. The plan is expected to motivate staff and stakeholders to effectively address the current problems and emerging issues in its business environment for the next five years. It is in fact, in line with the Second Five Years National Development Plan of 2016/2017–2020/2021. The plan embraces optimal use of the limited resources while exploiting the emerging development opportunities to realize the vision of the district.

1.11 Process of developing the 2017/2018-2021/2022 Buhigwe Strategic Plan

The process of preparing this Strategic Plan was largely participatory. It started with capacity building sessions to thirteen heads of departments and six heads of units, who formed a District Planning Team. The sessions were intended to help the District Planning team to gain common understanding in various strategic planning concepts and tools; in order to make it easy for them to practically contribute to the preparation of this Strategic Plan. The Planning Team was introduced to various concepts and tools that

enabled them to generate information needed. The capacity building session were carried out in the planning workshop, which was also used to generate the required data and information. The workshop took five days, whereas at the end of each day participants were requested to provide a certain output based on the concepts and tools they have learned. At the end of the fifth day, the Planning Team managed to generate all the information needed for writing the Plan.

After the planning workshops, the workshop facilitators were given opportunity to write the draft plan to be shared among heads of departments and units for review and validation. The heads of units and departments provided their comments which were incorporated by the facilitators to produce second draft. The second draft was presented in a one day workshop of District stakeholders, ranging from Councilors, Ward Executives Officers, Other Government Entities, Private Sector, Faith Based Organizations, and Non-Governmental Organizations. Thereafter, the draft was improved, circulated and presented to respective Council's Committee and subsequently, to the Full Council for comments and approval.

1.11 Structure of the document

This document is organized into five chapters. Chapter one presents the background information which gives brief profile of the District and outlines the process through which this Strategic Plan was organized. Situation analysis has been presented in chapter two; it covers the detailed analysis of internal and external environment in which the District Council undertakes its business. Chapter three provides a review of the implementation of the previous Strategic Plan, while chapter four presents the Plan; in which the Council's vision, mission, core values, strategic objectives, targets, strategies and performance indicators for each target are presented. The last chapter presents the monitoring and evaluation plan for tracking implementation

CHAPTER TWO

SITUATION ANALYSIS

2.1 Analysis of Internal Environment

This part provides baseline information for each of the 13 departments and 6 units of Buhigwe District Council (hereafter called service areas). Data from this section have been used as input for preparing the Vision and Mission statement of the Council, as well as development of core values, targets setting and formulation of strategies. Details of the baseline information including core function of each service area are given in the following sub-sections.

2.1.1 Personnel and Administration

The department of Personnel and Administration is one of the thirteen departments of the Council. The major functions of this Department are:

In performing the above responsibilities, the Department faces several challenges including shortage of staff and working tools, financial constraints, inadequate means of transport, inadequate office space/building, lack of relevant qualifications (especially VEOs) and deprived organizational culture (poor employee work attitude). The current staff disposition in the Council is as shown in Table 2.1.

Table 1: Administrative Staff Disposition in Buhigwe District Council

Category of staff	Requirement	Available	Shortage
DED	1	1	0
Human Resources Officers	3	3	0
Administrative Officer	1	1	0
Personal Secretaries	5	1	4
Office Attendants	8	0	8
Ward Executive Officers	20	13	7
Village Executive Officers	44	42	2
Transport Officer II	2	1	1
Office Supervisors	1	1	0

Security Guards	12	2	10
Record Management Officer	2	0	2
Record Management Assistant II	10	5	5
Committee Clerk	2	2	0
Drivers	14	4	10
Restructuring Coordinator	-	-	-
TOTAL	125	76	49

Source: Department of Administration, Buhigwe District Council 2017.

2.1.2 Agriculture, Irrigation and Cooperatives

Agriculture is the major economic development of the district. Agricultural activities provide food, cash and employment opportunity to rural people.

The Department is divided into two major units:

2.1.2.1 Agriculture

Agriculture is the major economic activity of which about 90% of people are fully engaged in agriculture. Currently the land under cultivation is 60,010Ha (600.01 square kilometer) which is about 61.2% of the total arable land of 98,012Ha (980.12 Km²). The main cash crops grown are; coffee, ginger and Oil palm, and food crops grown include bananas, maize, beans, cassava and sweet potatoes.

The current number of extension staff stands at 9 in different fields of specialization against requirements of 65 extension staff as shown in Table below

Table 2: Staff Position in Agriculture, Irrigation and Cooperative Department

S/N	Category	Requirement	Available	Shortage
1	Agricultural Officer	3	1	2
2	Agricultural Field Officer II	21	9	12
3	Agricultural Field Officer III	44	0	44
4	Agricultural Engineer	2	2	0
5	Agro Technician	3	0	3

6	Cooperative Officer	2	1	1
7	Assistant Cooperative Officer	7	0	7
	Total	82	13	69

Source: Buhigwe District Council; Agriculture, Irrigation and Cooperatives, 2017 *(YES refer No 4 to the table above)*

The apparent shortage of extension staff in agriculture sector leads to inadequate extension service delivery to farmers.

The district is currently endowed with factors which facilitate agricultural production. These include high literacy rate of 49% of active productive population of 305,210 people, availability of rivers, streams and underground water with irrigation potentials of more than 2,500ha (25Km²) of which 120 ha (1.2Km²) at Mugeru Village are currently developed under the support of World Vision Tanzania MUHE-ADP.

(i) Production

The district has potential land for production of different crops for both cash and food. Production of agricultural products in Buhigwe District Council is stagnant due to dependence of rain fed farming, lack Irrigation structures and farm machines, lack extension officers, inadequate farm inputs, crop diseases, This situation has affects the production, harvests, and (The Table below shows the production of different crops per hector in the district in the season 2016/2017.

Table 1: Production of Various Crops in the Year 2016/2017

No	Crop type	Projection		Actual	
		Ha	Tons	Ha	Tons
1	Banana(Plantain)	10628	212,560	10628	167,387.25
2	Maize	16,568	66,272	16,568	33,136
3	Cassava	18,630	279,450	18,630	130410
4	Sweet potatoes	238	2,380	238	1,190
5	Oil palm	172	172	172	138
6	Beans	12,927	38,781	12,927	15,512
7	Groundnuts	740	2,220	740	2,220
8	Pigeon peas	12,300	24,600	12,300	12,300
9	Tomatoes	672	6,720	672	2,688

No	Crop type	Projection		Actual	
		Ha	Tons	Ha	Tons
10	Green peas	279	558	279	279

Source: Buhigwe District Council-Agriculture, Irrigation and Cooperative Department, 2017

(ii) Productivity:

Agricultural productivity in the Council is generally low. There is still limited use of mechanization in the farm, fertilizers application (organic and in organic), irrigation skills, Herbicides and Pesticides management. Low productivity in the sector calls for enhanced research and extension services, as well as more access to, and appropriate use of improved seeds, fertilizers, chemicals and pesticides. Likewise, the use of modern farm implements plays a critical role in reducing drudgery in the sector which results into reduced rural-urban youth migration. The table below show the productivity of cash and food crops.

Table 2: Productivity for Food Crops in Buhigwe District

Crop	Area under crop (Ha)	Production (Tone)	Average (productivity)-Tons/ha
Banana(Plantain)	10628	167,387.25	15
Maize	16,568	33,136	2
Cassava	18,630	130410	7
Sweet potatoes	238	1,190	5
Oil palm	172	138	0.8
Beans	12,927	15,512	1.2
Groundnuts	740	2,220	3
Pigeon peas	12,300	12,300	1
Tomatoes	672	2,688	4
Green peas	279	279	1

Source: Buhigwe District Council, Agriculture Irrigation and Cooperative Department, 2016.

(ii) Status of agricultural implements and inputs in the District

There is an average use of fertilizers, especially DAP and UREA. The Government instructed the guiding price for DAP and UREA for the year 2017/2018 as a subsidy. (Bei elekezi). Number of Tractors owned by the council are 2, while power tillers owned by individuals is 1 But the District require 5 tractors and 4 power tillers.

The District require 22,826 tonnes of fertilizers in 2015/16 but 136 tonnes were supplied.

(iii) Sales of farm produce

Food crops; Are sold under local markets & External market. (within their areas,nearby regions such as Katavi, Mwanza, Tabora Shinyanga.) and Nearby Countries such as Burundi and DRC.

Cash crops; Are sold through Primary Cooperative societies (Coffee) and local markets for Ginger, and oilpalm.

SN	CROP	PRICE/CROP/kg
1	Banana(Plantain)	5,000-10,000/=per bunch
2	Maize	800-1,000/=per kg
3	Cassava(Flour)	1,000/= per kg
4	Sweet potatoes	200-500/=Per kg
5	Oil palm	500-800/=per lt
6	Beans	1,333-1,666/=per kg
7	Groundnuts	2,000/=per kg
8	Pigeon peas	1,000-1500/=per kg
9	Tomatoes	300-500/=per unit
10	Green peas	2,500/=per kg
11	Ginger	500-1,200/=per kg
12	Coffee	4,000-6,000/=per kg

Problems facing market in Buhigwe are:

- Unreliable markets for crops
- Price fluctuation
- No standard Weight (Metric measurements)
- Communication barriers
- Poor infrastructure eg Roads,

2.1.2.2 Irrigation unit

This unit deals with Irrigation infrastructures, water user associations, community water rights and proper land management for agriculture. 4,800Ha.Currently there is one traditional irrigation scheme and we do not have mechanized irrigation scheme in the Council rather the council has identified some potential areas for irrigation.

2.1.2.3 Cooperation Unit

The unit does the followings ; To regulate and promote Development of the societies which include

- a. Supervising.
- b. Encourage and promote the development of viable and sustainable cooperative societies.
- c. Facilitate the formation of cooperative societies
- d. Provide Education and training to members and staff of cooperative societies.
- e. Provide services designed to assist in the formation, management, organization and operation of societies
- f. To create conducive environment for the cooperation movement networking in the areas of production, processing, marketing, financing and investment.

List of cooperatives societies and their types (SACCOS, SACAS, AMCOS etc) and nature of ownership (Women, men).

S/N	Name Of Cooperative Society	Type Of Society	Nature
1	Manyovu	AMCOS	Mixed Gender
2	Mahwenyi	AMCOS	Mixed Gender
3	Kibwigwa	AMCOS	Mixed Gender
4	Mubanga	AMCOS	Mixed Gender
5	Muhinda	AMCOS	Mixed Gender
6	Nyakimwe	AMCOS	Mixed Gender
7	Mwayaya	AMCOS	Mixed Gender
8	Nyaruboza	AMCOS	Mixed Gender
9	Muongano Talanta	SACCOS	Mixed Gender
10	Janda	SACCOS	Mixed Gender
11	Mahwenyi	SACCOS	Mixed Gender

Staffing Position

S/N	Category	Requirement	Available	Shortage
1	Cooperative Officer	2	1	1
2	Assistant Cooperative Officer	7	0	7
	Total	9	1	8

Issues affecting the Department of Agriculture, Irrigation and Cooperatives, are low production and productivity, unreliable rainfall, high price of agricultural inputs, unreliable markets for agricultural products, poor linkage between research, extension and farmers, insufficient number of extension staff, inadequate working tools, poor quality of commercial agricultural products, inadequate motivation package for staff, lack of soft loans to farmers, post harvest losses, land degradation, lack of irrigation infrastructures, inadequate knowledge on food value chain and inadequate extension service delivery.

2.1.3 Land and Natural Resources

Land and natural resource department consists of two sections namely, Land and Natural resources.

Land section is responsible for coordinating, facilitating and technical advice in the supervision and implementation of land use plans in the district. It is also responsible for the surveying and evaluation of land and properties in line with the Land Act of 1999.

Natural resources deals with social and economic development such as employment and revenue gained. Apart from economic gains, the section also plays an important role in maintenance of climate stability, conservation of water sources, soil fertility, controlling land erosion, and providing source of wood fuel and industrial materials.

Currently, the department has 8 staffs with a deficit of 16 staffs for various expertise as shown in Table 3.

Table 3: Current number of staff in the Department of Land and Natural Resources

Subsection	Requirement	Available Staff	Deficit
Land office	3	1	2
Town Planning	4	2	2
Surveying and Mapping	4	1	3
Valuer	3	1	2
Forest	4	1	3
Tourism	3	0	3
Wildlife/ Game office	3	2	1
Total	24	8	16

Source: Buhigwe District Council, Land and Natural Resources Department, 2017

2.1.3.1 Land

Land unit is involved in implementation of Land Use Planning and Management which involves preparation of town planning layouts, village site surveys. Also, the Land section is involved in the preparation and issuing of customary rights of occupancy which have helped in empowering the community and also

reduced land conflict in the community. Land section is divided into four subsections namely; Town planning, Survey and mapping and Land Management and Valuation.

(i) Town planning

Buhigwe Dc have 8 town planning drawing at different areas whereby Bwega area 2 TP, Ruheka 1 TP, Buhigwe 1 TP. Buhigwe upgrading 1 and Munanila 2 TP, All TP have a purpose to coordinate sustainable development of the area to which it relates in order to promote health, safety, good order, amenity, convenience and general welfare of such area as well as efficiency and economy in the process of such development. Also we have two trading centre at Muyama and Munanila.

Due to insufficient budget Village land use plans have been prepared for five villages only i.e. Kajana, Mugeru, Katundu, Mwayaya and Kitambuka so villagers can be in a position to survey their plot and process customary rights of occupancy. By having CCROs it help to reduce land use conflict and used as a mortgage. If we have budget/ donors we are expected to prepare village land use plan for remaining villages, to prepare district master plan and **declaration?** of planning areas.

(ii) Survey and mapping

This Subsection is responsible for surveying all areas that have detailed layouts and also survey all farms and government owned institutions, all village boundaries, preparing deed plans, establishing control points and providing technical advice on the importance of survey, as well as resolving land disputes. 600 plots have been surveyed. 595 in Bwega East area, 1 plot at Munanila area, 3 plots at Buhigwe area and 1 plot at Buhigwe upgrading area. Mention the institutions which have been surveyed, there were 3 institutions which have been surveyed in Bwega East area , 1 plot for Tanzania Forest Service's (TFS), 1 plot for TanESCO and 1 plot for CWT (Chama cha Walimu Tanzania). Challenges facing the Survey section include lack of modern equipment to carry out the surveys easily and fast. Also, there are limited funds to survey individual plots whose majority owners cannot afford the survey cost.

(iii) Land Management

This Subsection is responsible for the provision of both Customary and Certificate right of Occupancy (CCROs and CROs) based on the provisions of the Land Act of 1999 No.4 and No.5 This sub-section is also responsible for land rent collection. This section has so far managed to produce 1 Certificate of rights

of occupancy for one citizen and 1,482 customary rights of occupancy. Several land conflicts have been reported; 66 have been resolved and 12 are still pending.

As of year 2016/2017 it managed to collect Tshs 389,683/20 as land rent out of the targeted Tsh. 4,196,092/= set by the Ministry of Land and Housing Development . Inadequate land staff in 2013/14 lead to This poor performance. The main challenge in this sub-section is the high cost involved in preparing title deeds especially in meeting the premium of 7.5% of the total value of the land. Also, most of the land in Buhigwe district council is not surveyed and unplanned making it difficult to grant any title deed leading to subsequent growth of informal settlements.

(iv) Valuation

This subsection is responsible for establishing market value of land and various properties for tax collection; transfer of right of occupancy; and land rent. It also estimates property tax. Valuation as a sub-section has managed to collect data on properties (buildings) in the district headquarters of Buhigwe and trading center of Munanila.

2.1.3.2 Natural Resources Section

Natural resources management takes place in the framework of National Natural Resources Management which requires that natural resources such as land, water, soil, plants and animals meet the quality of life for both present and future generations. This deals with land use planning, water management, biodiversity conservation, and the future sustainability of industries like agriculture, mining, tourism, fisheries and forestry. It recognizes that people and their livelihoods rely on the healthy and productive landscapes. Natural resources section is implementing two sub-sections namely; Forest and Game or Wildlife.

(i) Forest

Forest subsection operates under the directives of the National Forest Policy (1998) based on macro – economic, environmental and social framework. Its overall aim is to manage Tanzania's forest resources as a national heritage on an integrated and sustainable basis to optimize their environmental, economic and social and cultural values. It strives to ensure sustainable supply of forest products and services as well as environmental conservation. The core functions of the forest subsection and the sector at large are: to provide technical knowledge on how to plant trees, awareness creation on natural forest management and

conservation, to mobilize the community to participate in forest management, provision of knowledge to the community on forest policy of 1998, sensitization on the use of solar cooker, improved cook stoves and the use of biogas and, to mobilize community on environmental conservation through tree planting, and rain water harvesting

Buhigwe District Council has natural forest as well forest plantation (manmade forests). Forests support the livelihoods of people in terms of food (wild fruits and vegetables), medicine, firewood, building materials and in regulating the climate through carbon cycle, and protection of watersheds. Yet this priceless resource which is a fundamental component of ecological infrastructure is being threatened by deforestation due to population increase. Buhigwe District Council has own forest areas which covers 129 (ha). Institutions which supports tree planting are: Tanzania Forest Services (TFS), Belgium Technical Cooperation (BTC), Tanzania Forest Fund (TFF) and Red Cross- Tanzania. The main activities of these stakeholders is capacity building to communities.

The major forest products that lead to deforestation is charcoal and Timber. However, the District formulate by law for Environmental Conservation

(ii) Wildlife and Tourism

The District has flora and fauna, plus a wide range of beautiful natural areas along the malagarasi riverine cultural heritage sites. The wildlife section deals with coordination and conservation of wildlife resources and eco-tourism activities. The role of this subsection at the district level is to implement the national wildlife policy of 1998 (as revised in 2007). Hunting activities are not being practiced because of the shortage of open areas and the absence of game reserves. Human Population increase has led to the decrease of wildlife species as many people have encroached to the wildlife habitat.

Buhigwe District has various species of animals such as Hippopotamus, gorilla or Striped Polecat, Mongoose and African Savanna Hare and various types of birds such as Black Kite, Pied Crow, Eagles, Drongo and Doves

Tourism is not yet developed, which calls for significant efforts for its promotion so that it can contribute to economic growth and livelihood of the people. The area suitable for tourism is along the river Malagalasi The National cultural policy (1997) recommends that every Tanzanian is responsible for the preservation of culture so as to diversify and promote the tourism activities.

Buhigwe District Council is composed of different tribes but the major native tribes are the Washingo, wayenzi and Wamahwenyi. The Washingo comprises about 65% of the population and lives in the lowland of Muyama Division,

Generally, Land and Natural Resources is affected by various issues as listed below

- Unsustainable utilization of forest and water resources
- Unsystematic and unsustainable tree planting efforts
- Persistent charcoal production
- Inadequate patrol against illegal forest harvesting
- Lack of community based wildlife management

2.1.4 Water

The major functions of the water department include provision of clean, safe and affordable drinking water to the community within 400m and that, each water point should serve not more than 250 people. The department is working in collaboration with various stakeholders, including; NGOS, Community, Central Government, and FBO to implement projects and activities.

Current data on population with access to water indicate that 68% of the District population has access to clean, affordable and safe drinking water from various sources. These sources include rivers, protected springs, shallow wells and rainwater harvesting. So far, the District has three types of schemes as shown in Table 4.

Buhigwe water department with collaboration of other institution like BTC, World Vision Tanzania (WVT) and Tanzania Red Cross(TRC) are able to construct rural water project (ie Mugeru water supply) and giving education on Strengthening and Sustainability of Project through COWSOs.

Table 9: Type of Water Schemes in Buhigwe District

Type of schemes	No of schemes	Functioning	Not functioning	Requirement
Gravity Water	23 (5 gravity scheme are ongoing project)	18	5	7
Shallow wells	36	20	16	25
Protected springs	108	104	4	0
Rainwater harvesting	32	30	2	30
TOTAL	199	172	27	62

Source: Buhigwe District, Water Department, 2016

Currently, the department has four Staff, with a shortage of 16 Staff as shown in Table 5

Table 5: Staff Disposition in Water Department, Buhigwe District Council

Cateory	Required	Available	Shortage
Water Resources Engineers	4	2	2
Technician(Civil/Manson)	3	0	3
Technician(Plumber)	4	0	4
Technician(Hydrogeologist)	1	0	1
Technician Hydrologist	1	0	1
Auxially Technician((Civil/Manson)	3	1	2
Auxially Technician((Plumber)	4	1	4
TOTAL	20	4	17

Source: Buhigwe District Council, Water Department, 2017

In terms of working facilities, the department stands as indicated in Table ...

Table 5: Facilities in Water Department, Buhigwe District Council

Cateory	Required	Available	Shortage
Vehicles	3	1	2
Mortacycles	5	2	3
Laptops	4	0	4
Desktops	3	0	3
Scanners.	2	0	2
Printers	2	0	2
Leveling Machine(Dumpy Level)	1	0	1
Total Station	1	0	1
Manson Handsets (Tool Boxes)	4	0	4
Plumber Handsets (Tool Boxes)	4	0	4
Hydrologist Tools And Equipments(Set)	2	0	2
Hydrogeologist Tools And Equipment(Set)	2	0	2

Source: Buhigwe District Council, Water Department, 2017

Institutions supporting water in the District includes WORLD DIVISION and BTC

Challenges facing water supply in Buhigwe council

- Insufficient water supply in villages

- Poor sustainability of water infrastructure at community level
- Human activities at water sources
- Insufficient water supply in villages
- Poor sustainability of water infrastructure at community level
- Human activities at water sources

2.1.5 Livestock and Fisheries.

The department has two units, namely; Livestock and Fisheries. Livestock and Fisheries operation starts at District level to village level. The Department has the following functions:

- Coordination of Livestock Extension service providers at all levels: Department of livestock and fisheries is mandated to coordinating all service providers from a District level to village level by facilitating them to achieve their goals and ensuring provision of appropriate services to the community.
- Diseases control. Department coordinating animal disease control measures, supervising and control entry and exit of animals and animal products, supervising the supply and distribution of veterinary inputs, coordinating animal disease surveillance and diagnosis and making sure all animal disease legislations are enforced.
- Supervision of Livestock markets. Department providing Livestock movement permits and ensures that adequate and proper Infrastructures to all Livestock markets e.g. Loading and off-Loading structure.
- Coordination and Strengthening of Research– Extension-Livestock Farmer - Linkages. The Department ensures accurate and timely delivery of technical packages to Livestock farming communities through Subject Matter Specialists and other Livestock extension services providers.
- Public–Private Partnership in the Facilitation of Livestock Extension Services. Department ensure that all private Livestock Extension service providers are identified and their areas of operations known as well as their capacity gaps.
- Strengthening of Infrastructure and Facilities for Livestock Extension Services. Through demarcating land for commercial Livestock farming and to ensure proper infrastructure and facilities.
- Cross-Cutting Issues. Department of Livestock collaborates with other stakeholders to institute mechanisms for coordinating the mainstreaming of these issues into Livestock services.
- Clarification of roles and responsibilities of various Stakeholders. The Department map out livestock farmer categories and their respective needs, promote commercial livestock farming and value addition practices for livestock products.
- To promote small scale, semi intensive aquaculture system with simple technologies and low capital investment.

- To strengthen collaboration on cross cutting issues between the fisheries unit and other stakeholders.

There are 21 staff, out of which 6 are stationed at the Headquarter and 15 work at ward and village levels. The departmental staff requirement is summarized in Table 6

Table 5: Staffing Status in Livestock and Fisheries Department - Buhigwe District

Cateory	Required	Available	Shortage
Livestock Officers	2	1	1
Livestock Field Officers III	44	0	44
Livestock Field Officers II	20	13	7
Extension Officers	3	2	1
Veterinary Doctor	1	0	1
Fisheries Officer II	2	2	0
Fisheries Field Officer II	20	0	20

Source: Buhigwe District Council, Livestock and Fisheries Department 2016

2.1.5.1 Livestock

The District has a total area of 150,325ha (1503.25Km²) suitable for grazing. Livestock infrastructures for improved livestock services in the District include 18 cattle dips owned by the District. Also there is secondary livestock market.

Moreover, the unit ensures that, there is up to-date livestock data through conducting livestock census from all villages each year. The livestock population for the year 2016 is summarized in Table 7.

Table 7: Number of Livestock in Buhigwe District

Type	Indigenous	Dairy/Improved	Total
Cattle	34,000	1,500	35,500
Goats	45,935	0	45,935
Poultry	600,000	1000	601,000
Sheep	5250	0	
Donkeys	0	0	0
Pigs	16,690	0	16

Source: Buhigwe District Council, Livestock and Fisheries Department 2017

All livestock are owned by communities

Data from slaughter houses and milk collection centers shows that, the beef meat produced were 99,000 kg, Pork meat produced was 56,400 kg, goat meat was 49,500 kg, and sheep meat was 29,160 kg. The total amount of milk produced was 24,300 litres; skins were 2,204 and 660 pieces of hides.

2.1.5.2 Fisheries

Fisheries Unit deals with all issues related to fishing and aquaculture (fish farming). Fishing is practiced along river Malagarasi and other tributaries. Generally Buhigwe district is potential for aquaculture activities. Fisheries Unit in collaboration with other stakeholders such as BTC (Belgium Technical Cooperation) and World Vision have facilitated and capacitated farmers to participate in fish farming activities. Currently, fish farming activities are conducted in Mugeru, Kajana, Katundu, Buhigwe, Bukuba, Janda, Kilelema and Munanila villages. A total of 250 people are involved in fish farming activities in groups and individually and 25 tonnes produced and consumed domestically.

Aquaculture improvement in Buhigwe District council is affected by the following mentioned challenges,

a) Climate change: the climate change in the district, affects availability of pasture, livestock feeds and water due to inadequate and unreliable rainfall. The result of climate change force most farmers to migrate from one area to another searching for water and pasture which results into conflicts between Livestock keepers and farmers.

- a) Inadequate financial and technical resources.
- b) Low production and unreliable markets for livestock products
- c) Inadequate number and skilled personnel in Livestock related field
- d) Low capacity of production, collection, processing and marketing of fishery products.
- e) Insufficient regulatory framework for animal health services.
- f) Lack of good source of fish fingerlings
- g) Low level of technology adoption in fish farming..
- h) High cost in Aquaculture Technology.
- i) Insufficient knowledge on the contribution of aquaculture to individual household economies
- j) Insufficient empowerment of local communities

2.1.6 Health department.

This department offers service to both outpatients and in patients including maternal and child health services. There are 8 core Council Health Management teams (CHMTs), and 24 Co-opted members. The CHMTs deal with the management of Health at district level. It is responsible for coordinating preventive, curative, rehabilitative, supervision and promotion of health activity. The number of core members of CHMT is proposed to be eight as listed below:

- District Medical Officer
- District Nursing Officer
- District Health secretary
- District Laboratory Technician
- District Pharmacist
- District Dental Officer
- District Social welfare

.The district has one hospital, four health centers, and 29 dispensaries as summarized in Table 8.

Table 8: Status of Health Facilities in Buhigwe District Council

Type of Facility	Required	Available	Ownership Pattern		Total
			Government	Private/FBO	
Hospital	2	1	0	1	2
Health Center	20	4	2	2	4
Dispensary	44	29	23	6	29
Total	66	34	25	9	35

Source: Buhigwe District Council, Health Department, 2017

The ratio of health facilities versus targeted population is 1:8304

The current status of key health indicators is summarized in Table 9.

Table 9: Key Health Indicators in Buhigwe District

Indicator	District level	National Level	National Target
Supply of medicine, equipment and Diagnostic supplies	87.3%		>80%
Condition of medical equipment at health facilities	70%		

Presence of drugs at health facilities	87.3%		
Maternal mortality rate	62/100,000		
Neonatal mortality rate	0.4%		
Infant Mortality rate	1.2/1000		
Under five mortality rate	1.5/1000		
Referral system of patients from Health facilities	1%		
Proportion of Home delivery	1.7%		
Proportion of obstetric complications	1.6%		
Prevalence of communicable Disease	23%		
Case fatality rate due to HIV/AIDS	1%		
Prevalence due to TB	1%		
Prevalence of mental health conditions	2%		
Prevalence of diabetic mellitus	1%		
Incidence of accidents leading to disability	1%		
Incidence of Injuries	0.5%		
Prevalence of other non-communicable diseases	1%		
Prevalence of oral conditions	1%		
Prevalence of eye diseases in above five years	1.4%		
Prevalence of eye diseases among under-five	0.4%		
Prevalence of Anthrax	0%		
Proportion of Households with no toilets			
Adherence to laws and regulations on quality goods supply			
Sanitation at food distribution and consumption areas			
Quality supply of water in community			
Levels of fluorosis in the community	0%		
Living areas in Orphanage centers	0%		
Proportion of disabilities caused by motor traffic accidents	2/100		

Proportion of child abuses	1/100		
Proportion of most vulnerable children	2/100		
Incidences of Abuse and Neglect among older people	2/100		
Proportion of management at Health Facilities	100%		
Proportion of Health facilities with 0 star	0%		
Health Facilities with 1 star	35%		
Proportion of Health Facilities with 2 stars	57%		
Proportion of Health Facilities with qualification of 3 stars	8%		
Availability of skill mix HRH	28%		
Incidence of outbreaks of Cholera	1		
Information (Research) on epidemic occurrences	7		
Proportion of unregistered Traditional Healers	100%		
Proportion of Traditional Healers with poor quality medicines	100%		
Proportion of Health facilities with fair infrastructures	100%		
Proportion of health facilities with high degree of dilapidation	2		
Health facilities delivery	63%		
Prevention of HIV Transmission from Mother to child	0.2%		
HIV/AIDS awareness	Difficult to measure		
HIV/AIDS Prevalence rate	1%		
Birth attended by skilled health Workers	51%		
Life expectancy			
Access to safe water and Sanitation in Urban areas			
Access to safe water and Sanitation in Rural areas			
People travelling long distance to seek medical services	5631		

2.1.6.1 The status of health department by units

Nursing department: the function of the department is to oversee all nursing cadre in the District. Currently, there is critical shortage of nurses. Out of 153 required Nurses, only 55 (28%) Nurses are available in the District.

HIV/AIDS department: This department controls all the activities that are to be carried out on HIV/AIDS control; in terms of testing; medication; adherence to drugs administration; Laws and Regulations; and policy implementation. This department, however, constrained by inadequate drugs for opportunistic infection such as Septrine, antifungal and topical drugs; insufficient number of CD4 machine (only 3 out of 10 required in the district), and absence of nutritional foods for patients. However there is no community HIV implementing partner in support of counseling and HIV testing

Home-based care unit: This unit functions to assist all sick people in their homes. This section is largely dependent on voluntary home based care providers who visits the sick people in their home and give them necessary assistance including drugs, nutritional assistance, and counseling. Challenges faced by the unit include lack of motivation to home based care providers such as transport fare and allowances including the implementing partners

Pharmacy Unit This department deals with forecasting, ordering, monitoring of drugs and medical supplies in the District. There are several sources of funds for purchasing drugs such as, Community Health Funds which has been potential source of fund for drugs and medical supplies. Basket fund and central government are other important source of funds for drugs and medical supplies.

Nutrition unit: This unit oversees all nutritional issues in the District through conducting various activities such as vitamin “A” supplementations, de-worming of under-fives, nutritional supplements and nutritional assessments. Currently the prevalence of malnutrition is 38%. Vitamin A supplementation and de-worming is 98 %. Nutrition unit is facing the following challenges; - lack of nutritional supplements for children and adults with malnutrition (F75, and F100) and lack of nutritionists

Environmental Health unit: In this unit Health Officers control all important issues of sanitation and cleaning of various facilities and Streets. They also inspect the selling sites like food premises, shops, markets, schools, Hotels, Colleges, and other institutions. Currently the solid waste management rate stands at 44 %. Challenges facing this unit are: Outbreak of cholera due to low coverage of improved latrines to the communities and insufficient knowledge on importance of using toilets.

TB/Leprosy unit: This unit controls ,traces, monitoring case management and all activities relating to Tuberculosis and Leprosy Some of the challenges facing this unit include shortage of staff and examination tools including microscopes.

Traditional medicine and alternative medicine unit: This unit has the roles of registering all Traditional Healers and guides them how to conduct their activities. There are 120 Traditional Healers, though none of them has been registered.

Public-private partnership unit: The unit coordinates all stakeholders who are providing Health services in the District. The District has 9 private and faith based health facilities. Among these 1 is a private health facility and 8 are owned by faith based organizations.

Mental health unit: this unit coordinates all mental health conditions and their effects to the community. Currently, the prevalence of mental health conditions stands at 2%. Unavailability of psychotic and epileptic drugs and lack of lack skilled health care providers.

Integrated, logistics surveillance and logistics unit: This unit usually collects the HMIS Data on monthly, quarterly and annually. Currently there is insufficient MTUHA registers and other tools.

District health secretary unit: This unit controls Human resource for health and other DMOs functions. It deals with preparation of CCHP, Coordinating the budget preparation, report writing and send them to the respective authorities. The council has total number of 144 (25%) health workers. The Council has shortage of 426 (75%) health workers.

School health program unit: The unit is responsible for coordinating all the school health activities that are done at school level. These include; inspection of both school premises and pupils with problems. Challenges facing this unit include shortage of health staff

Radiology unit: This unit controls all activities relating to radiology in the District. Currently the District have no skilled personnel as well as X- Ray machines and Ultrasound Machine.

Eye unit: The unit is responsible for control of all eyes-related problems in the District. Challenges facing the unit include lack of skilled personnel.

Community health fund unit: The unit deals with coordinating community health fund. There are 3064 (34%) households who are members of the Community Health Fund (CHF). The major challenges facing CHF include lack of willingness to contribute towards the CHF and community awareness of the fund.

Health management information system unit: This unit receives data from various health facilities for departmental uses. Among the challenges facing the Unit include inadequate MTUHA registers, insufficient knowledge on data collection and reporting as well as utilizing the data output.

Immunization unit: This unit serves as custody of immunization, storages, vaccination, ordering, and foreseeing the vaccine requirement. The Unit is facing a challenge of insufficient storage facilities (fridges) to cover all facilities as well as lack of district vaccines storage room.

The Health Department is generally facing the following challenges:

- Strengthening of social welfare and social protection services
- Strengthening of Human Resources for health management capacity for improved health services delivery
- Strengthening of organizational structures and institutional management at all levels
- Traditional Medicine and alternative healing as Priority area
- Construction, rehabilitation and Planned Preventive Maintenance of Physical infrastructures

2.1.7 Community Development, Gender and Youth

The Department of Community Development, Gender, Social Welfare and Youth Development has the objective of empowering community to realize their Socio- economic status so that they can prioritize their needs and seek for possible solutions. It is playing a catalytic role in development process for improved living standard of the people. This is done by:

- Supporting community to identify their problems and find out solutions by using available resources
- Sensitizing community involvement in development programs from early stages to the end in order
- Building sense of ownership and sustainability of the development programs

- Cooperating with other sectors towards development initiatives by using available financial and material resources
- Mobilizing community on establishment of income generating activities
- Assisting the community to adopt and use simple and appropriate technology,
- Encouraging communities to establish day care centers that will enable women to participate in development activities while at the same times preparing the children for primary education.
- Women rights violation, early marriage, and early pregnancy.
- Facilitating the practice of good governance and human rights such as children rights, women's rights and other vulnerable groups rights
- Empowering community on child growth, socialization and nutrition activities
- Facilitating and coordinating Non-governmental organization activities.
- Coordinating HIV/AIDs interventions in the District
- Facilitating and supporting clients in the problem solving on social welfare matters.
- Improving the well-being of people with disability, elderly and most vulnerable children
- Promoting effective mechanism of dealing with vulnerable groups

The department has 19 Community Development Officers; 7 are stationed at Headquarter and 12 are working at the ward level. The department has a shortage of 11 staff to adequately deliver the services.

The department is divided into seven main units as follows:

2.1.7.1 Planning and Research unit

This unit assists the community to plan and to write development project proposals and those who want to conduct any development research within the council. It also coordinates the Non-Governmental Organization (NGOs) in the district. Currently, there are 12 NGOs that are implementing different development projects in the district. The unit is faced by some problems including; inadequate working facilities, inadequate financial resources, lack of transparency by some NGOs which make it hard to get their information

2.1.7.2 Gender and women affairs

This section deals with gender balance and women economic empowerment. Currently, the district has gender imbalance in the area of political and executive leadership position. Culturally, patriarchy system is

dominant which hinder women from participating in decision making. Registered women and youth economic groups. Currently there are 117 women economic groups, 18 youth economic groups, 10 Elders economics and VICOBA . groups. Youth groups received loan are 9 while women economic groups received loan are 16.

2.1.7.3 Children and special groups unit

This unit deals with marginalized groups of people who are isolated in the community and who see themselves as not human beings. Major problems facing this group are; isolation from family members, sexual abuse for children, physical abuse and psychological disturbance. In an effort to protect them, the government has introduced directives and policies which require the community to participate in maintenance, care and protection for marginalized groups. There is a District child protection team which provides care, protection and education on child growth and socialization so as to bring awareness to community and also to children. Insufficient knowledge among community members in children's rights cause them to abuse the children and deny their right to be listened and participate in making their decisions. *In 2016 buhigwe district council managed to identify 14993 elders, where male were 6178 and female 8815 also 2152 disabled people were identified. The council for disabled and elders was formulated in the same year.*

2.1.7.4 Youth unit

Youth development unit was established specifically to coordinate and supervise implementation of the youth development policy. The unit encourages youth to formulate economics groups, like SACCOS and VICOBA for self-employment and for improving their income. The unit is also responsible for coordinating youth loans fund. Currently, the district has 4 youth SACCOS which have ever been given loan. Nevertheless, with all the efforts made by the Council, unemployment remains a big challenge which needs intervention of the District Council and other stakeholders.

2.1.7.5 Social welfare unit

The unit aims at a community that embraces rights, welfare and development for all vulnerable groups through provision of social welfare services to the subjects, especially marginalized groups with rational, rights and equality. The unit provides services related to matrimonial and affiliation cases. As regards to matrimonial cases 71 cases. 50 cases were resolve in 2018, while 19 cases were referred to the court for

further decisions. In improving its services, the unit works in collaboration with World Vision TANZANIA and Stakeholders, to rescue most vulnerable children. In doing this the district has 6225 most Vulnerable Children (MVC).

2.1.7.6 Foster care and adoption Unit

This unit coordinates the caretakers to the children who are lacking parental care and protection from parents, guardians or other relatives due to the different reasons such as death or being abandoned. Services provided include communicating with International Social Services to get advice and suggestion from abroad for those guardians who are not Tanzanian citizens but wish to care the children's. Currently, two requests have been received from Kigoma DC and Buhigwe DC for foster care and adoption.

Day care centre

Buhigwe district council has no day care centre.

Disabled people and elderly services: in implementation of government policy on welfare of disabled and the elderly, the council has empowered the elderly and people with disability to participate in national festivals and exhibitions to enable them exchange ideas with others so that they can engage in economic activities for the betterment of their families.

Behavioral change and children rights services Unit: This unit provides psychological and physical services to children to street and harassed children. In Buhigwe district, there are 2016/2017 there 11 reported cases, whereas 3 were related to family neglect, 2 were physical abuse cases, and 6 were sexual abuse.

Among the weaknesses which affect implementation of planed activities of this unit include inadequate office accommodation and facilities which lead to unattractive working, transport facility, and inadequate capacity to timely identify and address issues in the light of fast changing social and economic environment at local and global level. Other challenges include bad or out-dated traditions and practices that lead to oppression of the marginalized, discriminating /hiding people with disability by their families and, inadequate staff whereby there are only 2 staff ,out of 44.

2.1.7.7 HIV / AIDS unit

HIV/AIDS unit aims at coordinating activities and addressing the issues related to HIV/AIDS so as to improve related services and reduce the infection of the pandemic. In response to the HIV/AIDS problem the Council has made progress nearly in all areas including; HIV AIDS prevention, Care and treatment. Progress has also been made in impact mitigation through communication and Community participation

through multi-sectoral response. In reality, the government states clearly that all departments should set the budget for cross cutting issues including HIV/AIDS. This is however, not easy due to inadequate funding which depends largely on district own source.

The District has formulated appropriate interventions to prevent the transmission of HIV/AIDS and other Sexually Transmitted Diseases, as well as to protect and support vulnerable people. The prevalence rate for HIV/AIDS in the district between 2011 and 2016 is given in table 10.

Table 10: HIV/AIDS Prevalence Rate 2011-2016 in Buhigwe District

Year	Prevalence rate in percentage
2013/14	1%
2014/15	1%
2015/16	1%

Source: Buhigwe District AIDS Control report, 2016

The major issues affecting the department in meeting its objectives are:

- Limited technology in rural areas for the community to apply new techniques.
- Lack of transparency among NGOS in their projects and reporting.
- Limited entrepreneurship skills and knowledge among youth, women, and vulnerable groups to run their small businesses
- Inadequate education on child growth and development
- Poor commitment by communities to take care of their children
- High cost of facilities for disabled people (assistive devices)
- Lack of education on child protection
- Inadequate funds
- Insufficient working facilities
- Insufficiency community development/social welfare staff
- Poor working condition in rural areas and inadequate staff motivation

2.1.8 Primary Education

The Primary Education department has a role of providing high quality education, increase access and equity from Pre-Primary up to Primary level in the district. The specific roles of Primary Education Department are:

- i) To conduct enrolment of all units in the district in each academic year;

- ii) To monitor and evaluating education syllabus in collaboration with Education Quality Assurance Department;
- iii) To improve performance rate.
- iv) To coordinate National Examination, Mock Examination and other internal Competition Examinations within the wards and schools;
- v) To conduct Adult Education activities;
- vi) To conduct Special Needs programs;
- vii) To conduct Sports and Games in primary schools;
- viii) To conduct Seminars and workshops to teachers;
- ix) To collect, process, analyze and utilize data of primary schools;
- x) To disburse and monitoring financial activities in the department;
- xi) To supervise construction of infrastructure in primary schools;
- xii) To coordinate and supervise PEDP implementation in the council;
- xiii) To manage and prepare education department plans and budget;
- xiv) To conduct and supervise cultural, sports and games in schools;
- xv) To prevent and manage emergencies and disasters in schools;
- xvi) To manage cross cutting issues concerning to education perspective;
- xvii) To mobilize community to participate in the construction of school buildings including classes and teachers' houses through School Committee.

There are 88 government Primary Schools and one private primary school in Buhigwe District

For smooth operationalization of primary education functions, the department is divided into three Units, namely; Primary Education Administration, Adult Education and Cultural section. The status of these units is as given below:

Primary Education Administration Unit:

This unit has two sub-units namely Statistics and Logistics, and Academic sub-unit. On the one hand, the Statistics and Logistics Sub-Unit deals with data collection, including; number of pupils, teachers, furniture and buildings; monitoring of financial activities, construction of school infrastructure; and examination supervision and security. On the other hand, the academic unit is mainly accountable for academic issues in schools including; academic performance, examinations supervision, teachers' performance and allocation, and in-service training.

Adult education unit: This unit is concerned with Special Need Education, COBET, ICBAE, ODL, and vocational school programs. It also deals with school environmental issues, health care for students.

Cultural sports and games unit: This unit has the role of conducting and supervising cultural activities, sports and games in schools and to other groups in the district.

2.1.8.1 Situation of Pre - Primary and Primary Schools

According to Education Act 25, all Children aged 5-6 must be enrolled into Pre – Classes and others 7-10 years for standard One. This Exercise normally starts in the month of October immediately after Standard Seven leaves up to March each year. In 2016 enrolment was as shown in Table 11.

Table 11: Enrolment of Pre - Primary and Standard One in Buhigwe District

Year	Owner	Projection			Enrolled			%
		Boys	Girls	Total	Boys	Girls	Total	
Pre-Primary	Government	4016	4051	8067	4369	4120	8489	99
	Non-govt	0	0	0	11	12	23	
	Total	4016	4015	8067	4380	4132	8512	
Primary	Government	6052	5664	11716	7355	7147	14502	123
	Non-govt	0	0	0	39	40	79	
	Total	6052	5664	11716	7394	7187	14581	

Source: Buhigwe District Council: Primary Education Department, 2017

Buhigwe District has 8512 pupils in pre – primary schools and 54578 pupils in Primary.

Table 12: Number of Students in Pre – Primary and Primary schools

Type	Owner	Number of schools	Number of pupils		
			Boys	Girls	Total
Pre – primary	Government	88	4369	4120	8489
	Non – Government	1	11	12	23
	Total	89	4380	4132	8512
Primary	Government	88	27039	27110	54149
	Non – Government	1	207	222	429
	Total	89	27246	27332	54578

Source: Buhigwe District Council Primary Education Department, 2017

School Teachers: In the year 2016, the district had a total number of 743 school teachers which is less than the required number of 1703 Teachers. This means, there is a shortage of 960 qualified teachers in pre – primary and primary schools. Table 13 shows the number required, available and shortage of teachers in pre- primary and primary schools in Buhigwe District Council.

Table 13: Number of Teachers in Pre Primary and Primary Schools

S/N	Teachers				
	Required	Available Teachers			Deficit
		Male	Female	Total	
1	1703	545	198	743	960
2					
Total	1703	545	198	743	960

Source: Buhigwe District Council Primary Education Department, 2017

School Infrastructure and Furniture: The department is facing shortage of infrastructure and furniture in pre – primary and primary schools such as classrooms, teachers’ houses, pit latrines, tables, and chairs to teachers. It is expected that each school should have pre –primary classes. However, many Pre – primary schools use primary schools facilities causing acute shortage of infrastructures and furniture in primary schools. Pit Latrine ratio to boys is 1:87 instead of 1:25; Pit Latrine ratio to girls 1; 97 instead of 1:20; Pupils Classroom ratio is 1; 103 instead of 1:40.

Table 14 and 15 show the situation of infrastructure and furniture in primary schools in Buhigwe

Table 14: Number of Primary School Infrastructure in Buhigwe District Council

Type	Required	Available	Deficit	%
Classrooms	1352	582	770	57
Teachers’ House	1703	179	1524	89,49
Head Teachers’ Office	88	35	53	60,22
Teachers’ Office	88	35	53	60,22
Teachers’ Latrines	88	37	51	57,5
Students’ Latrines	2538	787	1751	69
Counseling Room	88	0	00	100
Libraries	88	0	88	100
Kitchen	88	0	88	100
Dining Halls	88	0	88	100
Stores	88	0	88	100
Water Tanks	176	6	170	97

Source: Buhigwe District Council Primary Education Department, 2017

Table 15: Number of School Furniture, Buhigwe District Council (2016)

Year	Required	Available	Deficit	% Deficit
Desks	18689	14693	3996	21.4

Tables	1760	692	1047	59.5
Chairs	1903	809	1094	57.5
Cupboards	1355	398	957	70.6
Shelves	181	14	167	92.3

Source: Buhigwe District Council Primary Education Department, 2017

The Pupils book ratio (PBR): The implementation of new syllabus has affected the current PBR since the supply of required books is on progress. The ratio varies from one subject to another ranging between 1:6 to 1:1

Examinations performance: The examination performance for standard seven in 2016 was 74 % instead of 90% of BRN goal.

The truancy and dropout: In the year 2016 truancy and dropout rate was 4 %. This is associated with poverty within the family, ignorance and pupils being involved in small businesses.

(i) Special needs education unit

This unit focuses on Society willingness to meet the learning needs of all its members in their locality. In the year 2016 special need education was implemented with a total of 204 pupils 104 boys and 100 girls).

The required teachers are 18 while there are only 3 teachers. The Special need education register special needs students as well as normal students in the school but do not have special Needs Education Teachers. The disabled students are monitored by the special needs Education officers to address their needs. The district has 51 . Inclusive schools (Where and how many pupils?)

Table 16: Number of Special Needs Education units, Students and Teachers

S/N	School	Number of Students			Teacher demand	Available teachers			Deficit
		Boys	Girls	Total		Male	Female	Total	
1	Nyamasovu	7	7	14	2	1	0	1	1
2	Kinazi	7	6	13	2	0	0	0	1
3	Kilelema	9	6	15	3	1	0	1	2
	Migongo	4	7	11	2	1	0	1	1
Total		27	26	53	8	3	0	3	5

Source: Buhigwe District Council Primary Education Department, 2017

Special education unit is currently experiencing shortage of buildings, furniture, teaching and learning requirements. Table 17 shows status of buildings and furniture for special need students in the District

Table 17: Special Needs Education Buildings and Furniture

Type	Required	Available	Deficit	% Deficit
Classrooms	11	0	11	100
Students' Latrines	176	4	172	97.7
Kitchen	11	11	0	100
Dining Halls	11	11	0	100
Stores	11	11	0	100
Desks	0	0	0	100
Tables	53	53	0	100
Chairs	53	53	0	100
Cupboards	22	22	0	100
Shelves	11	11	0	100

Source: Buhigwe District Council Primary Education Department, 2017

In the District, Buhigwe complementary basic education Training (COBET) students have been registered and attend different schools. Also, there are Integrated Community Basic Adult Education (ICBAE) registered in different groups. COBET program is being conducted in primary school's buildings after school hours. There are 10 primary schools conducting this program with 4 qualified teachers. After the program, students obtain qualifications to sit for Standard Four National Examination in the formal education system. The program experiences lack of qualified teachers, lack of fund for teachers' allowance, and teaching and learning materials. ICBAE groups conducted in 10 different centers in the district and perform different activities related to their skills and interest. These groups also are affected by lack of fund to conduct their activities. The table below shows number of COBET and ICBAE students.

Table 18: COBET and ICBAE Students Enrolment in Buhigwe District

COBET I			COBET II			COBET III			Total		
Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
28	26	54	40	32	72	50	26	76	118	84	202
Functional Literacy						Post Literacy			Total		
Male	Female	Total				Male	Female	Total	Male	Female	Total
40	62	102				0	0	0	40	62	102

Source: Buhigwe District Council Primary Education Department, 2017

(ii) Teachers Resource Center (TRC's) and Open and Distance Learning (ODL)

There are 2 TRCs which are Buhigwe and Mwayaya which are currently not working

(iii) Vocational School

The school provides knowledge and skills by offering different courses such as needle work, cookery, masonry, carpentry, computer and arts work to the primary level students. The district has no Vocational schools. With 0 students, (0 males and 0 female) The required qualified teachers are 15, while there are only 30 Teachers. The schools is also affected by the shortage of infrastructure, furniture and teaching and learning materials as shown in Table 19

Table 19: Vocation School Buildings and Furniture

Type	Required	Available	Deficit	%
Administration Block	5	0	5	100
Classrooms	10	0	10	100
Dormitory	0	0	0	100
Workshop buildings	10	0	10	100
Students' Latrines	40	0	40	100
Kitchen	5	0	5	100
Dining Halls	0	0	0	0
Stores	5	0	5	100
Desks	0	0	0	100
Tables	150	0	150	100
Chairs	150	0	150	100
Cupboards	10	0	10	100
Shelves	10	0	10	100

Source: Buhigwe District Council Primary Education Department, 2017.

The major problems facing the Primary Education Department in Buhigwe District Council are: Poor learning environment, overcrowded classes, inadequate teaching and learning materials, inadequate buildings and furniture, poor or outdated school infrastructure, shortage of funds to secure enough teaching and learning facilities, unfavorable teacher -pupils ratio especially in remote areas, low morale of teachers due to low motivation and poor working conditions of teachers, students' truancy and drop-out and recurring disasters which destroy school infrastructure in some wards particularly, floods Buhigwe dam area.

2.1.9 Secondary Education

This department is responsible for all matters related to secondary education. The department is headed by District Secondary Education Officer who is assisted by the District Secondary Academic Officer and the

Statistics and Logistics Officer. The functions of this department are to ensure the implementation of education Policy for Secondary Education; to facilitated the provision of Secondary Education; to be liaison between LGA and other education stakeholders; to ensure proper use of funds received by schools from different stakeholders; to supervise construction of infrastructures in Secondary schools; to monitor the discipline of Secondary schools' staff members and, to ensure the availability of teaching and learning materials in secondary schools. Secondary Education Department has two units which are Statistic and Logistic, and Academic Unit.

a) Statistics and Logistics Unit: This unit is concerned with supervision of funds that are received by secondary schools, distribution of teaching and learning materials, data collection and presentation, supervise infrastructures in schools.

On November 27, 2015 the Tanzanian government issued Circular No. 5 which implements the Education and Training Policy of 2014. This circular directs public bodies to ensure that secondary education is free for all children. This includes the removal of all forms of fees and contributions. The Circular reads: "Provision of free education means pupils or students will not pay any fee or other contributions that were being provided by parents or guardians before the release of new circular." However, whilst most fees are covered, including exam fees, some indirect costs remain pending. For example, meals contributions for day scholars, school and sports uniforms and learning materials such as exercise books and pens. Schools in Buhigwe District Council receive funds for Free Basic Education since December 2015. The amount of funds varies from school to school due to difference in number of students. By April 2017 schools have received the total amount of Tanzania Shillings 202,220,000.

Number of students: the district has 18 Government Secondary Schools with a total number of 5527 students whereas 3386 are boys and 2141 are girls. There are 5 Non – Government Secondary Schools with 1599 students of 950 boys and 649 girls). Thus, the total number of secondary school students is 7126.

Secondary School Teachers: The district has a total of 303 teachers, whereas 44 are Science teachers, 255 are Arts teachers and 4 are commerce and Book-keeping teachers. However, the District is facing shortage of 47 science teachers and 0 Commerce and Book-keeping teachers.

Buildings in Government Secondary Schools: The government schools' infrastructure and facilities in Buhigwe District are summarized in Table 20..

Table 20: Government Secondary School Infrastructure and Facilities

Item			Required	Available	Deficit
Classes			174	170	4
Teachers houses			279	83	196
Laboratories			54	3	51
Toilets	Students	Boys	141	108	42
		Girls	106	106	0
	Teachers	Male	22	18	4
		Female	22	16	6
Hostels (Dormitories)			23	2	21
D/Hall & Kitchen			2	1	1(Kitchen)
Administration			18	8	10
Library			18	0	18
Guidance & Counseling			18	0	18
Student Tables			5527	5185	342
Student Chairs			5527	4952	575

Source: Buhigwe District Council, Secondary Education Department 2017.

b) Academic Unit: This unit deals with academic matters including supervision of teaching and learning process, examination matters, regular attendance of teachers and students in secondary schools. The current status of the academic units in the district is as follows:

Examinations Performance: in the year 2016, the performance of 128 students who sat for A' Level examination in MUNANILA Secondary School was as follows 1 student got Division I, 50 Division II, 69 Division III and 6 Division IV, thus 98.4.% of the students sat for this exam passed. On the other hand, out of 1237 students who sat for Form IV examination in the year 2016; 34 students got Division I, 151 Division II, 283 Division III, 586 Division IV and 183 Division got 0, meaning that 85.2% of these students passed the exam. Those who sat for Form II examination in the year 2016, 273 out of students of, 1448 got Division I, 307 Division II, 326 Division III, 516 Division IV and 26 Division 0, indicating that 98.2% of students who sat for this exam passed.

Enrolment 2016: The enrolment in Community Secondary Schools has increased from 4645 students in 2015 to 4919 students in year 2016. The enrolment for Form I depends on Standard seven performance in the district. Standard seven pupils who passed the examination in 2016 were 2079 and all of them were enrolled in secondary schools.

Number of Students in Hostel Schools: in order to minimize dropout in secondary schools for various reasons such as long traveling distances and pregnancies the district has decided to encourage community to build hostels in schools for girls. Until now the district accommodates a total of 0 boys and 50 girls in different secondary school hostels.

Teaching and Learning Materials: Most of schools in Buhigwe District have no problem with science text books and reference books while in Art subjects there are shortage of books. The ratio of text books to students in Science subjects is 1:1 the national policy wants to have 1:1, while in arts subjects the ratio is 1:6 and the plan is to have 1:1.

In day to day running and management of provision of the secondary school's education, the district is facing the following constraints:

- Shortage of 4 classrooms
- Shortage of 47 science teachers .
- Shortage of funds to operate DEO's Office.
- Poor Environment and infrastructure in this "Dust Zone".
- Shortage of 196 teachers' houses. Most of the teachers are renting far from their working stations.
- Seven hostel Schools are running without Government Warrant of Fund for meals.
- Shortage of teaching and learning materials .
- Conflicts between schools and Community on school boundaries
- Poor meals contribution,
- Unfavorable environment for the student with special needs.
- Shortage of Hostel .
- Insufficient funds for leave allowance.
- Poor water supply.
- Unpaid teachers' claims like allowances and salary arrears.
- Budget ceiling below actual departmental needs.

2.1.10 Works

The Works department is responsible for the construction, maintenance and development of Collector, feeder and community road networks in the district. The total classified road network in Buhigwe District council is estimated to be **322.06 km** comprising of **147.23 km** of Collector **144.41km** of feeder roads and **30.42 km** of community roads. It also deals with construction and maintenance of public buildings; repair and maintaining council motor vehicles, plants and equipment

In order for the works department to operate efficiently **18** staff are required. However, the current number of staff in the department is only **10** with a deficit of **8** staff as depicted in Table 21.

Table 21: Staff Disposition in Works department

Category	Available staff	Shortage
Civil engineer (Head of Department)	1	0
Civil engineer	1	2
Architect	0	1
Quantity surveyor	0	1
Mechanical engineer	0	0
Road technician	2	2
Building technician	2	2
Mechanical technician	2	0
Electrical technician	2	0
Plants operators	0	2
Total	10	8

Source: Buhigwe District Council, Works Department, 2017

In terms of facilities, the department is faced by a significant deficit which hinders it to operate effectively and efficiently. Table 22 shows the status of facilities in Buhigwe Council.

Table 22: Number of Facilities in the Works department

Description	Available	Shortage/New
Office chairs	2	8
Cabinet	0	2
Shelf	0	2
Table	2	7
Printer	0	1
Photocopier	0	1
Supervision vehicle	0	3

Source: Buhigwe district council, Works Department, 2017

Works department is divided into three units namely; roads, buildings and workshop. The roads unit deals with all categories of roads. The district roads comprise rural and urban tertiary roads; unclassified community roads, tracks and paths. The works department strategic plan is fully integrated into, and consistent with, the National Transport Policy and the Transport Sector Investment Programme. The district has total classified roads network of **322.06 kilometres** **83 %** of the network is earth surfaced and **17%** gravel surfaced while **0 %** is paved road. The immediate priority is to improve earth roads such that the network provides reliable access to the prevailing means of motorised transport, typically a two-wheel drive pick-up.

The proposed strategy is to focus on establishing basic access on the whole of the classified network in this five-year phase from 2017 to 2022.

2.1.10.1 Buildings unit

The core responsibility of building unit is to enable construction and renovation of government buildings to the required engineering standards. The supervision of construction and renovation of government buildings in 44 villages has been conducted based on the funds disbursed to the respective location. Table 23 shows the status of various district council buildings at different categories.

Table 23: Number of Public buildings at different category

Building category	Buildings Condition		
	Good (Needs minor maintenance)	Moderate (Needs major renovation)	Shortage
Headquarters Offices	0	0	1 Block
Village and ward offices	9	23	39
Dispensary and health centers	23 2	0	12
Primary school classrooms	482	100	1352
Secondary school classrooms	140	34	4
Headquarters staff residences.	0	0	31
Secondary teacher residences	83	0	196
Public toilets	0	0	30
Primary teacher's residences	90	89	1703
Total	829	246	2737

Source: Buhigwe district council, Works Department, 2017

2.1.10.2 Motor vehicle and plants workshop unit

Repair and maintenance of the council motor vehicle and plants equipment is channeled through TEMESA who verifies maintenance of motor vehicles before being repaired. This is the requirement of Regulations No 137 (2) (a) of the Public Procurement Regulations, 2013 which clearly stipulates that "The agency shall carry out maintenance or repair of Government owned motor vehicles, plant and equipment, maintenance, repair and installation of electrical, air conditioning and refrigeration and electronics services". Currently council workshop is responsible for preliminary motor vehicle inspection pre inviting Tanzania Electrical, Mechanical and Electronics Services Agency (TEMESA).

The workshop staffs are responsible for monitoring day to day proper use of council motor vehicles and Plants. The following table shows the list of motor vehicles and equipment available in the district council and their condition.

Table 24: List of District Motor Vehicle, Pants and Equipment

Machine type	Condition			
	Good (normal services)	Moderate (For repair)	Grounded (For disposal)	Shortage
Motor vehicles	6	8	2	15
Plants equipment	5	1	0	8
Motor circle	41	6	0	40
Total	52	15	2	63

Source: Buhigwe district council, Works Department, 2017

The main problems facing Works Department include shortage of vehicles and fuel which are allocated full time for site visit at different level of construction, shortage of staff particularly Architects and Quantity surveyors, limited funds for administrative purposes (Stationary, ICT equipment's and office furniture), inadequate repair and maintenance of motor vehicle and plant equipment. .

2.1.11 Department of Solid Waste and Environmental Management

The United Republic of Tanzania has been making some structural changes in its Government particularly in Local Government Authority. In 2011 some new structures were formulated in order to improve social services provision for poverty reduction in the Community. In this regard, the Environmental and Solid Waste Management was formed as new Department in the District Councils. According to the Environmental Management Act No. 20 of 2004, the main objective of establishing the Department is to deliver sanitation services to the Local Government. The core functions of the department are: Cleanliness of the buildings, open spaces along the road and drainage; solid Waste collection and separation in the dumping sites (Sanitary Land Filling – Damp); prevention of pollution of: air, land, water and noise; conservation and beautification (reforestation; maintenance of greenish and supervision of building painting) and, to assess environmental impact in different projects.

On staffing, the department is guided by the Environmental Management Act which directs each Ward and Village to have environmental management Officers. However, there are no Environmental management Officers at ward and village levels. Table 25 provides details of available staff by cadre.

Table 25: Availability of Environment Management Officers in the Council

Cadre	Available	Required	Shortage
Head of Department	1	1	0
Environmental Health Officers	0	2	2
Assistant Environmental Health Officers	03	20	17
Total	04	23	19

Source: Buhigwe District Council Annual Report, 2017

For the Departmental staffs to work effectively and efficiently, resources and facilities are required. Table 26 gives details on facilities required, available and shortage.

Table 26: Availability of office equipment

Name of facility	Required	Available	Shortage
Office Chairs	3	0	3
Office tables	3	0	3
Desk tops	3	0	3
Lap tops	4	0	4
Sound meter	2	0	2
Photocopy machine	1	0	1
Cup boards	3	0	3
Cameras	3	1	2
Supervision car	2	0	2
Supervision Motor cycle	20	1	19
Total	44	2	42

Source: Buhigwe District council Quarterly reports 2017

Environmental Health unit: In this unit Health Officers control all important issues of sanitation and cleaning of various facilities and Streets. They also inspect the selling sites like food premises, shops, markets, schools, Hotels, Colleges, and other institutions. Currently the solid waste management rate stands at 44 %. Challenges facing this unit are: Outbreak of cholera due to low coverage of improved of latrines to the communities and insufficient knowledge on importance ties of using toilets.

2.1.11.1 Solid waste management unit

Management and disposal of solid waste in the Council is carried out by the District council itself . However the council has no dump site, this situation results into solid waste to be dumped crudely. Unavailability of litter bins and refuse bays around the urban areas and open market places, make solid waste management difficult.

Table 27: The Amount of Solid Waste Produced, Collected and Disposed

Status of Solid Waste collection	Amount(Tons)
Total waste generated per day	915
Total amount of solid waste collected	245
Amount of solid waste collected and disposed	54
TOTAL	1214

Source: Buhigwe District Council Quarterly Reports, 2016

Table 28. The shortage of facilities and Equipments for solid waste

Facilities/Equipments	Required	Available	Shortages
Dump site for final disposal	1	0	1
Vehicles for solid wastes transportation	4	0	4
Solid wastes collection points	10	0	10
TOTAL	15	0	15

2.1.11.2 Environmental management unit

The Council has several projects that need to be subjected to Environmental Impact Assessment (EIA). Among the areas of concern include:

Conservation and protection of Water Source: The world is facing global warming leading to environmental degradation. The district has taken some measures to protect and conserve water sources in collaboration with local leaders and stakeholders. About 10 % of water sources have been conserved by planting trees. Some remain unprotected due to lack of land lease.

Noise Pollution: Few urban wards in Buhigwe District Council experience noise pollution produced by human activities and settlements. The sources of noise come from social services such as religious institutions, economic activities (welding machines, grain milling machines). However, inspection has been done quarterly to detect the magnitude of noise pollution.

The department is constrained by inadequate of awareness on importance of revenue collection from household and owners of business premises; lack of awareness on the importance of noise pollution control; lack of dump site, shortage of staffs, lack of awareness to the owners of projects on EIA; in adequate working facilities and lack of litter bins and refuse bay.

2.1.12 Planning, Statistics, Monitoring and Evaluation

The Planning, Coordination, and Statistics Department operates according to the law and Act of Local Government Authority, whereby the department needs to have six staff - four economists/planning officers, two statisticians and one head of department. The core business of this department is planning and coordination. Other functions include.

- Overall coordination of the socio-economic development projects in the council,
- Coordinate preparation, monitoring and evaluation of plans (strategic plan, action plan, and budget).
- Scrutinize, consolidate and monitor the preparation and implementation of council plans and budget.
- Coordinate implementation of special projects and cross-cutting issues such as gender, HIV/AIDS, environment,
- Monitor and evaluate the performance of development projects
- Socio-economic data collection, analysis and management,
- Implementation of government policies, programmes and directives,
- Advising District Director in planning and economic issues
- Policy dissemination to grassroots
- Coordinate sectors and investment priorities
- Preparation of annual reports
- Cooperation with researchers and development stakeholders

The department has three staff. According to the structure of Planning, Coordination and Statistics department six personnel are needed

Table 29: Current Situation of the Planning Personnel

Category	Available	Required	Shortage
Head of Department	01	0	0
Planning Officer/Economist	02	0	0
Statistician	0	03	03
Total	03	03	03

Source: Buhigwe District Council Planning Department, 2017.

On equipment, facilities and tools; the department currently stands as shown in Table 30.

Table 30: Current Situation of Equipment and Facilities in Planning Dpt.

Item	Available	Working Status	Required
Vehicle	0	Nil	01
Laptops	02	Fine	0
Desktop	01	Fine	0
Photocopy Machine	0	Nil	01
Printer	0	Nil	01
Office rooms	01	Available	0
Office chairs	02	Fine	0
Office table	02	Fine	0
Scanner	0	Fine	0
Projector	0	Nil	0
Office shelves	01	Fine	0
Camera	0	Nil	0

Source: Buhigwe District Council Planning Department, 2017.

2.1.12 .1 Sources of fund for Development Projects

Currently, the council has various sources of funds used to implementing community development projects.

These sources include:

- Own Sources
- Health Sector Basket Fund - HSBF
- National Water Supply and Sanitation Program - NWSSP
- Constituency Development Catalyst Fund - CDCF
- Secondary Education Development Program - SEDEP
- District Irrigation Development Fund – DIDF
- Local Government Capital Development Grant- LCDG
- Road funds
- Other donors and special projects i.e. World Bank, JICA, TASAF, TACAIDS, GLOBAL FUND

The department is responsible for executing, monitoring and evaluating all projects financed by CDCF, CDG and Own sources. While other sources of funds are implemented by other user departments, the Planning department is involved in monitoring and evaluation of these projects.

2.1.12.2 Project Implementation

Examples of major projects supported by the government include;

- **Construction of District Executive Director's Office**

The project began in 2014/15 where the Council has received Tsh **1,200 million/ =** so far (Tshs **450,000,000 / =** for financial year 2014/15 and **Tsh 750,000,000 / =** for financial year 2016/17). The project costs **Tsh 1,148,462,213** where the amount of **Tshs 634,993,264** already paid to Contractor. In addition, Phase I has been implemented by Malagarasi Enterprises Ltd at a total cost of **Tshs 419,952,000** and TBA as Consultant at **Tshs 41,916,000**. Also phase II is implemented by TBA at a total cost of **Tshs 686,630,213.25**.

- **Construction of Buhigwe District Hospital**

The approved budget for financial year 2017/2018 for construction of Buhigwe district Hospital was **Tsh 450,000,000** and the Council has received **Tsh 450,000,000** so far. Activities conducted includes: Mapping survey area for construction, District Hospital BOQ, road maintenance 2.0 km and construction of OPD and Laboratory on progress. The project is constructed by SUMA JKT which is Government Institution with a total cost **Tsh 440,202,000/= (VAT Exclusive)** and remaining fund **Tsh 9,798,000** were used in Mapping survey and road maintenance 2.0 km

Up to now a total of **Tsh 71,717,918/=** have been spent (Map survey of Tsh **3,000,000**, road maintenance **Tsh 6,549,000** and **Tsh 62,168,918/=**)

Table 31: Status of Funds Allocated Against Funds Received for Projects Implementation in 2015/2016

No	Source of funds	Approved budget	Funds received	% of fund received	Funds utilized	% Fund utilized
1	CDG	833,366,000	-	-	-	-
2	CDCF	40,370,000	40,370,000	100 %	40,370,000	100%
3	Council Building	1,000,000,000	450,000,000	45%	0	0%
4	Road Fund	569,350,000	404,167,777	71%	316,281,521	78%
5	SEDP (ADB)	439,943,185	439,943,185	100%	123,702,344	28%
6	Basket Fund	364,536,000	367,307,000	101%	362,152,248	99%
7	NMSF	62,097,400	62,097,400	100%	12,017,200	19%
8	RWSSP - CDG	96,980,000	235,795,308	243%	218,768,522	93%
9	EQUIP	578,240,000	669,136,420	116%	127,527,120	19%

10	JICA	88,274,500	244,774,500	277%	239,638,650	98%
11	TASAF III	1,915,873,200	1,889,757,000	99%	1,889,452,159	100%
12	THPS	5,252,000	5,252,000	100%	10,504,000	200%
13	GLOBAL FUND	5,320,000	5,320,000	100%	10,640,000	200%
	JUMLA	5,999,602,285	4,813,920,590	80%	3,351,053,764	70%

Source: Buhigwe District Council, Planning, Statistics, Monitoring and Evaluation Department 2017

Table 32: Status of Funds Allocated Against Fund Received for Projects Implementation In 2016/2017

No	Source of funds	Approved budget	Funds received	% of fund received	Funds utilized	% Fund utilized
1	Council Building	750,000,000	750,000,000	100%	205,989,064	27%
2	CDCF	40,370,000	41,814,000	104%	41,814,000	100%
3	CDG	1,013,146,000	354,280,000	35%	303,837,911	86%
4	Road Fund	546,110,000	457,202,318	84%	231,640,848	78%
5	SEDP (ADB)	354,508,000	0	0%	294,451,541	-
6	Basket Fund	546,327,000	546,327,000	100%	541,871,915	99%
7	RWSSP - CDG	351,723,000	71,470,783	20%	43,728,163.68	61%
8	EQUIP	628,292,000	610,609,158	97%	40,290,329	7%
9	JICA	73,251,350	68,115,500	93%	51,144,000	75%
10	TASAF III	2,000,000,000	1,714,261,110	86%	1,714,261,110	100%
11	P4R	82,270,710	80,270,710	98%	77,419,303	96%
12	Special request - District Hopsital	450,000,000	450,000,000	100%	0	0%
13	THPS	24,451,492	36,676,633	150%	36,676,633	100%
	JUMLA	6,860,449,552	5,181,027,212	76%	3,583,124,818	69%

Source: Buhigwe District Council, Planning, Statistics, Monitoring and Evaluation Department 2017

2.1.12.3 Monitoring and evaluation

Monitoring of projects are always conducted through quarterly four times a year where independently institutions work through timeframe. Such Institutions includes Internal audit unit, Planning Team, Planning and finance Committee and District Commissioner Committee

Despite the notable achievements, the department is facing various implementation bottlenecks such as financial constraints, late or lack of disbursement of funds, lack of centralized system of social economic data, lack of projects databank/database, unrealistic/unreliable data and non-utilization of investment potential areas in the council

2.1.13 Finance and Trade

The Finance Department comprises of five main units;

- i) *Revenue unit* which deals with revenue collections from different sources;
- ii) *Expenditure unit* that deals with all expenditure incurred by the Council;
- iii) *Salaries unit* that deals with the preparation of payroll of the workers;
- iv) *Final accounts unit* that deals with the preparation of financial statements of the council and,
- v) *Trade unit* that deals with business matters.

The parent ministry of the Trade unit is the Ministry of Industries and Trade whose functions include Issuing of business licenses, economic empowerment, interpreting business laws and regulations to the business community, business license inspection, revenue collection and data management.

Buhigwe District Council has a total number of 608 businesses. According to the Business License Act No. 25 of 1972 all businesses are supposed to be licensed. Total number of 237 businesses has been licensed, while 371 are not. Trading without business license is an offence, hence frequent inspection is undertaken to ensure compliance. Translation of the Business Act and its regulations have been done, posters of the translated Act have been prepared and disseminated to traders through Ward Executive officers so as to let them be aware and adhere to. Business license is a major source of revenue of the council. In the year 2016/17, the Council targeted to collect Tanzania shillings 10,000,000/= /=. but Tsh 19,328,000./= was collected .

The Council promotes industrialization through sustainable improvement of trade infrastructure. Data on trades and industries and basic consumable goods have been collected, analyzed and reported to Ministry of Industries and Trade for national evaluation.

Finance and Trade Department has been mandated to perform various functions that include: Revenue collection from various sources internally and externally, expenditure management, record keeping on financial matters, preparation of income and expenditure reports, preparation of monthly, quarterly and annual reports, bank reconciliation and imprest register maintenance, preparation of payment vouchers and

recording of receipts, authorization of payments, payroll preparation and adjustments, custodian of all financial documents, audit responses on queried transactions and preparation of financial statements.

Buhigwe District Council is among the Council that use information systems in performing activities such as revenue collection (Local Government Revenue Collection Information System (LGRCIS). This system is connected directly to PORALG where the Sever is located. Each transaction entering into this system is accessed by PORALG. This system of revenue collection simplifies collection by using Point of Sale machine (POS) whereby payments at the point where operation is being carried. There are 50 POS machine in operation. LGRCIS is integrated with NMB Bank, where a customer is given an identification number for the purpose of making various Payments (like Service levy, Billboards fee, License fee, parking fee, and rental fee) at any NMB branch.

Table 33: Performance of Revenue Collection from Various Own Sources in 2016/17

Revenue Source	Estimate 2016/17	Actual Revenue 2016/17
Magulio fees	12,000,000	2,744,150
Market stalls/slabs dues)	5,000,000	7,557,390
Other business licence fees	10,000,000	19,328,000
Tender fee	20,000,000	4,400,000
Other fines and penalties	4,000,000	1,180,000
Guest house levy	2,000,000	-
Service levy	40,000,000	22,439,935
Other export crop cess)	43,224,000	67,776,396
Other food crop cess	31,000,000	38,857,995
Forest produce fees	6,000,000	9,138,320
land rent	218,538,000	148,555,107
Alcoholic drinks fees	5,000,000	1,853,300
Agriculture levy	32,000,000	57,319,050
Abbatoir levy	5,000,000	2,320,500
CHF	13,000,000	8,706,200
Revenue collection from Council Assets-tractor	6,200,000	3,610,900
Community Contribution		31,400,000

TOTAL	452,962,000	427,187,243
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Table 34: Trend of Revenue Collection from Own Sources (2013/14 - 2016/17)

Year	Estimate	Actual Collection	%
2013/14	501,800,000	273,028,243	54%
2014/15	489,840,000	303,700,800	62%
2015/16	638,895,000	262,313,284	41%
2016/17	452,962,000	427,187,242	94%

Total of Tshs 427,187,243 has been collected by the Council from its own source which is 94 % out of the targeted Tshs 462,982,000./=. In order to improve revenue collection and reduce travel distance to the bank by tax payers, the NMB Bank has located its branch at Buhigwe town near the District Council's Buildings where they will offers all banking services. In dealing with expenditure, the Council is using Epicor Accounting system in making all payments, posting revenue receipts, bank reconciliation and issuing cheque through system., Epicor accounting system is also integrated with Bank of Tanzania (BOT) whereby all payments are processed through TISS.

Despite above achievements, there are some obstacles which affect the Finance and Trade Department which include:

- Inadequate working facilities particularly transport during revenue collection from various sources of income (Own source)
- Late remittance of 30% retention money from the Ministry of Land hinders council programs.
- Poor network infrastructure that causes delay in revenue collection and payments
- Lack of direct communication from LGRCIS to Epicor system whereby information from LGRCIS is transmitted through Excel then exported to Epicor. This often results into inaccurate information and statistics
- Shortage of funds for hosting trade conferences and training for both traders and staffs and collecting trade statistics.
- shortage of trade infrastructures;
- weak market conditions and challenging business environment;
- Untapped business opportunities;
- Absences of one stop window for agencies (TRA, TFDA, CRB) and,

- Multiplicity of charges and fees (license fees, income tax, refuse collection charges, medical examination fees, hotel levy);

The current staffing position of the Department is as shown in Table 33.

Table 35: Staffing Position of Finance and Trade Department

Category	Required	Available	Shortage
Accountants,	08	06	02
Accounts Assistants	08	03	05
Trade officers	20	10	10
Total	36	19	12

Source: Buhigwe District Council, Trade and Finance Department, 2016

In terms of working facilities the department needs the following resources to perform its duties efficiently and effectively: vehicles for office use and revenue collection, Points of sale (POS) machine, computers, printers, photocopy machine and staff incentives.

2.1.14 Beekeeping:

This Unit is responsible for coordinating development of Industry in the District. The unit has three (3) staffs, to perform functions of disseminating knowledge to 44 villages of the Buhigwe District Council. It needs four (4) more staffs (technicians). Currently the District Council has ten (10) groups and a total of 225 beekeepers who own 372 traditional beehives and 73 modern beehives. There are 72 beekeepers in Buhigwe District who are using modern beehives.

The District Council has ten (10) potential villages characterized by forest cover, near the water sources, wind brakes and accessibility making them suitable for Beekeeping that include: Buhigwe, Kasumo, Mugera, Nyakoronko, Nyakimwe, Bweranka, Munyegera, Biharu, Muhinda and Janda. Provision of training and extension services on improved farmers' participation is conducted, whereby the number of groups have increased from four (4) in 2014/15 to ten (10) in 2016/17. The main product produced is honey which is used for food, medicinal and income generation through sale to the market. Honey producers have no reliable market to make them produce more. There is no wax production in the Council. It is estimated that the District produces an average of 1131 kg. in the District is affected by limited knowledge on modern methods in the community, insufficient equipment; unreliable market for bees' products and inadequate number of staff.

2.1.15 Internal Audit

The Internal Audit is one of the six units in the council. The main function of the audit unit is to ensure that the financial statements are free from material misstatement and also designed to include useful recommendations that may help Management to improve performance and to avoid weakness that could lead to material loss or material misstatement. It also helps the council to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The core functions of Internal Auditors are:

- To examine quarterly council revenue and expenditure.
- To ensure there is existence of effective and strong system of internal controls in performing of the council's operations.
- To make follow-up on projects' implementation and ensure Value for Money is achieved. (Project appraisal).
- To ensure all expenditure incurred comply with the laws and regulations in place.
- To prepare quarterly audit reports and submit them to the Audit committee, Council Management, Finance Committee and onwards transmission to the Office of Internal Auditor General and copies to National Audit Office and Regional Administrative Secretary
- To audit all grants disbursed to lower level from Central Government via District Council capitation grants.
- To audit all funds from Donor Countries used to support various activities in the council such as as EGPAF, TACAIDS, TASAF, SEDP II, ROAD FUND, ASDP, WSDP, LGCDG etc.
- To audit fund located to the activities supported by Constituency Development Fund (Mfuko wa Jimbo).
- To make follow up on recommendations raised in audit reports.

Looking at the existing situation in performing the work of Internal Auditor in Buhigwe District Council, the unit has been able to prepare all quarterly reports and ensure that all raised queries are replied and closed. In terms of constraints, some revenue agencies are not complying with the implementation procedures and are not strictly adhering to laws and regulations. Other functions and their implementation status are given in the Table 36.

Table 36: Status of operations of the Audit Unit

Descriptions	Achievement	Observations
I. Audit of Development activities under TASAF, ROAD FUND,	55% of the work done.	Project under water sector, CDG and Road fund were behind

Descriptions	Achievement	Observations
WATER SECTOR, CDG, and BASKET FUND		time. Some works were not performed.
II. Road funds. Maintenance and improvements of Routine, spot and periodic improvements along some of the villages of Buhigwe DC	Maintenance and improvements done by 45%.	Some works were not completed and others in 4 contracts were completely not started up to 30/june/2017.
III. Water. Construction of water Gravity supply scheme at Nyamugali, Kirungu, Munzenze and Kigogwe	The projects are still on progress, Kirungu, Munzeze and Kigogwe Contractors were found at their respective sites.	Funds from Central Government were delayed. However The contractor for Nyamugali had left the site for more than 12 months. Site visits not done accordingly due to lack of funds.
IV. Health. Audit of 23 dispensaries, 2 health centers,(Heri Adventist Hospital and Murela h/c under PPP).	Only 14 dispensaries,3 Health centers and Heri hospital were audited.	Work program was not followed due to shortage of audit staffs, and interference by other assignments with the normal routine works.
Audit of TASAF II Project in 36 Villages and at Head Office.	36 Villages were audited and report issued accordingly.	Insufficient funds for follow-up
To conduct audit on CDG projects, particularly DED's office, Munzeze maternity ward, and Ward offices	Projects were audited once annually	Insufficient funds to conduct site visit in a quarterly basis

According to the Local Government Finance Act no, 9(1982), section 45(1) and 48 Revised in 2000, and the Local Authority Financial Memorandum Order 13-14 of 2009, a Council shall employ its own Internal Auditors under the control and direction of the council Director, who shall be responsible to carry out a review of financial statements and other related system of the council to ensure that the interests of the council are protected.

There is only one staff working in this unit out of the required 5 staff in accordance with the Council establishment. Currently the office is having 1 desktop computer of which it is a good condition. The department is also having 1 laptop and one printer. The Department needs scanner, digital camera, photocopy machine and cabinet so as to enable the Unit to function properly.

The major problems affecting smooth performance of the internal audit unit include: understaffing, limited capacity building to Audit staff and some of Heads of departments and, inadequacy of working tools

(including knowledge on various systems like EPCOR, Lawson, LGRMIS by Internal Auditors) and under insufficient budget.

Table 37 Current Situation of Equipment and Facilities in Internal Audit Unit.

Item	Available	Working Status	Required
Vehicle	1	good	Nil
Laptops	1	good	Nil
Desktop	1	good	Nil
Photocopy Machine	0	-	1
Printer	1	good	Nil
Office rooms	1	Not conducive	1
Office chairs	2	good	Nil
Office table	1	Not conducive	1
Scanner	0	-	1
Projector	0	-	1
Office shelves	0	-	2
Camera	0	-	1

Source: Buhigwe District Council Internal Audit Unit, 2017.

2.1.16 Legal unit

This unit has the following core functions: To represent the council to the courts of law, to prepare bills of council's bylaws, to review village bylaw bills, vetting of contracts not exceeding One Billion Tanzania shillings, To provide legal advice in various matters in the council as well as its agents and to facilitate the operation of ward tribunal. Up to December, 2017 there were 16 cases in different Courts of Law Kigoma whereby 8 cases were decided and the Council won 3 cases. Up to December 2017 the Unit has been able to prepare the following; Council Standing Order and, twelve District By-laws. The Unit has also reviewed three (3) Village by-laws the same which were thereafter approved by the Council and start to operate. The Unit has prepared and reviewed all contracts entered by the Council for the purpose of ensuring clarity and protecting Council's interests.

For the purpose of ensuring the rule of law, the Unit has continued to build capacity at village level by giving legal advice to village leaders. However, there is no proper training that has been given to Councilor's, village leaders or Ward Tribunals on important legal matters.

The Unit has continued to work hand in hand with all departments, wards and villages in order to provide legal advice for purpose of ensuring the protection of Council and Community interests.

Regardless of the above achievements, the Unit is facing the problems of shortage of staff, insufficient funds, lack of transport facility and inadequate working facilities like computer and laptops. The Unit has only one Legal Officer against the requirement of three Legal Officers.

2.1.17 Information and Communication Technology (ICT) Unit

Information and Communication Technology (ICT) unit comprises of ICT personnel and mass media personnel. The unit is guided by the National ICT policy (2003), the council ICT Security Regulations and Procedures (2013), and Mass media Policy of 2004. The structural composition of ICT unit consists of Head of ICT unit, ICT Officers, Computer Operators and Information Officer and the unit reports direct to the district executive officer. The core functions of the ICT unit are:

- To prepare the ICT strategic plan and Policy of the council
- To prepare the council ICT budget
- To advice the council management on major ICT issues
- To prepare quarterly and annual reports and present them to the management
- To Support and maintain electronic systems running in the council i.e. Epicor Human Capital Management Information System-Lawson (HCMIS), Local Government Revenue Collections Information System (LGRCIS), Land Rent Management Information System(LRMS), Basic Education Management Information System(BEMIS)
- To ensure the functionality and well-being of all computers and other IT resources i.e. printers, photocopiers, scanners and Point of Sales (POS) (Troubleshooting and Maintenance)
- To ensure the council website exists and is up to date

The current situation of ICT facilities within the whole council of thirteen departments and six units in terms of available ICT resources and systems is given in a table 38.

Table 38: Existing situation of the ICT working tools and resources

ICT Working Tools	Required	Available	Deficit
Desktop computer	5	1	4
Laptop Computer	3	0	3
Photocopier	2	0	2
Flash disk	5	0	5
External Hard disk	3	0	3
Printers	2	0	2
Scanner	2	0	2
Projector	1	0	1

Camera	2	0	2
Backup system (UPS)	5	0	5
TOTAL	30	1	29

Source: ICT UNIT

2.1.17.1 Running systems in various departments

There are nine (9) systems which function in nine departments within the council:

- i) **Integrated Financial Management Information System (IFMIS/EPICOR 9.05)** system which operate under Trade and Finance department. The system is used to process payments and produce various reports for management use. Therefore, it controls the use of council funds and helps the Management in decision making. The system functions well except in few cases when the power is cut off and when the main Server which is at PO-RALG is down.
- ii) **Human Capital Management Information System (HCMIS/Lawson)**. The system is under Personnel and Administration Department. It is the database system of all district employees; it keeps staff's information and produces various reports concerning human capital. Therefore, it controls the payroll system of the council, staff movements, employees' loan deductions, helps management in decision making concerning human capital through the produced reports. The system functions well except in few cases of power cut off and when the main server is down (main server is at PO-PSM).
- iii) **Local Government Revenue Collection Information System (LGRCIS)**. This works under all departments for revenue collection which are; Finance and Trade Department (used by Trade officers, cashiers, Revenue accountants), Land and Natural Resources Department (used by valuers), Works departments (used by engineers). The core function of the system is to control the LGA revenue collection. The system functions well except in few cases when power is cut off and main server is down.
- iv) **Land Rent Management Information System (LRMS)**. It is under Land and Natural Resource Department where Land officers use it to collect land taxes for Central Government revenue sources. The system functions well except in few cases when power is cut off and server is down
- v) **Productive Social Safety Net (PSSN)**: Works under TASAF office for Identification and selection of the poorest districts, wards and communities. Within the communities the system performs the community based targeting approach to prepare the list of extremely poor and vulnerable households for the purpose of supporting them. The system functions well except in few cases when power is cut off and server is down

- vi) **Basic Education Management Information System (BEMIS).** This system is under Primary Education and Secondary Education Departments. The system's core function is to keep the database of primary and secondary school's statistics i.e. number of schools, number of available teachers, number of pupils and students, number of classrooms, number of available toilets for control and planning purposes. The system functions well except in few cases when power is cut off and server is down.
- vii) **Government Hospital Health Information System (Go-HoMIS).** The system is under Health Department. It keeps the database of all registered patients with their movement within the hospital, keep the database of all medicines and medical equipments with their movements within the hospital, keep database of all staffs who attend the patients. The system functions well except in few cases when power is cut off and server is down.
- viii) **District Roads Management System (DROMAS).** Operates under Works departments to keep the database of all roads with their length within the district. The major function of the system is to control payments of road funds and reporting system for decision making. The system functions well except in few cases when power is cut off and server is down.
- ix) **Management Information Systems (MIS).** operates under Safe water and Waste water department. The system keeps records of major department activities for payment and reporting systems. It is the web based system which is available through internet connection. The system functions well except in few cases when power is cut off and the site is down.

Although there are significant performance improvements achieved by the nine systems in daily operations of the council's works, there is still a need of having more systems in order to improve the operations in other areas. Such is the case of File Tracking System to improve efficiency of records office operations; Biometric signature machine for control of staff movement; Sound systems in the district meeting hall; Local Area Network (LAN) in health centers and dispensaries; extension of Revenue Collection System by increasing number of Point of Sales Machines to cover collection points; Extension of Government Hospital Management Information System by adding computers and, installation of security systems in the district offices. **(No system in place)**

In spite of achievements noted by ICT unit there are challenges which affect the performance of the unit and the Council such as:

- Lack of local area networks (LAN) to some offices which hinders use of electronic systems i.e. in health centres and dispensaries.
- Inadequate Points of Sales (POS) which hinders electronic means of revenue collection to some points of revenue sources, only fifteen Point of Sales (PoS) are needed
- Lack of Internet connection which hinders proper functioning of programs such as Antivirus software, DROMAS and LRMS system.
- Lack of biometric signature machine for control of staff movement
- Inadequate computers and its resources (300 Desktop computers, 9 Photocopier machines, 63 Printer machines, 13 Scanners, 3 Projector, 19 External Hard Drive, 4 Cameras, Flash disks 190, Backup systems 6)
- Poor security systems.
- Lack of good sound system in the district hall.
- Lack of standby generator for system efficiency in case of power cut off
- Lack of File Tracking System at records office
- Lack of GoT- HoMIS system Lack of fiber connection to the rest of the district offices (health centres, dispensaries and schools both primary and secondary as per FYPII)
- Inadequate funds for the council ICT policy review

Currently the Unit has two ICT staffs

2.1.18 Election

Election is among the six units under Administration and personnel Department. It is operating by relaying on the National Election Commission (NEC) rules and regulations. Election section has 01 staff (Election officers) who deal with all matters of election. The major roles of the Election unit are:

- To ensure that all election processes are running in a free, fair and peaceful environment.
- To facilitate, supervise and coordinating voter's registration and review of National Voters Register.
- To facilitate, supervise, and conduct Presidential, Parliamentary and Local Authority elections.
- To ensure that all levels of leadership have respective representatives.
- To review electoral constituencies' boundaries for the purpose of General and Local Governmental Authority elections.
- To facilitate and sensitize the community on election matters and,
- To monitor and evaluate all election processes within the Election Constituency.

The council coordinates election matters on the basis of the constitution of United Republic of Tanzania of 1977, and National Electoral Commission Rules and Regulations by ensuring there are free, fair, and peaceful multi-party elections. In 2015, 87,779 (42,134 males and 45,645 females) people were registered in National Voters Register. The general election conducted in 2015 elected one Member of Parliament, 20 Councilors and 7 Women Special Seats Councilors were appointed. In the Local Government Authority election conducted in 2014, 44 Village chairpersons, 190 Vitongoji chairpersons and 1100 village council members were elected.

Despite the attained achievements, Buhigwe District Council is faced by problems which affect smooth running of election such as:

- Lack of permanent public polling stations and permanent public offices.
- Inadequate staff.
- Inadequate working facilities.
- Inadequate community awareness on election matters.

2.1.19 Procurement Management Unit

Procurement Management Unit is among the four professional autonomous Units in Buhigwe District Council. The units require 10 staffs but current there 5 staffs only.

The main objective of the PMU is to strengthen and enhance the provision of Procurement and Supplies-(Logistics) which adhere to Value For Money ,capacity building, improved service performance for the facilitation and smooth operations within the Council's Departments and Units whose main objectives is to provide a thorough smooth political, social services, economic (poli-social-economy) policy and infrastructure improved development, for better living standard of Citizens and Residents alike.

The Procurement Unit through Annual Procurement Plan and budget, therefore, is mandated with responsibility to ensure that there is a sound financial monitoring, control and management over the operations of Local Authorities at large; and thus, enabling the Local Authorities with sufficient if not adequate working facilitation resources are made available for them to meet their statutory Political, Social and Economic Responsibilities for Government development; through capacity building for quality personnel and improved quality services performance.

The main functions of this Unit among other things include:

- Identify and Understand the Departments and Units (Users)' Annual requirements,
- Liaise with Users for specifications and conformity of the requirements,
- Participate in the preparation of Annual Budget,
- Preparation of the Annual Procurement Plan (APP) as per MTEF,
- Monitor, control and ensure a sound financial utilization that adhere to the APP and

Value For Money (VFM),

- Prepare and process all the working facilities both operational and capital requirements by Local purchases orders and/or projects'' bidding documents and Contracts,
- Keep and maintain relative and relevant records for auditing and future use purpose.
- Participate in auditing and if any in queries responding,
- Participate in the preparation of annual financial report, particularly in the preparation of
- Administration and development of the Unit's staff, quality service performance and ensure versatility when the case is in need or any and thus mitigation of red tape-(bureaucracy),
- Preparation of monthly and ad-hoc report,
- Participate in the Council Official meetings to include those of Councilors and C.M.T,
- Play an advisory and secretariat role to the Council on matter pertaining to procurement and supplies management arena,
- Any other assigned responsibilities and obligations to say but a least.

The challenges facing this department include shortages of working facilities not in matrix form like Computers , Printers , photocopier Machine and scanners all of which are shared within the Institution; shortage of quality personnel resources, insufficient Office rooms and space, unsound working environment due to interference and ergonomics for working environment satisfaction.

2.2 Analysis of External Environment

The analysis of external environment in which Buhigwe District Council operates involved a review of various policies, plans, and strategies from within and outside the Country. This review brought into light the external circumstances relevant to the current and future operations of the District. These external circumstances have informed the overall design of this strategic plan. Through this analysis, the District Council is able to position itself in the broader context and respond to the changing environment emerging from complex and dynamic challenges. The following constitute the basis upon which this Strategic Plan was developed:

2.2.1 Tanzania 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.

(a) High Quality Livelihood: Ideally a nation's development should be people-centered, based on sustainable and shared growth free from abject poverty. For Tanzania, this development means 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 are eliminated. In particular, by the year 2025, racial and gender imbalances will have been addressed such that economic activities will not be identifiable by gender or race.

(b) Peace, stability and unity: A nation should enjoy peace, political stability, national unity and social cohesion in an environment of democracy, 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.

(c) 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

(d) 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:

- i. Attain self-reliance driven by the psychological liberation of the mindset and the people's sense of confidence in order to enable 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.
- ii. 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.
- iii. 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.

Being responsible for service delivery in the country, the Buhigwe District Council serves as government vehicle in attaining the vision 2025 of reducing poverty among Tanzanians.

2.2.2 CCM 2015 Manifesto

The ruling party CCM's election manifesto is in line with the National Development Vision 2025, in which it aims at bringing about sustainable development for Tanzanians. The Manifesto highlights education, energy, jobs creation, infrastructure and communication as major development concerns for the 2015-2020 period. Four areas of Party's priority are:

- i. ***Eliminating poverty*** – by improving productivity in agriculture sector, formalizing the informal sector by allocating small scale traders areas to conduct business and providing them with business licenses that will enable them to acquire loans and, enabling people living in rural areas obtain traditional title deeds.
- ii. ***War on corruption:*** Adoption of a zero-tolerance stance against institutionalized corruption both in the public and private sectors;
- iii. ***Unemployment among the youth:*** This is pursued by establishing small, medium and large scale industries so as to create jobs.

- iv. ***Peace and security:*** ∴ To ensure the groups of people living under threat such as, those with albinism, the elderly, women and children are provided with adequate defense and security.

2.2.3 Good diplomatic relations and National peace and stability

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

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

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

2.2.5 National Sectoral Policies

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

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

2.2.6 Regional Development Initiatives

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

2.2.7 Sustainable Development Goals

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

2.3 Strengths, Weaknesses, Opportunities And Challenges

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

2.3.1 Strengths

- Availability of arable land for agriculture, livestock and other investments
- Existence of District Council by-laws
- Existence of competent staff
- Existence of reasonable social services including education and health services
- Existence of public and private institutions for District's development
- Existence of good infrastructures (passable roads, public buildings, national electricity power grid)
- Availability of internal sources of funds
- Existence of clearly defined administration set-up
- Availability of adequate water for human consumption and irrigation
- Available land for construction of District council head office and residential houses
- Adequate supportive supervision from the Regional Secretariat
- Good cooperation with Development Partners operating in the Council

- Presence of 1 Strategic / border
- Potential area for agriculture 96,050Ha
- Reliable rainfall (1000-1600 mm per year)
- Availability of 96 spring water protected
- Availability of Road network (291.9km) Availability of various local livestock species (cattle- 29,665, goats 17,506, Pigs 852, chicken 123,517 and 17,507 Goats)
- Presence of 19 cattle dips
- Presence of 1 secondary market

2.3.2 Weaknesses

- In adequate working facilities.
- Low level of commitment to some staff resulting into low performance
- Low commitment to team work due to inadequate transparency
- Inadequate capacity to identify new internal sources of revenue
- Weak revenue collection
- Inadequate supervision resulting into incomplete and/or shoddy works
- Inadequacy of own sources of revenue.
- Lack of permanent capacity building programme for staff
- Improper allocation of funds
- Improper control of funds at lower village and ward level
- Lack of head offices, and District Director's house and Staff houses
- Lack of District Hospital
- Insufficient of learning and teaching infrastructure for primary and secondary schools
- Lack of technical and management skills of natural resources among the community
- Unreliable markets for crops
- Shortage of agro-inputs
- Human activities at water sources
- Lack of construction of equipment
- All roads are earth roads/impassable roads during rainy seasons
- Insufficient water supply in villages
- Shortage of agro-inputs
- Poor technology
- Some of livestock facilities are not functioning

2.3.3 Opportunities

- Existence of Communication Companies (TIGO, HALOTEL ,VODACOM, AIRTEL, TTCL)
- Existence of various minerals and mining sites (at Kibande and Nyamugali)
- Existence of financial institutions including bank (NMB)
- Existence of Religious institutions and Non-governmental Organizations (Mulera mission, Heri mission,)
- Being close to Burundi and Congo for produce sale
- Existence of cross - border Market at Munanila, Nyamugali and Kilelema
- Existence of peace and security within the country
- Support from various development partners. e.g. world Vision Tanzania, Engender Health.
- Support from various development partners. e.g. world Vision Tanzania, Engender Health.

- Availability of support from various National programs and projects such as Secondary Education Development Program (SEDP)
- Donor support e.g. World Vision Tanzania
- Availability of external markets - Burundi and DRC
- Support from ASDP/ DADPs
- Availability of natural fish ponds

2.3.4 Challenges

- Inadequate qualified Staff.
- Delays in funds disbursement from the Central Government
- Climate change resulting in recurring natural disasters like flood and drought.
- Transfer of some internal revenue sources to the Central Government
- Inconsistent directives from the top on revenue collection from internal sources.
- Existence of traditional practices supporting women and girls subordination.
- Lack of incentives to attract and retain science teachers.
- High cross border activities between Tanzania, Burundi and DRC
- Lack of funds from the central government
- Reoccurrence of epidemic diseases
- Some of programs do not provide funds timely.
- Low prices of agricultural crops and livestock
- Budget constraints
- Low income among the Community members
- Land disputes between livestock keepers and farmers
- Illegal transportation of livestock across Tanzania-Burundi border

2.4 Stakeholders Analysis

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

No	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectations are not met	Rank H- High M – Medium L - Low
1	Community	<ul style="list-style-type: none"> - Tax payer - Producers of farm and livestock products. - Participation in the planning process - Labour force in 	<ul style="list-style-type: none"> - Good services from the Government, - Their priorities reflected in the Strategic Plan - Good market price for 	<ul style="list-style-type: none"> - Tax avoidance - Poor production of farm and livestock products - Passive resistance (poor participation) in 	H

No	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectations are not met	Rank H- High M – Medium L - Low
		implementation of development projects	their products - Improved infrastructures - Improved living standards	development projects,	
2	Financial Institutions (NMB, CRDB, PBT, SACCOS, ABC, FAIDICA, BAYPORT, VICOBA)	- Provision of savings service to the community - Provision of loans to the community - Simplified financial services delivery	- Widen coverage of financial services - Make profit - To get more customers	- Refuse to provide loans and all other services	H
3	NGOs and CBOs,	- Support Government in provision of services to the community - Provision of employment opportunities - Support Government in Community capacity building	- Availability of supportive and good policies - Positive impact of social services they have provided - Project sustainability - Conducive working environment	- Refuse to support development projects	H
4	Religious Institutions and their FBOs	- Ensure people live in peace and harmony - Support in provision of social services - Inculcate ethical conduct among the community	- Government support - Conducive working environment	- Unethical society - Increase of crimes in the community - Limited entry point to the community	M
5	Government Departments and Ministry Agencies	- Provision of rules, regulations, policies, guidelines, and directives, - Provision of financial resources, technical advice, and employment. - Supportive	- Be trusted - Value for money - Observance of laws, policies, guidelines and regulations,	- Stern punishment - Ban of business - No disbursement of funds,	H

No	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectations are not met	Rank H- High M – Medium L - Low
		supervision - Maintain peace and tranquility			
6	Council's Civil Servants	- Provide civil services to the community - Project supervision, implementation, evaluation and monitoring of development projects.	- Achieve set goals - Get rewarded timely (Salaries and incentives) - Conducive working environment, - Supportive environment from the community	- Inadequate services delivery - Low morale of workers - Sustained poverty among the community - Poor services	H
7	Contractors and Suppliers	- Provision of services based on TOR	- Fairness in tender process - Timely payment	- Delayed services provision - Withdrawal - Poor service delivery	H
8	Development Partners (e.g. UKAID, IFAD, USAID, DANIDA, JICA, and FAO)	- Financial support - Capacity building - Monitoring and evaluation of development projects.	- Improvement of living standard - Value for money - Conducive environment, - Proper utilization of funds they have provided	- Reduce/withdraw financial support - Unimplemented or poorly implemented projects - Bad reputation	M
9	Political leaders (Chair persons, Councilors, and Member of Parliament)	- Community mobilization for participation in development matters - Decision makers. Participation in Monitoring and Evaluation of Development projects - Community representatives	- Technical support in addressing people's problems, - Timely provision of their statutory benefits. - Improved delivery of services to their community - Increase of revenues	- Weak leaders - Distortion of some government directives, - Poor implementation of development projects	H

No	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectations are not met	Rank H- High M – Medium L - Low
		- Approval of budget and plans	- Proper utilization of resources (value for money).		
10	Private Investors	- Distribution chain, - Revenue from taxation, - Availability of goods and services	- Good investment environment - Make profit - Win more customers - Expand their business	- Closure of their businesses - Reduction of revenue - Poor goods and services	H
11	Telecommunications companies	- Provision of access to mobile and internet Networks - Facilitate money services i.e. mobile money,	- Conducive environment - Make profit - Increased subscribers,	- Close their business - Limited access to internet and mobile services - Lost revenue	M
12	Neighboring Councils	- Collaboration in disaster management, - maintain peace and security, - Competition	- Sharing experience - Good relations/ collaboration,	- Bad reputation - Conflict - Increased crime	H
13	Workers unions	- Protect workers' rights - Fight for conducive working environment - Represent workers	- Improved working conditions for their members - Improved benefits for their members - To win more members	- Frequent boycotts - Low staff performance	H
14	The Regional Secretariat	-Adherence to Government policies, laws, rules and Regulations. -Execution of advice offered.	-Adherence to Government policies, laws, rules and Regulations	-Poor performance by the Council.	H
15	District Commissioner's Office	-Adherence to government, policies, laws, rules and regulations.	-Adherence to government, policies, laws, rules and regulations.	-Poor performance by the Council. -Poor relationship	H

CHAPTER THREE

PERFORMANCE REVIEW ON IMPLEMENTATION OF THE PREVIOUS PLAN

3.1 Introduction

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

3.2 Achievements

- ✓ 320 People Living with HIV (PLHIV) were provided with nutritious foods.
- ✓ 102 council workers attended seminars on prevention of HIV/AIDS infection.
- ✓ 64 Council Staff were trained in combating corruption.
- ✓ 234 teachers and 12,456 primary school pupils attended HIV/AIDS infection awareness meetings.
- ✓ 1234 students in 18 secondary schools got training on HIV/AIDS.
- ✓ Anti - corruption meetings were conducted to 20 HQ Staff, 20 Ward Education Coordinators and 88 Head teachers.
- ✓ 1234 students in 18 secondary schools got training on corruption and its effects to society.
- ✓ Basic Staff and office expenses for primary schools were met.
- ✓ Basic Capitation expenses to 88 primary schools were covered.
- ✓ Standard (II), Four (IV) and Seven (VII) for 88 primary schools were facilitated and supervised accordingly.

- ✓ Form four national examinations supervised to 1640 candidates in 18 secondary schools.
- ✓ Form two national examinations supervised to 1,870 candidates in 18 secondary schools.
- ✓ Form six National Examination supervised to 55 candidates in one secondary school.
- ✓ 20,000,00/= used to construct two classrooms at Nyamilambo secondary school.
- ✓ 42,310,918 distributed to 18 secondary schools for buying 604 students' tables and 23 chairs.
- ✓ Construction of six teachers' houses facilitated and installed with electricity at Nyamilambo Secondary School
- ✓ A total of Tsh. 427,187,242/= (94%) were collected from proper own sources.
- ✓ Expenditure section coordinated and all legal payments processed.
- ✓ All activities related to salaries for council workers were implemented accordingly.
- ✓ Final accounts of all existing council accounts were prepared.
- ✓ All trade and markets related activities (licenses etc) were supervised and coordinated.
- ✓ 100% of Statutory meetings at Council and ward levels were conducted and 50% were conducted at lower levels.
- ✓ Council website was developed and launched officially.
- ✓ Various ICT devices were maintained.
- ✓ Software (security programs and OS's) were installed and updated to some Council's PCs.
- ✓ Electronic services (e.g. via Epicor-IFMIS, LGRCIS, CHF-IMIS, PreM, BEMIS, etc.) were administered.
- ✓ LAN and network services (Epicor & internet) were installed in Elimu and OSBC Buildings.
- ✓ Council ICT Policy was drafted.
- ✓ Fire extinguishers for Epicor Room were procured.
- ✓ 10 out of 16 Council revenue collection points (gates) were visited and audited
- ✓ 6 dispensaries out 29, 1 health center out of 4, CHF contributions in 15 wards out of 20 wards and 12 primary schools were audited.
- ✓ Monitoring & Evaluation of development Projects which involved Finance committee, implementing Departments and beneficiaries was conducted to 20 wards.
- ✓ Council fiscal quarterly, annual and various reports were prepared and sent to relevant institutions.
- ✓ 27 Councilors, 13HoDs, Six Heads of Units and 20 WEOs were sensitized on new LGDG funding system and importance of community initiatives.

- ✓ 22,500 (20% of targeted chickens) from 26 Vitongoji were vaccinated.
- ✓ 4 livestock keepers and 9 farmers facilitated to participate in Nane-nane exhibition
- ✓ 1000 plots were planned and surveyed in Buhigwe and Munanila.
- ✓ 10 Village councils were trained on Land conflict resolution and Land Laws.
- ✓ 20 farmers supplied with cassava planting materials for 10 acres.
- ✓ 23 farmers were facilitated to cultivate 40 acres of Sorghum and Millet.
- ✓ 562,409 tree seedlings were raised and planted.
- ✓ Central nursery of 27000 tree seedlings was established and handed to 150 people.
- ✓ All tenders applied to the council in 2016/2017 financial year were treated fairly, equally and transparently as per Procurement Act and regulations.
- ✓ 5 Water Supply Schemes at Munzenze, Kigogwe, Kirungu, Mubanga Nyamugali and Bulimanyi villages were constructed.
- ✓ Hydrological, Geophysical and Topographical surveys for ground water and surface water investigations for 3 villages at Buhigwe, Kavomo and Mugeru were conducted.
- ✓ 4 Water Schemes are at different stages of construction.
- ✓ 82.5 km of road were maintained and 18 Kilometers spot improvement was done.
- ✓ 2 bridges were constructed and 65 Kilometers of road were up dated.
- ✓ School infrastructures constructed at Chiwe, Manghaila and Makawa secondary school were all supervised.
- ✓ Major and minor maintenance of 10 Council vehicles was supervised.

3.3 Constraints faced During Implementation of Previous Plans

- ✓ Unreleased funds from central government
- ✓ There is self and community stigma with regard to PLHIV.
- ✓ There are lost follow ups and miss-appointments to PLHIV.
- ✓ Council not provided with the 10% of its own source for Women and youth groups.
- ✓ Low community participation in development projects.
- ✓ Poor response of tenderers for some advertised tenders.
- ✓ Tree planting campaign is affected by animals that are destroying the planted trees.
- ✓ Delayed approval of survey plans.
- ✓ Delayed disbursement of funds from central government.
- ✓ Reluctance of some village leaders to conduct statutory meetings at lower levels.
- ✓ Poor internet connectivity and unstable power supply.

- ✓ Cutoff of electricity in some days.
- ✓ Frequent cutoff of internet services at the Council main Administration Block.
- ✓ Shortage of staff in various Departments and units.
- ✓ Shortage of working tools.
- ✓ Shortage of funds to meet requirements.
- ✓ Tax payers' evasion, poor crop harvest, cholera epidemic which caused close up of livestock markets were among factors that contributed failure of the Council to reach the revenue collection target.

CHAPTER FOUR

THE PLAN

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

Chapter Four describes the Plan in which the vision, mission; strategic objectives, service areas, targets, strategies and performance indicators have been presented.

4.1 Vision of the Council

The vision of Buhigwe District council is ‘to ensure that, her residents have sustainable development with improved infrastructure, communication and access to social - economic services by 2025’

4.2 Mission Statement

The Mission of Buhigwe District Council is “to provide high quality social- economic services to the community through efficient and effective use of resources and good governance for improving living standards”

4.3 Core Values

The implementation of this Strategic Plan will be guided by 5 core values. These values will guide the District Councils’ internal conduct and the way it relates with outsiders. They will be the enduring beliefs of the District Council. The values are as given below:

i) Transparency

The Council’s vision and mission will be displayed to the public so that all stakeholders know where the Council wants to be. All decisions will be made upon a common understanding through meetings and consultations. Building trust and knowing the individual rights is going to be our daily priority.

ii) Spirit of cooperation

We believe that the secret of our success is in working together as a team. Therefore we emphasize every one of us to embrace the team work spirit for maximum achievement of the Council's goals, and strive to be at ease when working with others.

iii) **Accountability**

We are responsible and diligent in all our dealings. To be responsible to any actions or decisions taken by staff, Subordinates will be responsible but the head will be answerable.

iv) **Integrity**

All Council staffs have the obligation to be trustworthy, sincere, fair and consistent in all dealings. They are required to acknowledge persons dignity, and be thoughtful of people's needs and support them in ways that protect their self esteem and dignity. They are, by all means required to spend their time and energy to ensure that people are well served, without having to be involved in corruption practices.

v) **Client based**

We are client-driven entity in all our dairy conduct. The Council is sensitive and responsive to clients's needs and, has high commitment to customer care and satisfaction.

4.4 Strategic Objectives

- A. Services improved and HIV/AIDS infections reduced.
- B. Enhance, sustain and effective implementation of the National Anti- corruption Strategy
- C. Improve access, quality and equitable social services delivery
- D. Increase Quantity and Quality of economic services and Infrastructure
- E. Enhance Good Governance and Administrative Services
- F. Improve social welfare, gender and community empowerment
- G. Improve emergence preparedness and disaster management..
- H. Improve management of natural resources and environment..
- I. Improve information and communication technology..

4.5 Service areas, Strategic Objectives, Targets, Strategies and Indicators

Service Area 1: Personnel and Administration

The Personnel and Administration Department focuses on implementing the following four strategic objectives: A. Services improved and HIV/AIDS infections reduced; B. Enhance, sustain and effective implementation of the National Anti-corruption strategy; D .Increase quantity and quality of social services and Infrastructure, and E. Enhance Good Governance and Administrative Services

Plan matrix for Personnel and Administration

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A: Improve services and reduce HIV/AIDS infection	T01	20 workplace seminars to 20 WEs, 87 VEs and 80 HQ employees in prevention of HIV/AIDS infection coordinated and conducted by June, 2022	Collaborate with Private sector (NGOs, CBOs) Such as WORLD DIVISION, ENGENDER Allocate funds annually	Number of workplace seminars conducted Number of staff trained
	T02	Staff identified living with HIV served by June 2022	Collaborate with experts on HIV Testing and counseling	Number of staff with HIV served
B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy	T01	10 seminars conducted to 20 WEOs, 44 VEOs and 20 HQ employees in combating petty and grand corruption by June, 2022	Create awareness among staff on combating corruption Collaborate with PCCB to conduct seminars	Number of seminars conducted Number of staff attended the seminars

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
D. Increase quantity and Quality of social services and Infrastructure	T01	10 WEOs and 20 VEOs offices constructed by June 2022	Mobilize and support community initiatives.	Number of WEs Office constructed
	T02	5 WEOs offices (Mubanga, Mkatanga, Kajana, Janda and Biharu completed by June 2022	Intensify financial mobilization from various sources.	Number of WEs Office completed
	T04	10 VEOs' houses constructed by June 2022.	Include the relevant items in annual plans and budgets.	Number of VEs houses constructed
	T05	5 WEOs' houses constructed by June 2022		Number of VEs houses completed
	T06	10 VEOs' Offices constructed by June 2022.		Number of VEOs houses constructed
	T07	19 staff houses constructed by June 2022.		Number of new staff houses constructed
	T08	DED's house constructed by June 2022		State/condition of DED's house
	T09	100 office chairs and 40 tables for WEOs & VEOs procured by June 2022.	Mobilize the community, technical advice and financial resources.	Number of office chairs and tables for Wes and VEs procured
	T10	Council Hall equipped with 22 tables and 200 chairs by June 2022	Include the relevant items in annual plans and budgets	Number of hall facilities procured.
	T11	Council headquarter fence completed by June 2022	Implement annual plans and budgets	Existence of complete council fence

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
E. Enhance Good Governance and Administrative Services	T01	Statutory meetings at Council level (Management 65, Finance 65, Economic 25, Social 25, HIV 20, disciplinary 20, and full council 25) conducted by June 2022	Allocate funds in annual plans and budgets	Number of statutory meetings conducted
	T02	Statutory meetings at lower level (44 Village assemblies, 20 WDC, 60 Village Council) conducted by June 2022	Assign staff to keep record of statutory meetings Prepare conducive environment for meetings	Number of statutory meetings at lower levels conducted
	T03	Statutory allowances for 27 Councillors provided each year by June 2022	Allocate funds	Number of Councillors paid
	T04	Various working tools and equipment for purchased by June 2022	Allocate funds in annual plans and budgets	Number of working tools and equipment purchased
	T05	Council staff and Councilors' training plan prepared by June 2022	Allocate budget for preparation of council training plan	Number of Council staff and Councilors attended long and short courses.
	T06	1 vehicle for Council Director 3 for Council activities purchased by June 2022.	Allocate funds in annual plans and budgets.	Number of Vehicles purchased.

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
	T07	8 sensitization meetings to mobilize and create conducive environment for growth of private sector in the District conducted by June 2022	Conduct regular meetings with the District Business Council	Number of meetings conducted

Plan matrix for Agriculture Irrigation and Cooperatives

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDs infection	T01	60 Agricultural extension officers trained on HIV/AIDS by June 2022	Mobilize funds from CDG, ASDP II, Central Government Involve stakeholders	Number of Agric. Extension officers trained
B. Enhance, sustain effective implementation of National ant Corruption strategy	T01	60 Agricultural extension officers trained on Ant-corruption strategies by June 2022	Mobilize funds from CDG, ASDP II, Central government Involve stakeholders	Number of Agric Extension officers trained.
D. Increase quantity and Quality of social services and Infrastructure	T01	4 Feasibility studies on irrigation dams construction along Malagarasi, Muyovozi, rivers conducted by June 2022	Mobilize funds from DIDF/NIDF,CDG Japanese counterpart, ASDP II Involvement of stakeholders	Number of Feasibility study conducted. Number of dams constructed.
	T02	5 irrigation infrastructures in 5 villages at Mugeru, Biharu, Nyamugali,Munze ze and Bukuba wards constructed by June 2022	Mobilize funds from development partners (DIDF/NIDF,CDG JICA) and from ASDP II Involvement of stakeholders	Number of irrigation infrastructures constructed. Number of water user groups established.

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T03	1 Market building at Munanila Ward completed and 1 constructed at Kibande ward by June 2022	Mobilize funds from CDG, ASDP II Involvement of stakeholders	Number of Markets completed.
	T04	3 Crop Processing plants for palm oil and banana wine production constructed and maintained at Kinazi, Janda and Buhigwe center by June 2022	Mobilize funds from CDG, ASDP II, Central government Mobilize farmers and other stakeholders	Number of Plants constructed and maintained
	T05	44 Staff houses in 44 villages constructed by June 2022	Mobilize funds from CDG, ASDP II, and Central Government Mobilize farmers and other stakeholders	Number of staff Houses constructed
	T06	To facilitate community youth with drip irrigation in 2 villages (Kilelema and Kibwigwa) by June 2022	Mobilize funds from development partners (DIDF/NIDF, CDG JICA) and from ASDP II Involvement of stakeholders	Number of Drip irrigation schemes
	T07	5 villages(Munyege ra, Songambebe, Buhigwe, Mulera and Kasumo) facilitated with 5 water harvesting dams for supplementary irrigation during dry spell by June 20122	Mobilize funds from development partners (DIDF/NIDF, CDG JICA) and from ASDP II Involvement of stakeholders	Number of irrigation dams constructed.

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T08	1 Ward Agricultural Resource Center completed at Kibwigwa ward, and 5 others, constructed in 5 wards of Muyama, Janda, Munanila, Kilelema, and Mugeru by June 2022	Mobilize funds from CDG, ASDP II, and Central Government Mobilize farmers and other stakeholders	Number of resource centers constructed
C. Improve access, quality and equitable social services delivery	T01	100 farmers trained and facilitated to establish and manage QDS seeds multiplication (Sunflower and Sesame) @ 2ha by June 2022	Solicit fund from central government Use own source Mobilize funds from development partners Mobilize of farmers	Number of acres cultivated
	T02	To improve the community economy by introducing new cash crop (cashew nut) 10 acres by June	Fund assistance from cashew nut industry development trust fund Mobilize stakeholders	Number of acres cultivated annually
	T03	200 Farmers in 10 villages facilitated to plant 1 acre of improved Cassava each by June, 2022	Mobilize funds from CDG Mobilize stakeholders	Number of farmers facilitated
	T04	200 Farmers in 10 villages facilitated to practice Banana crop husbandry by June, 2022		Number of farmers facilitated
	T05	300 farmers facilitated to plant half an acre of improved Coffee each by June 2022		Number of farmers facilitated

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T06	100 farmers facilitated to plant half an acre of improved Sunflower seed each by June 2022		Number of farmers facilitated
	T07	20 Farmers groups trained on how to establish and manage clonal coffee nurseries by June, 2022	Mobilize funds from CDG Involve farmers	Number of Nurseries established
	T08	500 Farmers trained on food and cash crop husbandry by June, 2022	Mobilize funds from CDG, ASDP II Involve farmers	Number of farmers trained in food and cash crop husbandry.
	T09	500 farmers Trained and provided with Vitamin A rich Sweet Potatoe vines to plant half an acre each by June, 2022	Mobilize funds from CDG, ASDP II Mobilizes farmers' participation	Number of famers provided with sweet potatoes vines Number of vines supplied
	T10	500 Farmers(in groups) trained on Root crop processing and storage(Sweet Potatoes, cassava by June, 2022	Mobilize fund from CDG, ASDP II Involvement of stakeholders	Number of farmers trained on root crop processing.
	T11	100 Farmers and other Agric stakeholders identified and facilitated to participate in <i>Nane Nane</i> Exhibition by June, 2022	Mobilize fund from CDG, ASDP II, Central government Involve key stakeholders	Number of farmers and other Agric stakeholders identified and facilitated to participated in <i>Nane-Nane</i> exhibitions

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T12	10,000 small scale farmers mobilized and sensitized to use agriculture inputs including improved seed, Fertilizer and pesticide by June 2022	Mobilize funds from Central government and development partners	Number of small scale farmers mobilized and sensitized to use an Agric inputs
	T13	Crop pests and Diseases to include maize stalkborer, BXW,CMV,and CBSV qualea bird controlled in 44 villages by June 2022	Mobilize funds from Central government through Central zone plant protection window Mobilization of farmers Mobilize funds from CDG, ASDP	Number of villages covered by crop pest control campaigns
	T14	50 trainings @ 200 farmers on improved storage and postharvest loss management techniques in 44 villages conducted by June 2022	Collaborate with Helvetars and FAO Facilities Mobilize funds from CDG, ASDP II, and Central Government	Number of farmers trained and villages covered
	T15	10,000 PIC, 5,000 AZ bags and other improved storage facilities supplied to small scale farmers by June 2022	Collaboration with Helvetars and FAO Facilities	Number of improved storage facilities supplied

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T16	Common beans and cassava production per acre increased (common beans from 2 to 5 bag/acre) and cassava 4 to 15 Ton/acre through improved technology in 10 village by June 2022	Collaborate with IITA, and ARI facilities Mobilize funds from CDG, ASDP II, and Central Government Community mobilization	Number of tones or Kg or bags of cassava and common beans produced per acre
	T17	300 farmers trained on aflatoxin control in maize and groundnuts by June 2022	Collaborate with FAO, and IITA facilities Mobilize funds from CDG, ASDP II, Central government Community mobilization	Number of farmers trained Number of trial conducted
	T18	50 acres of coffee in Mwayaya, Muhinda and Mkatanga ward facilitated to farmers by June 2022	Mobilize funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	Number of acres of grape vines cultivated by who
	T19	80 community groups trained on agricultural processing& marketing by June 2022	Mobilize funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	Number of groups trained
	T20	200 farmers in 10 villages trained on Horticultural crop production and processing(Vegetables and fruits) by June 2022	Funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	Number of farmers and trainings conducted

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T21	300 farmers sensitized on crop value chain pertaining one crop one District,by June 2022	Funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	Number of farmers and trainings
	T22	15 farmer groups indentified, mobilized and trained on oxenization practices by June 2022	Funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	number of famers and groups reached
	T23	Farmers in 44 villages facilitated in market information and value chain by June 2022	Funds from CDG, ASDP II, Central government Involve farmers and other stakeholders	Number of villages reached
	T24	44 villages linked to actors in crop value chain by June 2022	Funds from CDG, ASDP II, Central government Involve Farmers and other stakeholders	Number of villages reached
E. Enhance Good Governance and Administrative Services.	T01	50 staffs facilitated with necessary allowances for different purposes.(Leave, fields training, workshops, seminars etc)	Funds from CDG, ASDP II, Central government	Number of staff facilitated
	T02	Procurement of office stationeries by June 2022	OCs, Funds from CDG, ASDP II, Central government	Number of stationeries items purchased
	T03	Procurement of 1 Department car and 1 Tractor by June 2022	Funds from CDG, ASDP II, Central government	Number of car and tractor purchased

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T04	25 Extension Officers facilitated with motor bikes by June 2022	Funds from CDG, ASDP II, Central government	Number of staff
	T05	Procurement of working tools(2 desktop computers and 5 laptop,4 printers, 20 extension kit)	Mobilize funds from CDG, ASDP II, Central government	Number of tools purchased
	T06	Agriculture and cooperative development projects monitored and evaluated by June, 2022	Mobilize funds from CDG, ASDP II, Central government Involve stakeholders	Number of projects Monitored and Evaluated
	T07	80 Farmer Field Schools established and managed in 20 villages by June 2022	Mobilize funds from CDG, ASDP II, and Central government Mobilize of stakeholders	Number of Farmer Field schools organized Number of farmers participated.
	T08	10 cooperative societies registered and trained on coop regulations by June 2022	Sensitize and conduct training to members	Number of cooperative societies
	T09	10 AMCOS sensitized and facilitated to purchase CPUs and trained on how to achieve Value addition by June 2022	Mobilize funds Collaborate with an expert	Number of AMCOS facilitated and trained.
	T010	10 cooperative societies and SACCOS trained on effects of projects towards environment by June 2022	Mobilize funds from	Numbers of coop's trained

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T011	Facilitate and conduct 5 Agricultural Stakeholder meetings/Forums by June 2022	CDG,ASDPH, and Central Government Agric.Stake holders	Number of meetings/Forums held

Plan matrix for Land and Natural Resources

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve Services and reduce HIV/AIDS infections	T01	9 Staff members trained on HIV/AIDS infections by June 2022	Invite CHAC to the Department meetings to talk about HIV/AIDS infections	Number of Staff member trained on HIV/AIDS infection
B. Enhance, sustain and effective implementation of the National anti -corruption strategy	T01	9 Staff members trained on Prevention and Combating Corruption by June2022	Involve PCCB officials to design and facilitate training	Number of Staff members trained on Prevention and Combating Corruption
C. Improve access, quality and equitable social services delivery	T01	5000 plots surveyed at Buhigwe, Munanila and Muyama by June 2022	Acquire land, Mobilize resources Develop a Plan and survey the plots	Number of plots planned and surveyed.
	T02	Residents with Certificates of Right of Occupancy increased from 120 to 1,000 by June 2022	Mobilize resources Sensitize people on the importance of legal land ownership	Number of residents with Certificate of Right of Occupancy
	T03	Villages with Land use plans increased from 3 (2017) to 10 by June 2022	Allocate funds in annual plans and budgets Collaborate with private sector	Number of Villages with Land use plans

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T04	Land use conflicts dissolved by 90% come June 2022	Train Village Land Council on Land Laws and Land Conflict resolution	Number of Village Land Councils trained Number of land use conflicts dissolved
	T05	Integrated Land Management System (ILMS) established by June 2022	Allocate funds in the annual plans and budgets	Presence of ILMS

Plan matrix for Water

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve Services and reduce HIV/AIDS infections	T01	4 Staff members trained on HIV/AIDS infections by June 2022	Invite CHAC to talk to staff about HIV/AIDS infections	Number of Staff member involved
B. Enhance, sustain and effective implementation of the National anti-corruption strategy	T01	8 Staff members trained on Prevention and Combating Corruption by June 2022	Invite PCCB officials to facilitate training on Prevention and Combating Corruption	Number of Staff members involved
C: Improve access, quality and equitable social services delivery.	T01	Access to clean water increased from 62% (2017) to 80% by 2022	Mobilize resources from Community, Council, Central government, Water program, private and individuals for construction/rehabilitation of water facilities	Number of water facilities constructed/ rehabilitated
D. Improve quantity and quality of social services and infrastructure	T01	10 water schemes constructed by June 2022	Mobilize resources from Community, Council, Central government, Water program, private and individuals sources	Number of water schemes constructed

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T02	10 gravity water constructed by June 2022	Mobilize resources from Community, Council, Central government, Water program, private and individuals sources	Number of Boreholes constructed
H. Improve management of natural resources and environment	T01	Community Owned Water Supply Organizations (COWSO) increased and strengthened from 4 (2017) to 44 by June 2022	Formulation and training of COWSO	Number of COWSO formulated and trained
	T02	Registered COWSO increased from (4) 2017 to 44 by June 2022	Conduct training and register the legible COWSO legible	Number of COWSO registered
	T03	Monitoring and evaluation for water project conducted by June 2022	Conduct regular monitoring evaluation by the Department, CWST and PFC	Number of M&E conducted
E. Enhance Good Governance and Administrative Services.	T01	Working environment to 4 staffs improved by June 2022	Allocate fund in annual plan and budget to purchase working tools and equipments	Number of working tools and equipments purchased

Plan matrix for Livestock and Fisheries

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve Services and reduce HIV/AIDS infections	T01	10 staff members trained on HIV/AIDS infections by June 2022	Invite CHAC to the Department meetings to talk about HIV/AIDS infections	Number of Staff member trained on HIV/ADIS infection
B. Enhance, sustain and effective implementation of the National anti-corruption strategy	T01	10 Staff members trained on Prevention and Combating Corruption by June 2022	Invite PCCB officials to Kasulu to facilitate training on Prevention and Combating Corruption	Number of Staff members trained on Prevention and Combating Corruption
	T01	120,000 livestock identified, registered traceable by June 2022	mobilise funds from council and livestock keepers	Number of livestock identified and marked

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
C. Improve access, quality and equitable social services delivery.	T02	700,000 Local Chickens; 120,000 cattle; 89,042 goats; 1,562 dogs; in 383 <i>Vitongoji</i> vaccinated by June 2022	Awareness campaign Mobilize contribution of vaccination expenses from farmers	Number of chickens, cattle; goats; and dogs; vaccinated
	T03	2 Microscopes and Chemicals for Laboratory Investigation procured by June 2022	Prepare budget Mobilize fund from Central government, local government and developing partners	Number of microscope and chemicals procured
	T04	3 egg incubators procure by June 2022	Mobilize funds from various stakeholders	Number of incubators procured
	T05	100 acres of Pasture Field established; and 200 kg of pasture seeds procured and distributed to 100 farmers by June 2022	Mobilize funds from Central government, local government and development partners Contact PRC for pasture seeds and NARCO for land allocation	Number of pasture field acres in place Number of kg pasture seeds procured and distributed
	T06	20 farmers facilitated to participate in <i>Nanenane</i> exhibitions by June 2022	Organize farmers Farmers cash contribution Communicate with transporters	Number of farmers facilitated and participated
D. Increase quantity and Quality of social services and Infrastructure.	T01	1 Cattle dip tank at Kitambuka, 1 at Munzenze, and 1 at Songambebe Villages constructed by June 2022	Mobilize fund from Central government, local government and development partners Community mobilization	Number of Cattle dips constructed
	T02	2 loading rumps at Buhigwe and Muyama constructed and rehabilitated by June 2022	Mobilize fund from Central government, local government and development partners Community mobilization	Number of loading rumps constructed and rehabilitated

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T03	1 Cattle dips at Kibwigwa, 1 at Biharu Villages rehabilitated by June 2022	Mobilize fund from Central government, local government and development partners Community mobilization	Number of cattle dips Rehabilitated
	T04	7 charcoal dams for livestock constructed by June 2022	Mobilize fund from Central government, local government and livestock keepers	Number of livestock dams constructed
	T05	2 modern livestock markets constructed at Buhigwe and Muyama villages by June 2022	Mobilize funds	Number of livestock markets
	T06	Livestock farmer field school established by June 2022	Mobilize funds	Existence of field school
E. Enhance Good Governance and Administrative Services.	T01	10 allowance and other Statutory benefits paid by June 2022	Mobilize funds, Payment on Piecemeal basis	Number of staff paid
	T02	Office and Other Administrative Expenses for 25 staff met by June 2022	Mobilize funds	Number of staff
	T03	10 development projects monitored and evaluated by June 2022	Mobilize funds	Number of projects monitored and evaluated
	T04	1 Vehicles and 10 Motor cycles for extension services purchased by June 2022	Allocate funds in annual plan and budget	Number of transport facilities

Plan matrix for Beekeeping

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
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A. Improve services and reduce HIV/AIDS infection	T01	Awareness on HIV/AIDs Infections and prevention to one Staff created by June 2022	Collaborate with CHAC and DAC to provide seminar on HIV/AIDS infection at workplace	Number of Staff aware of HIV/AIDs infections and prevention
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T01	Awareness on corruption practices and anti-corruption strategies to one Staff created by June 2022	Collaborate with PCCB to provide seminar on combating corruption	Number of Staff aware of corruption and anti-corruption strategies.
C. Improve access, quality and equitable social services delivery.	T01	Training of 6 groups of beekeepers in proper method of keeping and harvesting honey conducted by June 2022.	Mobilize and collaborate with beekeepers groups solicit funds from council budget	Number of groups trained
	T02	100 modern beehives provided to 6 groups by June 2022	Mobilize and collaborate with beekeepers groups Solicit funds from council budget	Number of modern beehives
E. Enhance Good Governance and Administrative Services.	T01	Provide adequate beekeeping knowledge to the community by June 2022	Recruit 3 beekeepers staff	Number of staff recruited
	T02	Adequate working facilities (2 m/cycles, computer, printer) available by June 2022	Solicit funds from annual council budgets	Number of working facilities purchased
H. Improve management of natural resources and environment.	T01	District vegetation cover improved by June 2022	Involve environmental protection groups in tree planting and environmental management. sensitize community to participate in tree planting day/campaigns	Number of tree planted Number of area protected and conserved

			enforcement of environmental protection act and bylaws	
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Plan matrix for Solid Waste and Environmental Management

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	Awareness on HIV/AIDs Infections and prevention to 2 Staff creates by June 2022	Collaborate with CHAC and DAC to provide seminar on HIV/AIDS infection at workplace	Number of Staff aware of HIV/AIDs infections and prevention
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T02	Awareness on corruption practices and anti-corruption strategies to 2 Staff by June 2022	Collaborate with PCCB to provide seminar on combating corruption	Number of Staff aware of corruption and anti-corruption strategies.
E: Enhance good governance and administrative services	T03	Provide working facilities for Staffs (computers, printers, photocopy machine stationeries) by 2022	Allocate fund in annual plan and budget	Number of working facilities procured.
H. Improve management of natural resources and environment	T01	Conduct 125 Community awareness meetings on environmental conservations at Village level and 140 Community awareness meetings on environmental conservations at Township level by 2022.	Collaborate with WEOs, VEOs and Sub-villages leaders to conduct Environmental conservation awareness meetings	Number of Community awareness meetings conducted
	T02	Planted trees increased from 430,000 trees to 2,500,000 trees by June 2022	Establish groups and strengthen CBOs on tree planting	Number of trees planted

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T03	Household using improved local cooking stove increased from 2% to 10% by June 2022.	Empower CBOs with appropriate knowledge and technology on local improved cooking stoves	Number of households using improved local stoves
	T04	Households using refuse pit increased from 70% to 95% by 2022.	Intensify inspection and provide public education on solid waste management.	Number of households using refuse pit
	T05	Land degradation in through mining, road construction and construction sites reduced from 25% to 15% by 2022.	Conduct EIA	Number of EIA conducted
	T06	2 solid waste dumping sites and 1 liquid waste ponds in Munanila and Buhigwe Townships constructed by 2022.	Write a proposal on construction of liquid waste dumping sites (oxidation ponds). Write a proposal on sanitary landfill solid waste management Selection of suitable areas for dumping wastes both solid and liquid wastes. Allocate fund in annual plan and budgets	Number of dumping sites
	T07	22 Water sources and catchments areas protected by 2022.	Formulate environmental Conservation groups (CBOs) sensitize tree planting in water catchment areas	Number of water source and catchment areas protected

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T08	Awareness on effects of Environmental Pollution {Land, Air and Water} to the community created by 2022.	Conduct awareness meetings at Sub village levels Conduct inspections daily to prevent Environmental Pollution.	-Number of Community awareness meetings conducted -Number of inspections conducted.

Plan matrix for Health

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	Awareness on HIV/AIDs Infections and prevention to 126 Staff created by June 2022	Collaborate with CHAC and DAC to provide seminar on HIV/AIDS infection at workplace	Number of Staff aware of HIV/AIDs infections and prevention
	T02	Reduce HIV/AIDS prevalence from 1.6% to 0.4% by June 2022	Train health staff on HIV Testing Counseling Supply HIV test Kits and ARV Medicine quarterly Perform Supervision, Mentoring and Coaching of health staff. Sensitize community on HIV prevention, importance of Testing and Counseling	Percentage of HIV/AIDS prevalence
	T03	Mortality rate due to HIV/AIDS cases reduced from 5.4% to 2% by June 2022	Strengthen HIV test at all health facilities Community campaign against HIV/AIDS Implement test and treat strategies Scale up CTC sites from 7 to 15	Percentage of HIV/AIDS mortality

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T04	Transmission of HIV/AIDS from mother to child reduced from 1.3% to 0.5% by 2022	<p>Strengthen HIV test to pregnant mothers</p> <p>Initiation of ARVs to HIV/AIDS tested pregnant mothers</p> <p>Scale up of Comprehensive PMTC services to all 51 health facilities</p> <p>Sensitize male involvement in RCH services</p>	Percentage of HIV/AIDS transmission rate from pregnant mother to child
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T01	Awareness on corruption practices and anti-corruption strategies to 126 Staff conducted by June 2022.	Collaborate with PCCB to provide seminar on combating corruption	Number of staff aware of corruption and anti-corruption strategies.
C. Improve access , quality and equitable social services delivery	T01	Maternal mortality rate reduced from 177/100000 to 155/100000 by June 2022.	<p>Sensitize members of community on importance of health facility delivery.</p> <p>To train health staff on BEmONC.</p> <p>Establish three maternal waiting homes at Mugeru, Kajana and Munzenze</p>	Number of maternal deaths
	T02	Vaccination coverage increased from 92% to 100% by June, 2022	<p>Mobilize financial and material resources</p> <p>Mobilize Community</p> <p>Conduct integrated outreach services and Immunization campaigns</p>	Percentage of Vaccination coverage

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

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T08	Percentage of medical waste management increased from 20% to 100% by June 2022	Mobilize financial and material resources Construct five modern incinerators Construct placenta pits.	Percentage of medical waste management
	T09	Percentage of mixed skilled staff increased from 37% to 55% by June 2022.	Recruit and Employ health staff Implement orientation and retention mechanism. Conduct promotion.	Percentage of mixed skilled Staff recruited.
	T10	Electricity in 15 health facilities installed by June 2022 (Move to/create Objective D)	Mobilize financial resources Install electricity to HFs	Number of health facilities with electricity
	T11	Construction of Nyamihanga, Murungu, Msagara, and Chagwe dispensaries completed by 2022. (Move to/create Objective D)	Mobilize financial resources	Number of health facilities completed
		Community - initiated health related projects (Staff houses, dispensaries etc) supported by 2022 (Move to/create Objective D)	Mobilize financial resources	Number of health facilities supported
	T12	Construction of 20 buildings at District Hospital completed by June 2022. (Move to/create Objective D)	Mobilize financial resources	Number of buildings built/rehabilitated

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T13	CHF enrollment increased from 20% to 70% by June 2022.	Sensitize community on importance of CHF in villages. Mobilize financial resources Maintain equitable and quality health services	Percentage of CHF enrollment
	T14	Supply of medicines, hospital supplies and other tracer items increased from 75% to 100% by June 2022	Conduct quarterly Therapeutic Committees meeting. Facilitate HFGCs to provide feedback on medicine received to community members in villages. Conduct quarterly distribution of medical supplies from prime vendor.	Percentage of hospital supplies, medicines and tracer items supplied
	T15	Percentage of health management information system from dispensary to district level raised from 98% to 100% by June 2022	Capacitate Health providers on HMIS Perform supervision, mentoring, monitoring and evaluation to health facility in-charges.	Percentage of health management information system
	T16	5 cost centers strengthened through community involvement and provision of adequate administrative facilities by June 2022	Mobilize financial resources Reinforce council health service board and health facility committees Arrange preplanning and planning sessions	Number of cost centers strengthened
	T17	Percentage of Primary schools reached with health services programme raised from 27% to 75% by June 2022	Mobilize financial and material resources Sensitize community on school health service programmes Involve stakeholders on health education to prevent adolescent pregnancy. Prepare and disseminate information through available local radio	Percentage of primary schools reached with health service programme.

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

Plan matrix for Community Development, Social Welfare and Youth

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	Awareness on HIV/AIDs Infections and prevention to 12 Staff created by June 2022	Collaborate with CHAC and DAC to provide seminar on HIV/AIDS infection at workplace	Number of Staff aware of HIV/AIDs infections and prevention
	T02	Nutritious food to 1000 PLHIV provided by June 2022	Involve IGA to prepare nutritious food	Number of PLHIV provided with nutritious food
	T03	Supervision and assistance to establishment of HIV/AIDS committee	visit and sensitize wards to establish HIV/AIDS committee	Number of wards with HIV/AIDS Committees

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
		in 22 wards provided by June 2022		
	T04	12 Financial and physical implementation report/budget to TACAIDS/Region and PMO-RALG prepared and submitted by June 2022	collect and compile data	Number of reports prepared and submitted
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T01	Awareness on corruption practices and anti-corruption strategies to 12 Staff by June 2022.	Collaborate with PCCB to provide seminar on combating corruption	Number of staff aware of corruption and anti-corruption strategies.
C. Improve access, quality and equitable social services delivery	T01	430 VICOBA, 200 youth, 230 and 41 TOMSHA groups formed and registered by June 2021	sensitize and mobilize community to form VICOBA	Number of VICOBA, youth, and TOMSHA groups formed and registered
	T02	Special groups in 22 wards identified and attached to service providers by June 2022	sensitize, mobilize and link special groups with service providers	Number of Wards with special groups identified and attached to service providers
	T03	436 counseling meetings to family member conflicts conducted by June 2022	sensitize communities in villages and wards to report when women abuse/family conflicts occurs	Number of counseling meetings conducted
	T04	66 groups building teams in 22 wards empowered on the use of appropriate technology by June 2022.	Visit and mobilize local artisans to form village building brigades/teams	Number of groups empowered Number of wards with empowered groups

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T05	100 IGA groups capacitated on reports, minutes, constitution and projects writing by June 2022.	Conduct training to group leaders	Number of groups facilitated
	T06	220 cases of abused women resolved at office level by June 2022.	Mobilize communities to report women abuses	Number of cases of abused women resolved at office level.
	T07	432 cases of abused women resolved in court by June 2022	Mobilize communities to report women abuses	Number of cases of abused women resolved in court.
	T08	200 cases of child abuse resolved at District office level by June 2022.	Mobilize and link child stakeholders to report child abuse cases	Number of cases of child abuse resolved at office level
	T09	112 cases of child abuse resolved at primary courts by June 2022.	Mobilize communities to report child abuse cases at primary courts.	Number of cases of child abuse resolved in court
	T10	women groups empowered with loan and entrepreneurship skills in 22 wards by June 2022	Identification of eligible woman groups conduct seminar/training	Number of groups identified Number of seminar/training conducted
F. Improve social welfare, Gender and Community Empowerment	T01	128 PLHIV groups empowered by 2022	Identify the groups Link groups with the financial institutions Provide loans	Number of groups identified Number of groups accessed loans
	T02	400 elderly and 78 disabled groups supported by 2022	Identification of groups Link groups with service providers	Number of groups identified Number of groups accessed loans

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T03	Day Care Centres increased from 5 to 15 by 2022	Mobilize stakeholders to establish Day Care Centres	Number of Day Care Centres established
	T04	5 children districts forums on their light and various development issues organised by June 2022	Mobilize and establish child forum and clubs	Number of clubs established Number child forums conducted

Plan matrix for Primary education

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	62,638 pupils and 890 teachers trained in HIV/AIDS prevention education by 2022.	Collaborate with CHAC & DAC to train teachers so that they can impart the knowledge to teachers and pupils.	Number of teachers and pupils trained on prevention of HIV/AIDS
B. Improve sustain and effective implementation of the national anti-corruption strategy	T01	62,638 pupils and 890 teachers sensitized and educated in anti-corruption strategies by June 2022	Collaborate with PCCB on educating teachers and pupils against corruption. Formulation of Ant-corruption clubs in schools.	Number of teachers and pupils sensitized and educated.
B. Improve access, quality and equitable social services delivery	T01	Staff and Administration Functions for 88 Primary Schools facilitated by June, 2022.	Allocate adequate funds annually	Number of Schools facilitated
	T02	2 Special schools requirements, Materials and Food Supplies facilitated by June, 2022	Preparation of reliable pupils data per school	Number of Special schools facilitated

	T03	Pass Rate for Standard Four pupils in 88 schools increased from 67.7% (2016) to 95% by June 2020	<p>Conduct District Mock examination and Regional mock to pupils</p> <p>Monitoring and supervision of teaching and learning activities in schools.</p> <p>Awarding best performed teachers and pupils</p>	<p>Number of schools increased pass rate</p> <p>Number of teachers and pupils awarded</p>
	T04	Pass rate for Standard Seven pupils in 88 schools increased from 62% to 70% by June 2022	<p>Conduct District Mock examination and Regional mock to pupils</p> <p>Monitoring and supervision of teaching and learning activities in schools</p> <p>Awarding best performed teachers and pupils</p>	<p>Number of schools increased pass rate</p> <p>Number of teachers and pupils awarded</p>
	T05	Industrialization agenda at 88 schools and school clubs raised by June 2022	<p>Recruit adequate number of science teachers</p> <p>Sensitize and motivate pupils to learn science subject</p>	<p>Number of teachers teaching science subjects</p> <p>percentage of pupils passed science subjects</p>
	T06	Pupils Book Ratio in 88 schools improved from 1:4 to 1:1 by June 2022	Allocate adequate budget for books	Pupils book ratio
	T07	Teacher Pupils Ratio in 88 schools improved from 1:62 to 1:45 by June 2022	Recruitment and deployment adequate teachers	Teachers book ratio

	T08	Pupils' truancy and dropout in 88 schools reduced from 24.7% to 10% by June 2022	Cooperate with parents/guardians to reduce/eliminate truancy and dropout	Percentage of truancy and dropout
C. Increase quantity and Quality of social services and Infrastructure	T01	100 Classrooms constructed by June, 2022	<p>Involve community in construction of classrooms</p> <p>Collaborate with development partners.</p> <p>Use central government funds and own source</p>	Number of Classrooms Constructed
	T02	100 teachers' houses constructed by June, 2022.	<p>Community involvement in construction of classrooms</p> <p>Collaborate with development partners.</p> <p>Use central government funds and own source</p>	Number of Classrooms Constructed
	T03	200 pit latrines constructed by June, 2022	Community involvement in	Number of pit latrines constructed
	T04	9,000 pupils desks made by June 2022	<p>financing making of the furniture.</p> <p>Collaborate with development partners.</p> <p>Use central government funds and own source</p>	Number of pupils desks made
	T05	Improve Munanila primary vocational centre buildings and equip with necessary training tools and equipments	Allocate funds in annual plans and budgets	<p>Number of school infrastructures rehabilitated</p> <p>Number of tools and equipment purchased</p>

	T06	Menstrual hygiene management rooms built in 88 schools by June 2022	Allocate funds for building menstrual hygiene management rooms in each year's budget	Number of Menstrual hygiene management rooms built
	T07	Sports and Games facilities procured in 88 schools by June 2022	Allocate funds for Sports and Games facilities in each year budget	Number of Sports and Games facilities procured
	T08	Maintenance or rehabilitation of the existing classrooms and teachers' houses, offices done in 88 schools by June 2022	Allocate funds in the annual plan and budget for major rehabilitation/ maintenances Use of 30% of capitation fund for minor rehabilitation/maintenances	Number of classrooms and housed rehabilitated/maintained

Plan matrix for Secondary education

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	303 teachers and 5,527 students in 18 Secondary schools provided with HIV/AIDS education by June 2022	Conduct TOT trainings for HIV/AIDS among teachers. Formulate HIV/AIDS clubs Introduce HIV/AIDS period in schools' timetable	Number of teachers and students with Knowledge on HIV/AIDS Number of Schools with teachers and students trained in HIV/AIDS
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T01	303 teachers and 5,527 students in 18 Secondary schools provided with education in anti-corruption strategies by June 2022	Conduct TOT trainings for corruption and its effects among teachers. Formulate anti-corruption clubs	Number of teachers and students with Knowledge in anti-corruption strategies

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
C: Improve access, quality and equitable social services delivery.	T01	Pass rate for form two students in 18 schools increased from 95% (2016) to 99% by June 2022	<ul style="list-style-type: none"> • Conduct District Terminal examinations and Regional annual examinations to students • Conduct closely Monitoring and supervision of teaching and learning activities in schools. Awarding best performed teachers and students	Number of schools increased pass rate
	T02	<p>Pass rate for form four students in 18 schools increased from 62% (2016) to 75% by June 2022</p> <p>Pass rate for form six students in 2 schools maintained by June 2022</p>	<ul style="list-style-type: none"> • Conduct District Terminal examinations and Regional annual examinations to students • Conduct closely Monitoring and supervision of teaching and learning activities in schools. Awarding best performed teachers and students	<p>Number of schools increased pass rate.</p> <p>Number of teachers and students awarded.</p>

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T03	Industrialization agenda at 18 schools and school clubs raised by June 2022	<ul style="list-style-type: none"> Sensitize students to study science subjects Complete construction of science laboratories Recruit adequate number of science teachers equip laboratories with all necessary equipments, chemicals and materials 	<p>Number of students studying sciences subjects</p> <p>Number of completed and equipped laboratories</p> <p>Number of science teachers recruited</p>
	T04	Pupils Book Ratio in 18 schools improved from 1:3 (2017) to 1:1 by June 2022	<ul style="list-style-type: none"> annually allocate adequate budget for books 	Pupils book ratio
	T05	Ratio of science teachers in 18 schools improved from 1: 54 (2017) to 1:24 by June 2022	recruit adequate number of science teachers	Number of science teachers recruited
	T06	Students' truancy and dropout in 18 schools reduced from 2% (2017) to 0.9% by June 2022	<ul style="list-style-type: none"> Collaborate with parents/guardians to reduce/eliminate truancy and dropouts 	Number of truants and dropped
	T07	18 schools provided with meals to all students by June 2022	<ul style="list-style-type: none"> Sensitize and Collaborate with parents/guardians in provision of school meals 	Number of schools providing schools meals to students
	T08	18 schools provided with water facilities by June 2022	<ul style="list-style-type: none"> Sensitize and Collaborate with parents/guardians allocate budgets for school water facilities 	Number of schools with water facilities.

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
D: Increase quantity and Quality of social services and Infrastructure.	T01	60 Teachers' houses constructed in 18 schools by June 2022.	Plan and allocate funds in each year's plan and budget Community involvement in construction	Number of teachers' houses constructed
	T02	51 Laboratory room completed in 18 schools by June 2022.	Plan and allocate funds in each year's plan and budget • Community involvement in construction	Number of completed laboratory rooms.
	T03	50 students' latrines constructed in 10 schools by June 2022.	Plan and allocate funds in each year's plan and budget • Community involvement in construction	Number of students' latrines constructed.
	T04	50 classrooms and 5 libraries constructed in 18 schools by June 2022.	Plan and allocate funds in each year's plan and budget • Community involvement in construction	Number of classrooms and libraries constructed.
	T05	2,500 students' chairs and tables made in 18 schools by June 2022.	Plan and allocate funds in each year's plan and budget • Community involvement in construction	Number of students' chairs and tables made.
	T06	School boundaries set in 18 schools by June 2022	• Allocate funds for setting schools' boundaries in each year's budget	Number of schools with boundaries set
	T07	20 hostels built in 18 schools by June 2022.	• Allocate for building hostels in each year's budget Community involvement in construction	Number hostels built

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T08	Infrastructures for disabled students built in 18 schools by June 2022	<ul style="list-style-type: none"> Allocate funds for building infrastructures for disabled students in each year's budget 	Number of disabled students' infrastructures built
	T09	Menstrual hygiene management rooms built in 18 schools by June 2022	<ul style="list-style-type: none"> Allocate funds for building menstrual hygiene management rooms in each year's budget 	Number of menstrual hygiene management rooms built.
	T10	Sports and Games facilities procured in 18 schools by June 2022	<ul style="list-style-type: none"> Allocate funds for procuring sports and games facilities in each year's budget 	Number of Sports and Games facilities Procured
	T11	Maintenance or rehabilitation of the existing classrooms, teachers' houses and offices done in 18 schools by June 2022	<ul style="list-style-type: none"> Allocate funds for maintenance/rehabilitation of schools' infrastructures in each year's budget. 	Number of school infrastructures rehabilitated each year.
	T12	To upgrade Muyama, Munzenze, Buyenzi and Mkoza secondary schools to A level by June 2022	<ul style="list-style-type: none"> Allocate funds for building required infrastructures 	Number of school infrastructures built
	T13	Electricity connection to 18 schools by June 2022	<ul style="list-style-type: none"> Annual Allocation of funds 	Number of schools connected
E: Enhance good governance and administrative services	T01	Secondary education Department Administration's Function in 18 facilitated by June, 2022.	<ul style="list-style-type: none"> Conduct regular monitoring and supervision of schools' activities 	Number of schools with education Department administration functions facilitated.
	T02	18 secondary schools Capitation expenses and fee compensations met by June 2022.	<ul style="list-style-type: none"> Prepare students statistics per each school. Make follow up for fund disbursed to schools from treasury 	Number of schools with Capitation expenses and fee compensations met.

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T03	18 secondary schools examinations' supervision facilitated by June 2022.	<ul style="list-style-type: none"> Conduct monitoring and supervision of form two, four and six examinations in schools 	Number of schools supervised and facilitated.
	T04	100 teachers' leave expenses facilitated by June 2022.	<ul style="list-style-type: none"> Prepare leave roster for teachers as per budget allocation each year. 	Number of teachers' leave expenses facilitated.
F: Improve Emergency and Disaster Management.	T01	Emergency and Disaster Management facilities procured and maintained in 18 schools by June 2022	Allocate funds for procuring Disaster Management facilities and maintenance in each year's budget	Number of Emergency and Disaster Management facilities procured in schools.
	T02	303 teachers and 5,527 students in 18 Secondary schools provided with emergency and Disaster Management trainings by June 2022	<p>Conduct TOT trainings for emergency and disaster management among teachers.</p> <p>Formulate Emergency and Disaster Management clubs</p>	Number of teachers and students with knowledge on emergency and disaster management

Plan matrix for Works

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	Awareness on HIV/AIDs Infections and prevention to 4 Staff creates by June 2022	Collaborate with CHAC and DAC to provide seminar on HIV/AIDS infection at workplace	Number of Staff aware of HIV/AIDs infections and prevention
B. Improve sustain and effective implementation of the national ant-corruption strategy.	T01	Awareness on corruption practices and anti-corruption strategies to 4 Staff by June 2022	Collaborate with PCCB to provide seminar on combating corruption	Number of staff aware of corruption and anti-corruption strategies.
D: Increase	T01	Service and	Allocate funds in	Number of motor

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
quantity and Quality of social services and Infrastructure.		maintenance of 10 Council motor vehicles coordinated by June 2022	annual plan and budgets	vehicles serviced and maintained
	T02	All Buildings/infrastructures constructed by the Council are supervised by June 2022	Adherence to government designs and standards frequent site visits	Number of designs prepared and issued to users Number of supervision visits conducted
E: Enhance good governance and administrative services	T01	Conducive working environment for nine Staff enabled by 2022	Allocate funds in annual plan and budgets	Number of staff Serviced Number of working tools and equipments purchased

Plan matrix for Planning, Statistics and Monitoring

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	HIV/AIDS knowledge at Workplace strengthened to 4 staff by June 2022	Conduct seminars to staff on HIV/AIDS in collaboration with CHAC& DAC	Number of staff with HIV/AIDS knowledge.
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T02	Anti –Corruption knowledge to 4 planning staffs strengthened by June 2022	Conduct seminars to staff in collaboration with PCCB.	Number of staff with ant-corruption strategies knowledge.
C: Improve access, quality and equitable social services delivery.	T01	20 ward planning teams capacitated with Planning and community facilitation skills by June 2022	Involve consultants	Number of ward planning teams capacitated

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T02	Community initiated projects and economic groups in one townships and 44 Villages supported by June 2022.	Mobilize resources and involve development partners	Number of community initiated projects supported. Number of economic groups formed and supported
	T03	All Council SP targets implanted by June 2022.	Mobilize resources and use annual plans and Budget	Number of SP targets implemented
D. Improve quantity and quality of economic services and Infrastructure	T01	1 Conference hall for Income generating investment purpose constructed by June 2022.	Mobilize resources and involve development partners	Number of conference halls constructed.
E. Enhance Good Governance and Administrative Services	T01	20 Monitoring & Evaluation of development Projects conducted by June 2022	Preparation of M & E in every financial year.	Number of M & E conducted
	T02	Council projects database established by 2022	Updating database by entering completed projects in every financial year	Existence of Projects database.
	T03	Council Administrative, social and economic database established by 2022	Updating socio economic data in every financial year	Existence of social economic database
	T04	Working tools and equipments (4 computers, 1 printer, 1shelves, 6 chairs, 1 cupboard and 1 photocopy machine) purchased by June 2022	Allocate funds in the annual and plan budgets	Number of tools and equipments purchased

Plan matrix for Finance and Trade

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infection	T01	HIV/AIDS knowledge at Workplace strengthened to 36 staff by June 2022	Conduct seminars to staff on HIV/AIDS in collaboration with CHAC& DAC	Number of staff with HIV/AIDS knowledge.
B. Improve sustain and effective implementation of the national anti-corruption strategy.	T02	Anti –Corruption knowledge to 36 staffs strengthened by June 2022	Conduct seminars to staff in collaboration with PCCB.	Number of staff with anti-corruption strategies knowledge.
C. Improve access, quality and equitable social services delivery	T03	Proper own source revenue collection increased from Tsh. 452,840,000/= in 2017/2018 to Tsh. 900,000,000/= by June 2022.	Formulation and enforcement of council revenue bylaws. Purchase working tools and equipments	Amount of revenue collected from proper own source
	T04	5 new own revenue sources introduced by June 2022	Identification of new potential revenue sources	Number of new own sources of revenue introduced
E. Enhance Good Governance and Administrative Services.	T01	16 Staff in 5 sections of the Finance Department facilitated with working tools by June 2022	Allocate funds in the annual plan budgets	Number of Staff facilitated with working tools
	T02	16 Staff facilitated to attend short courses and 8 facilitated to attend long courses by June 2022.	Allocate funds in the annual plan budgets	Number of staff facilitated to attend short and long courses
	T03	Council expenditure estimates and legal payments timely prepared by June 2022	Start early to prepare council estimates and payments	Number and category of payments timely effected.
	T04	Council workers' salaries timely prepared and paid by June 2022	Improve processing of workers' salaries	Number of months of timely payments
	T05	Council financial statement accounting timely prepared by June	Conduct proper monthly bank reconciliations	Number of months with timely prepared financial reports

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
		2022		
	T06	Increase percentage of businessman with license from 60% to 90% by 2022	conduct regular license inspections	number of businessman with license
	T07	Create conducive environment for growth of private sector in the District by June 2022	Conduct regular meetings with the District Business Council	Number of meetings conducted

Plan matrix for internal audit matters

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

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T03	44 Village council 88 Primary schools 18 Secondary schools 34 Health facilities 134 Youth and 60 women economic groups and COWSO audited by June 2022	Allocate fund in annual plan and budgets	Number of institutions and groups audited
	T04	Working environment to 3 staff improved by June 2022	Allocate fund in annual plan and budgets	Number of working tools and equipments purchased

Plan matrix for procurement management

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

E. Enhance Good Governance and Administrative Services.	T01	20 WEOs, 44 VEOs, 88 Head teachers, 18 Head Masters, and 34 health facility in charges trained in Public Procurement Act and regulations by June 2022	Integrate the trainings in annual plans and budgets	Number of staff trained
	T02	Procurement services to 13 councils Departments and 6 units facilitated and managed by June 2022	Preparations of annual procurement plans Adherence to the procurement Act and Regulations	Percentage scored on compliance in procurement activities.

Plan matrix for Legal matters

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infections.	T01	2 legal section Staff provided with HIV/AIDS education by 2022	Conduct seminars to staff on HIV/AIDS in collaboration with CHAC& DAC	Number of Staff who participated in HIV/AIDS seminar.
B. Enhance, sustain and effective implementation of the National anti-corruption strategy	T01	2 legal section Staff provided with education on corruption by June 2022	Conduct seminars to staff in collaboration with PCCB.	Number of Staff who attended anti-corruption strategies.
C: Improve access, quality and equitable social services delivery	T01	200 citizens provided with Free legal aid and advice by June 2022	Prepare and distribute leaf lets and other informative materials	Number of citizens who received legal services
	T02	Court cases for and against the Council, 44 villages and 20 wards attended by 2022	Improve preparation defense to protect rights of the council, Wards and villages	Number of cases attended for and against the Council, villages and Wards

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
E. Enhance Good Governance and Administrative Services	T01	44 villages leaders, and 20 WEOs trained on formulation of general by laws by 2022	Mobilize funds and Organize trainings to Village leaders and WEOs	Number of trainings conducted
	T02	The unit equipped with working facilities (computer printer) by June 2022	allocate funds in council annual plan and budget	Number of facilities purchased
	T03	Training of 20 Ward tribunals on their functions and responsibilities	Conduct training and distribute relevant legal materials	Number of ward tribunals trained
H. Improve management of natural resources and environment.	T04	44 Village councils facilitated with natural resources protection by laws by June 2022.	Prepare natural resources protection by laws.	Number of natural resources protection by laws prepared.

Plan matrix for information and communication technology

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

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
D. Improve quantity and quality of economic services and Infrastructure	T01	Local Area Network (LAN) infrastructure at HQ, Education building, Agriculture building, health facilities buildings, and at Buhigwe Offices built and maintained by June 2022.	Allocate funds in council's annual plans and budgets	Local Area Network infrastructure in place
	T02	Council's Data Center built and maintained by June 2022.	Allocate fund in council's annual plans and budget	Existence of Council's Data Center
	T03	Adequate internet bandwidth to meet Council needs provided and maintained by June 2022.	Allocate fund in council's annual plans and budget	Availability of adequate internet bandwidth
E. Enhance Good Governance and Administrative Services	T01	Council ICT unit equipped with ICT working tools by June 2022.	Allocate funds in council's annual plans and budgets	Number of ICT tools purchased
	T02	Communication and Online access to Council information established by June 2022.	Allocate funds in council's annual plans and budgets	Existence of Councils' information Online
	T03	Working condition of 2 ICT staff improved and maintained by June 2022.	Allocate funds in council's annual plans and budgets	Number of staff with Improved working condition
G. Improve emergence preparedness and disaster management	T01	Policy and standards on ICT developed and implemented by June 2022.	Consult expert on ICT policy and standards	Policy and standards in place
	T02	ICT data recovery and backups facilities; genuine anti-virus programs; and drivers Operating systems procured and installed by June 2022.	Allocate funds in council's annual plans and budgets	Existence of ICT data recovery and backups facilities; genuine anti-virus programs; and drivers Operating systems

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
	T03	CCT Surveillance System; and Biometric Access Control Systems Applications procured and installed by June 2022.	Allocate funds in council's annual plans and budgets	Existence of CCT Surveillance System; and Biometric Access Control Systems
I. Improve information and communication technology	T01	IT efficient systems to support ease of doing business facilitated by June 2022.	Allocate funds in council's annual plans and budgets	IT efficient systems in place
	T02	Dynamic database driven Council website developed and implemented by June 2022.	Consult expert and allocate funds	Database driven Council website in place
	T03	Telephone system that embraces VOIP technology upgraded by June 2022.	Allocate funds in council's annual plans and budgets	Telephone system that embraces VOIP technology in place
	T04	Communication facilities - Video Conference System and Electronic Notice boards installed by June 2022.	Consult expert and allocate funds in council's annual plans and budgets	Video conference system and electronic notice boards in place
	T05	Conference hall sound system installed by June 2022	Consult experts and allocate funds in council's annual plans and budgets	Sound system in place

Plan matrix for Election matters

Strategic Objective	Target Na.	Target	Strategies	Performance Indicators
A. Improve services and reduce HIV/AIDS infections.	T01	One staff provided with HIV/AIDS education by 2022	Conduct seminars to staff on HIV/AIDS in collaboration with CHAC& DAC	The Staff had attended IV/AIDS seminar
B. Enhance, sustain and effective implementation of the National anti-corruption strategy	T01	One Staff provided with education on corruption by June 2022	Conduct seminars to staff in collaboration with PCCB.	The Staff had attended seminars on anti-corruption strategies.
	T02	20 sensitization meetings to community members on corruption and bribes during election conducted by June 2022	Collaborate with PCCB.	Number of sensitization meetings
	T03	10 seminars to political leaders on effects of corruption during election conducted by June 2022.	Collaboration with PCCB.	Number of seminars of effects of corruption conducted
E. Enhance Good Governance and Administrative Services	T01	Sub village and Village leaders elections supervised by June 2022	preparation of election materials Training of returning officers, assistant returning officers	Number of elections supervised Number of personnel trained
	T02	The 2020's general election supervised by June 2022	Update voters' register book Train returning officers, assistant returning officers and general election Clerk	Number of voters updated Number of personnel trained
	T03	Emerging leaders vacancies filled by June 2022	preparation of election materials Training of returning officers, assistant returning officers	Number of vacancies filled

CHAPTER FIVE

IMPLEMENTATION, MONITORING, EVALUATION, REVIEW AND ASSUMPTIONS

5.1 Implementation

For the purpose of implementation, this strategic plan will be the basis of Medium Term Expenditure Framework. The objectives and targets developed in this Strategic Plan should be used to prepare activities and budgets. This will ensure that resources are allocated according to the priorities stipulated in the Strategic Plan. The District Executive Director (DED) will be responsible and accountable for the implementation of the 2017/2018 – 2021/2022 Strategic Plan.

With support of the District management team, the DED will regularly report on Plan implementation and its overall performance to the respective organs of the District Council (including Council's Committee meetings and the Full Council). For coordination purpose, the Planning Statistics and Monitoring Department will play a key role in providing oversight on the implementation, monitoring and evaluation. On the other hand, all Departments and Units with assistance from other stakeholders will take charge of the implementation of daily activities reflected in this plan through the Medium Term Expenditure Framework.

5.2 Monitoring

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

- To guarantee that, all planned activities are implemented and that, if there is any divergence, correct actions are taken on time;
- To facilitate feedback to the management to enable it make necessary decision at the right time;
- To make sure that financial discipline and use of the District scarce resources is sustained;

- To make sure that activity implementation are always in line with respective objectives and targets of this Plan;
- To ensure implementation is focused on realization of the vision and mission of the District Council;
- To facilitate review of the implementation process;

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

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

It is important to note that, monitoring report at all levels should be clear and reflect the monitoring objectives of this Monitoring Framework. During data collection and reporting, Table 41 will provide a useful guide.

Table 41: District Monitoring Framework

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

With the useful guide provided by Table 41, the head of department responsible for Planning and Monitoring, will prepare a reporting format, to further guide the implementation of this Monitoring Framework.

5.3 Evaluation

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

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

- Establishing whether the Plan objectives, targets and activities as implemented in the District were relevant in terms of having addressed issues of priority and importance to Buhigwe District Community.
- Establish whether in the first place the implementation of the Plan was effective in terms of ascertaining the extent to which the Plan objectives, targets and activities have been achieve

- Determine efficiency of the implementation of the Plan in terms of whether the Council has mobilized adequate resources and the use of such scarce resources was justifiable.
- Assessing the reasons given with regards to success or failure in achieving implementation targets
- Understanding whether the Plan implementation is achieving desired impact in fulfilling the Council vision and mission.
- Assessing whether the interventions made through the Plan objectives, targets and activities can be sustained for the benefits of the community to avoid repeating doing the same things every year.

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

5.4 Plan Review

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

5.5 Assumptions

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

- Continued good leadership at the District council level
- Improved conditions for effective staff retention and motivation
- Timely disbursement of funds from Central government

- Continued provision of technical support, policies, guidelines and financial support from respective ministries
- Continued stability and improved economic growth of the country
- Continued conducive political and socio-economic environment in the District
- Continued willingness of stakeholders to support and respond effectively to the needs of District Council in implementing this Strategic Plan