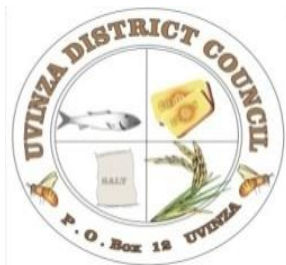


UNITED REPUBLIC OF TANZANIA



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



**UVINZA DISTRICT COUNCIL
STRATEGIC PLAN**

2019/2020-2022/2023

**District Executive Director
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JUNE, 2023

EXECUTIVE SUMMARY

This Strategic Plan is divided into five chapters: 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 and land uses have been presented. Chapter two provides situation analysis of the District Council where by 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, the chapter presents the description on how various development policies and strategies affects or relate to the development process in the District. These policy and strategies include but not limited to: the Tanzania Development Vision 2025, and the Sustainable Development Goals.

Chapter three summarizes the performance review on the implementation of the previous strategic plan; where the major achievements and constraints which affected the implementation of the previous plan have been presented. Chapter four describes the Plan in which the vision, mission; strategic objectives, service areas, targets, strategies and performance indicators have been presented. The Chapter indicates that, the vision of Uvinza District council is "to be a competitive council with quality and sufficient socio-economic services to the community". Whilst, its mission is "to facilitate the provision of high quality services in collaboration with other Development partners for sustainable development of the community" Chapter five; which is the last, presents the implementation, monitoring, evaluation, and review frameworks. The chapter indicates that, the District Executive Director (DED) who is the Chief Executive Officer of the Council shall be responsible and accountable for the implementation of the Plan. It further shows that the objective of monitoring and evaluation is to guarantee that, all planned activities are implemented and corrective actions are taken on time; as well as drawing valuable lessons for future programming.

LIST OF ABBREVIATIONS AND ACRONYM

CCHP	Comprehensive Council Health Plan
COBET	Complementary Basic Education
COWSOs	Community Owned Water Supply Organizations
DWST	District Water and Sanitation Tea
DMOs	District Medical Officers
FBO	Faith Based Organization
FGM	Female Genital Mutilation
HIV/ AIDS	Human Immune Virus/ Acquired Immune Deficient Syndrome
HRH	Human Resource for Health
ICBAE	Integrated Community Basic Adult Education
ICT	Information and Communication Technology Unit
JICA	Japan International Cooperation Agency
MVC	Most Vulnerable Children
NGOs	Non-Governmental Organizations
ODL	Open and Distance Learning
OPRAS	Open Performance Review Appraisal System
PBR	Pupils Book Ratio
PEDP	Primary Education Development Programme
RWSSP	Rural Water Supply and Sanitation Programme
SACCOS	Savings and Credit Cooperative Societies
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TB	Tuberculosis
VICOBA	Village Community Banks

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Statement of the District Council Chairman

Uvinza District Council is one of the newly established councils in Tanzania. It was gazetted in September 2011 and officially started its activities in July 2013. In the first four years of its existence, the Council had no official plan which was systematically prepared under its mandate. It is my pleasure to acknowledge that 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 to be used as guidelines during preparation of Medium Term Plan and Budget Expenditure Framework (MTEF). The Plan identifies priorities of service delivery and normal routine of annual reviews conducted by communities.

This Plan aims at fulfilling the District Council's Vision of being "a competitive council with quality and sufficient socio-economic services to the community". It emphasizes the improvement of services delivery to the communities of Uvinza District through effective and efficient use of resources. The Council will utilize her own resources and the support from Central Government and other development partners to implement development projects in all sectors. Implementation of these projects is expected to produce services that improve and increase socio-economic development of the communities. The Plan elaborates a number of key issues ranging from situation analysis of the District, vision statement and mission. It also defines organization objectives, targets and strategies that will enable attainment of the desired vision of the Council.

The Council would like to thank all those who have made the preparation of this Strategic Plan possible. Special appreciations go to the following; the District Commissioner for Uvinza District, Councilors, Ward and Village Executive Officers, Division Secretaries, leaders of various political parties, religious leaders, as well as civil society organizations. The Council extends acknowledgement to all Council technical staff led by Planning Monitoring and Statistics Department for their commitment and contribution to the successful completion of this task.

Last but not least, I extend my acknowledgement to the Central Government of Tanzania for the financial support. It is my sincere hope that this 2019/2020 - 2022/2023 Strategic Plan will inspire stakeholders and bring considerable achievements socially, economically and politically in our District.

Jackson Mateso
Hon. (*Councilor*)
District Council Chairman

Statement of the District Executive Director

The previous strategic plan was customized from Kigoma District Council in 2013 following its split into Kigoma and Uvinza district councils. This updates of Strategic Plan covers the period between 2019/2020 and 2022/2023. The Plan is designed to enable the Council realize its Vision of being among “a competitive council with quality and sufficient socio-economic services to the community”. It is my expectation that the realization of this Vision will ultimately contribute to the achievement of the Tanzania Development Vision 2025 of transforming the economy into a middle income and semi-industrialized state by 2025. This is expected to be realized through the achievement of the following strategic objectives as envisaged in this Plan:

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

To achieve these Strategic Objectives, concerted efforts are needed from both Council’s Staff, Community members and other Development Stakeholders. Let me take this opportunity to request all concerned parties to do their best to support the realization our Vision.

Zainab S Mbunda
District Executive Director
Uvinza District Council

CHAPTER ONE

BACKGROUND INFORMATION AND BRIEF DISTRICT PROFILE

1.1 BACKGROUND INFORMATION

1.1.1 Mandate and Functions of Uvinza District Council

Uvinza District Council was established following the split of former Kigoma District Council into two district councils namely Kigoma and Uvinza. It was announced a District Council through Government Gazette No 237 on 9 September 2011, and officially started its functions on 1st July, 2013. The Council is among eight District Councils in Kigoma Region, alongside with Kigoma Ujiji Municipal Council, Kigoma District Council, Kasulu District Council, Kasulu Town Council, Kakonko District Council, Kibondo District Council and Buhigwe District Council.

Under Article 148 of Local Government District Authorities Act of 1982, all Local Government Authorities; including Uvinza, are mandated to play three main functions, these are: maintenance of law, order, and good governance; promotion of economic and social welfare of the people in their areas of jurisdiction and, 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:

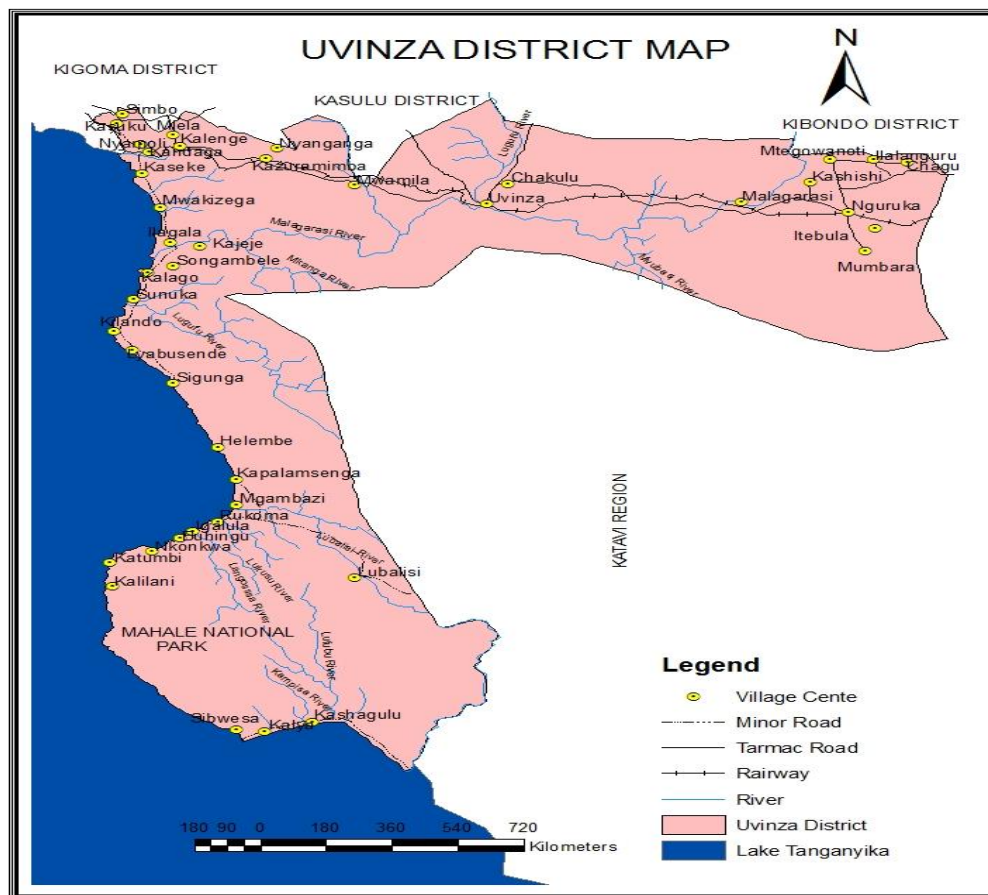
- i. Formulation, coordination and supervision of the implementation of all plans for economic, industrial and social development in their areas of jurisdiction.
- ii. Monitoring and controlling the performance of duties and functions of the council and its staff.
- iii. Ensuring the collection and proper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

1.2 BRIEF DISTRICT PROFILE

1.2.1 Geographical Location

Uvinza District lies between latitudes 5°00' and 6°55' South of the Equator and Longitudes 29°35' and 31°30' East of Greenwich Meridian. Its altitude stretches between 900 and 1,000 meters above sea level. The District headquarters is Lugufu, which is located 80 kilometers from Kigoma Town. The District borders with Democratic Republic of Congo on western side within Lake Tanganyika; Kaliua District (Tabora Region) in the East; Kasulu and Kigoma Districts in the North; and Katavi region on the southern side.

Figure 1: Location of Uvinza District



1.2.2 Land Area and Land Uses

The District occupies an area of 10,178 square kilometers. The main land uses in the District are: agriculture, livestock keeping, national parks and forest reserve.

1.2.3 Administration

Administratively, Uvinza District Council has three divisions, namely; Nguruka, Ilagala and Buhingu. These Divisions are divided into 16 Wards, 61 villages and 330 vitongoji as shown in Table 1.

Table 1: Administrative Units of Uvinza District Council

S/N	Division	Number of Wards	Number of Villages	Number of Vitongoji
1	Nguruka	6	17	98
2	Ilagala	5	21	119
3	Buhingu	5	23	113
Total		16	61	330

1.2.4 Population

According to 2022 Population and Housing census, the population of Uvinza District was 458,353; out of which 225,107 were males and 233,246b were females and 91,323 household

1.2.5 Rainfall and Temperature

Annual rainfall is variable ranging from 600-1500mm being the heaviest in Feb-May in highlands, intermediate in the lower slopes and low in the valley bottom and lake- off shore areas. Lake Tanganyika has positive influence on rainfall pattern and distribution. Mean daily temperatures range between 25°C in December and January to 28°C in September. Temperature varies inversely with altitude. During cold season in June, July and August, the temperature goes down to 15°C, especially in the Northern part of the district

1.2.6 Ecological Zones

Uvinza District Council has three main ecological zones, namely northern highlands, Southern highlands and, the flat lake zone.

1.2.7.1 Southern Highland Zone

This zone rises from 1500 to 2500 meters above sea level. Because of its altitude, the zone is locally known as ‘Lubalisi highland’. The zone is characterized by cold weather with high rainfall of about 1500 to 2500 mm annually, and begins to fall in mid October through May. The dry spell is only two weeks duration between January/February, and the zone has only one village namely Lubalisi. The zone is characterized by sand clay acidic soils which are deficient of phosphorus and nitrogen. The main crops grown in this zone include cassava, bananas, tobacco, maize, Irish potatoes, pigeon peas and various fruits suited to cold conditions.

1.2.7.2 Central Zone

This zone lies between Northern Highlands and Miombo forests and is narrower than other zones. The zone stretches from 1500 m to 2500 m above sea level and receives rainfall of between 1200 and 1500 mm which falls from October to May. The soils in this zone are acidic, particularly in slopes of Kandaga, Uvinza, Nguruka, Kaseke, Luchugi and Nyanganga wards. Crops grown include maize, beans, cassava, peas, sunflower, pineapples and oil palm.

1.2.7.3 Lake Zone

This zone covers the areas along Lake Tanganyika from Mwakizega to Kalya wards; rivers Maragalasi, Lugufu, Nkonkwa, Lagosa and Kampisa in Uvinza District. The zone rises between **800m - 1200m** above sea level. Temperatures are generally high since it falls within the rift valley. Rainfall is between 1000mm and 1400mm; and its soils are mostly sandy clay soils which are relatively less fertile. The zone also covers the famous Mahale National Park which is rich in gorillas. Crops grown include oil palms, cassavas, beans and vegetables.

1.2.8 Main Economic Activities

Almost 85 percent of people in Uvinza District Council are involved in agriculture. They cultivate food crops such as maize, cassava, rice, and beans. Cash crops grown include oil palm, tobacco and groundnuts. Other economic activities are livestock keeping, fishery and small businesses.

1.3 RATIONALE, PROCESS AND STRUCTURE OF THE DOCUMENT

1.3.1 Rationale for the 2019/20-2022/23 Strategic Plan

Strategic planning is a process intended to assist an organization to identify and maintain an optimal alignment with the most important elements in its business and operating environment. Such operating environment consists of political, social, economic, technological, and climatic conditions. An organization failing to develop or review its strategic plan, more often than not, reduces its capacity to cope with its operating environment. In recognition of this fact, the update of this 2019/20-2022/2023 Strategic Plan is justified.

This Plan has been prepared after a review of the previous customization of the former Kigoma District Council plan, by taking stock of the achievements and constraints. Based on the previous implementation experience, the plan identifies the District's capacity to deal with emerging issues in its business environment for the next five years. The Plan is in line with the third Five Years National Development Plan of 2020/2021. This plan embraces optimal use of the limited resources while exploiting the emerging development opportunities to realize the vision of the District.

1.3.2 Process of Preparing the 2019/2020-2022/2023 Uvinza Strategic Plan

The preparation of this Strategic Plan was largely done in a participatory manner. 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 develop a useful strategic plan. During the sessions, the Planning Team was introduced to various concepts and tools that enabled them generate information needed for the preparation of this Strategic Plan.

The capacity building sessions were carried out as planning workshops, which were used to generate data through rapid assessment methodology. These workshops took five days, whereas at the end of each day participants were asked to provide a certain output based on the concepts and tools they had learnt. 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 a draft plan to be shared among heads of units and departments for review and validation. The heads of units and departments provided their comments in one-week time, whereas the facilitators incorporated and produce second draft. The second draft was presented in a one day workshop with District - wide stakeholders, ranging from Councilors, Ward Executives, Other Government Entities in the District, Faith Based Organizations, Non-Governmental Organizations to Private sector. Thereafter, the draft was improved, circulated and presented to the respective Council's Committee and to the Full Council for comments and approval.

1.3.3 Structure of the document

This document is organized into five chapters. Chapter one is on the background information which gives a brief profile of the District and outlines the process through which this Strategic Plan was prepared. Situation analysis has been presented in chapter two. It covers the detailed analysis of internal and external environments 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 describes the plan implementation, monitoring, evaluation, review framework and assumptions.

CHAPTER TWO

SITUATION ANALYSIS

2.1 ANALYSIS OF INTERNAL ENVIRONMENT

This part provides status of each of the 8 division departments and 8 Unity of the Uvinza District Council (hereafter called service areas). Information from this section has been used as input for revising the Vision and Mission statements of the Council. In addition, the information was useful during the development of core values, setting targets and formulating strategies. Details of the baseline information including core functions of each service area are given in the following sub-sections.

2.1.1 Personnel and Administration

Personnel and Administration is one of the 13 departments in Uvinza District Council. The Department performs the role of managing human resources at council level. The core functions of this Department are to: recruitment, confirm, and promote competent staff; plan, supervise and monitor staff training program which is coordinated by the unit of good governance; coordinate staff performance and appraisal through Open Performance Review and Appraisal System (OPRAS); coordinate preparations of quarterly and annual capacity building plan and implementation report; evaluate training program; prepare annual personnel emoluments; prepare quarterly training program; prepare annual staff establishment and, monitor staff ethics and good conduct. The current position of District staff against total staff requirements in various departments and units is shown in Table 2.

Table 2: Staffing Level

No.	Division/Unity	Staff Needed	Present Staff	%	Shortage	%
1	Administration & Human Resource	141	64	45	77	55
2	Finance & Accounts Unity	17	7	41	10	59
3	Planning and Coordination	4	1	25	3	75
4	Government Communication	22	13	59	9	41
5	Community Development	25	5	20	20	80
6	Education-Primary	1728	1172	68	556	32
7	Education-Secondary	456	248	54	208	46
9	Infrastructure, Rural and Development	12	5	42	7	58
10	Natural Resources and Environment	187	18	10	169	90
11	Agriculture, Livestock & Fisheries	68	24	35	44	65
12	Health Welfare and Nutrition	732	79	11	653	89
13	Internal Audit	3	2	67	1	33

No.	Division/Unity	Staff Needed	Present Staff	%	Shortage	%
14	Legal services	3	1	33	2	67
15	Procurement Management	5	2	40	3	60
17	ICT	3	2	33	2	67
18	Sports, Culture & arts	6	1	17	5	83
19	Waste Management and Sanitation Unity	1	0	0	1	100
Total		3444	1653	48	1791	52

2.1.2 Agriculture, Irrigation, and Cooperatives

The core business of Agriculture, Irrigation, and Cooperatives Department is to: provide extension services, promote and support crops' production; promote and support irrigation and mechanization; and promote cooperatives. As the name of the Department suggests, the Department is divided into three units, namely: Agriculture, Irrigation, and Cooperatives. The functions of these Units are as follows:

Agriculture unit is responsible for providing training to farmers in Good Agricultural Practices (GAP) and improved technology, collecting and analyzing agricultural data, advising farmers on GAP, encouraging adoption of good agricultural practices for farmers through Farmer Field School (FFS) and demonstration plots, plant protection through the use of pesticides and good crop husbandry, promoting crop productivity through the use of improved inputs, construct market infrastructures for crop produce to ensure the crop produce quality and standard control, promoting post harvest handling techniques and improved storage technologies, ensuring food security and nutrition at household level and District in general.

The irrigation and mechanization unit deals with the use of improved agriculture implements, construction of irrigation infrastructures, farm structures, maintenances, surveying and land use planning, it also deals with promoting production of horticultural crops.

The Agriculture unit has a total of 22 staffs out of 64 staffs needed in the District. There is, therefore, a shortage of 48 staffs.

Cooperatives unit is awareness creation and sensitization, monitoring, supervision, providing trainings on cooperative principles, ethics and values, inspection and auditing of Cooperative societies' activities adherence to cooperatives Act No. 6 of 2013 and its regulations of 2015 and the policy governing their operations.. The staffs at the Headquarters are also not adequately equipped with requisite working facilities particularly transport. The Department has no car out of three which are needed; and it has provided only 16 motor bikes to extension officers out of 18 which are needed to run the activities of the Department. There are also acute shortages in laptops, Extension kits, overcoats; gum boots; GPS; and tape measures. The unit has 2 staffs out of 6 needed; there is a shortage of 4 staffs.

The situation of agriculture, irrigation, and cooperatives in the District

Agriculture

Agriculture is the major economic activity in Uvinza District, with subsistence farming being the dominant. A significant number of people in the District use poor crop husbandry practices and farming methods such as hand hoe, while very few use improved tools like animal power and tractors for cultivation, with their limited use for planting and weeding. Most of the farmers can not follow the basic principles of agricultural production because more than 60% of villages in Uvinza District lack village extension officers (VAEOs) and this leads to low agricultural productivity.

The total arable land for agriculture in the District is 444,633 ha, but only 340,171 ha are being cultivated. The District has established four centers where people can hire tractors. There are only five (5) tractors in total for the whole District which can be hired by the farmers as indicated in Table 4.

Table 4. Centers for Tractor Hire in Uvinza District Council.

No.	Center	Number of Tractors
1	Malagarasi	2
2	Ilagala	1
3	Kalya	1
4	Lugufu	1
Total		5

Source: DAICO's Office

Agricultural Production

This section is mainly dealing with promotion of recommended husbandry practices for both cash and food crops through extension services delivery, agro-mechanization and availability and proper use of agro inputs. The aim is to increase production and productivity in order to enhance food security and generate income to farmers. Among the food crops grown in the District include maize, rice, bananas, yams, cassava, sweet potatoes, beans, peas, bambara nuts, groundnuts, sesame, and sunflower. Cash crops are rice, oil palm, tobacco and coffee. Crop production has been increasing due to various efforts done by the department. During 2016/2017 growing season, production levels for various food and cash crops were as shown in Table 5.

Table 5: Production of Various Crops for Cropping Season 2021//2022 in Uvinza Council

Crop	Area (Ha)	Production (Tones)
Maize	89,613	231,318
Paddy	41,845	125,335
Plantains	5,403	32,924
Sweet potatoes	31,615	196,341
Cassava	91,768	348,745
Yams	143	271
Beans	44,710	98,360

Pigeon peas	2,204	4,916
Bambara nuts	8	8
Palm oil	12,697	15,262
Grand nuts	18,552	41,742
Sesame	25	25
Sunflower	260	799292
Horticultural crops	1328	4,438
TOTAL	340,171	1,898,977

Source; DAICO's Office.

Markets for Agricultural Products

a) Tobacco

Price of tobacco has steadily increased depending on its quality. Farmers are encouraged to observe proper tobacco management right from the field during harvesting, processing packaging, loading and unloading at the market. A kilogram of grade 1 costs 7,000/= in 2023

b) Palm oil

Market for palm oil is relatively more available as compared to other crops such as maize, cassava and beans. Palm oil is therefore an important source of income to farmers. A litre of palm oil fetches between 3500/= and 4,000/=.

c) Rice

The market for rice in Uvinza District Council is big and reliable, especially in Kalya, Buhingu, Igalula, Sunuka, Itébula, Mganza and Nguruka wards where rice is sold locally and out of the District as far as to the Democratic Republic of Congo, Burundi and Rwanda. A 100kg bag of unprocessed rice fetches from 100,000/= to 120,000/=.

Agricultural Inputs in the District

Uvinza District receives agricultural inputs from Agricultural inputs industries, companies, dealers and Central Government. While this has almost been the only source of inputs supply to the poor farmers.

The District agricultural inputs requirements are as follows below:-

i). SEEDS

- Maize – 2264 Tons
- Puddy – 1,000 Tons
- Beans – 3,236 Tons

ii). CHEMICALS

- Pesticides (Liquids) – 724 Litres
- Herbicides (Liquids) – 2765 Litres
- Diseases , - Fungal, Bacterial and Viral (Powders) – 1,200Kgs
(Liquids) – 2345Litres

iii). FERTILIZERS

- DAP – 56,291 Tons
- UREA/CAN – 18,014Tons.

Irrigation unit.

This unit deals with the development of irrigation infrastructure, organizing farmers (water users) to get the water rights before they start irrigation. Also it explores the potential irrigation valleys in the district.

Uvinza District has a high potential area for irrigation, which can lead to a high and sustainable development of agriculture. Flow of permanent rivers in the district can easily make gravitational irrigation. There are about 17,920 Ha which are potential for irrigation of which, only 1,900 Ha (10.6%) are being irrigated through traditional schemes. The district is constructing two irrigation schemes namely Kashagulu and Mgambazi Irrigation schemes with a total of 403 Ha to be irrigated which is only 23 % of the potential irrigable land in the two schemes. Two more schemes which were under construction had were halted due to financial difficulties as summarized Table 6. The Council needs to tap this potential for sustainable agriculture in the District.

Table 6: Status of Implementación of Irrigación Schemes under Government Support

S/N	Name of Scheme	Potential Area (Ha)	Approved Area (Ha)	Implementation Status	Remarks
1	Kashagulu	1200	400	Pending works include: water distribution points main canal of 600m, river bands and a culvert	All phase I works completed at 100%.
2	Mgambazi	1000	800	Construction of Distribution point completed at 90%. Delays were encountered due to flooding of the valley.	The project is under the supervision of zonal engineer from Tabora
3	Nyanganga	400	0	Construction of Distribution point, main channel of 300m done, but 200m more needed. construction of road to the scheme in progress	The project was implemented under KIVIDEA support
4	Nkonkwa	320	320	Construction of Distribution point completed, main canal 520 m and intervening canals No.1 of 3000 m and No.2 of 750 m.	The project is under the supervision of zonal engineer from Tabora. It was halted in 2007 due to financial difficulties.

To date, the Council has identified 17 large and small valleys suitable for irrigation agriculture amounting to 17,920 Ha in different villages as shown in Table 7.

Table 7: Valleys Suitable for Irrigation Agriculture in Uvinza District Council.

S/ N	Name of Valley	Location/ village	Size (Ha)	Water Source	Crops Cultivated
1	Kashagulu	Kashagulu	1,200	Kampisa	Rice, maize, oil palm, cassava
2	Kalya	Kalya	300	Mnyamasi	Rice, maize
3	Katobelo	Nkonkwa	320	Kabezi	Rice, maize, beans,
4	Kisabwai	Mgambazi	1,000	Rwegere	Rice, beans, maize
5	Bulimba	Rukoma	1000	Rwegere	Oil palm, rice, maize ,
6	Machazo	Ilagala	300	Malagarasi	Rice, maize
7	Nyanganga	Nyanganga	400	Mkuti, Nyanganga	Rice, sugar cane, maize
8	Biliani	Ilagala	1,000	Malagarasi	Rice, oil palm, maize, beans
9	Katato	Buhingu	100	Katato	Rice, maize, beans,
10	Luguvu	Sunuka	1,500	Luguvu	Rice, oil palm, beans
11	Kampita	Karago	300		Rice, sugar cane.
12	Nkanga	Songambel e	100	Nkanga	Rice, maize
13	Kalenge	Kalenge	100	*	Rice, maize beans
14	Ruchugi	Basanza	4,000	Ruchugi	Rice, maize
15	Maragalasi	Maragalai	5,000	Maragalasi	Rice
16	Lufubu	Lufubu	800	Kampisa	Rice, beans, maize
17	Ibolelo	Lufubu	300	Kampisa	Rice and maize
	Total		17,920		

*NB: Valleys with * have incomplete data on their sizes*

Based on the guidelines on irrigation agriculture, the Council has embarked on mobilization of farmers to form their irrigators' organizations for proper management of irrigation schemes. Already three organizations have been established in three schemes which are under construction as shown in Table 8.

Table 8: Status of Irrigators organizations in Uvinza District Council

N o	Name of Scheme	Name of Organization	Number of Members	Current Status
1	Kashagulu	Umoja wa Wakulima Kampisa (UWAKA)	800	Finalizing of registration procedures
2	Nyanganga	Umoja wa Umwagiliaji Kanani (UMUKA)	130	Finalizing of registration procedures
3	Mgambazi	Umoja wa Wakulima wa Umwagiliaji Amkeni Mgambazi	350	Finalizing of registration procedures
Total Members			1280	

Cooperatives Unit

This is a cross-cutting section in its operations as it deals not only with farmers but also with other sectors. In agriculture it deals with Agriculture Marketing Cooperative Societies (AMCOS) which are group of farmers dealing with cash crops marketing specifically tobacco. There are 2 cooperative societies dealing with livestock, and 3 for beekeepers. There are 20 registered SACCOS as illustrated Table 5.

Table 5: Number of SACCOS and Membership Status in Uvinza District

S/ N	Name of the Cooperative	Location	Number of Members		
			Females	Males	Total
1	Mahale SACCOS	Mahale	7	22	29
2	Kabogo Kirando SACCOS	Kirando	11	13	24
3	Nyota SACCOS	Sunuka	15	19	34
4	Mwangu SACCOS	Ilagala	18	23	41
5	Tumaini Group SACCOS	Uvinza	9	11	20
6	Nguruka SACCOS	Nguruka	11	13	24
7	Umoja SACCOS	Basanza	17	12	29
8	Jitihada SACCOS	Uvinza	11	14	25
9	Mwenge SACCOS	Sunuka	16	16	32
10	Lagosa SACCOS	Igalula	12	19	31
11	Bukebuke SACCOS	Mganza	14	18	32
12	Kandaga SACCOS	Kandaga	11	17	28
13	Harambee SACCOS	Nguruka	13	18	31
14	Rubugwe SACCOS	Buhingu	14	15	29
15	Mahale Youth SACCOS	Buhingu	25	27	52
16	Kigoma and Uvinza Drivers SACCOS	Uvinza	0	21	21
17	Upendo SACCOS	Kazuramimba	13	14	27
18	Imalamagambo SACCOS	Malagarasi	8	16	24
19	Uvinza Women SACCOS	Kazuramimba	51	0	51
20	Lake Tanganyika Women SACCOS	Ilagala	50	0	50
Total			326	308	634

Major Issues to be addressed by the Department

Agriculture is faced by several problems which need to be addressed in the coming five years to enable the District move forward. These include:

- Critical shortage of extension workers, out of 89 required staff there are only 23.
- Input supply especially in remote rural areas where they are either not readily available or relatively expensive.

- Low investment in agriculture caused by limited funds for long term financing
- Shortage of improved planting materials and high post harvesting losses. The district does not have reliable stockiest as well as infrastructure.
- Unreliable markets for crops, especially non- traditional crops such as red palm oil, maize, beans and paddy.
- Inadequate extension services (Shortage of staff, extension kits and transport facilities) and lack of regular training for both staff and farmers.
- Poor crop husbandry practices since more than 60% villages do not have village extension officers (VAEOs).
- Low and declining soil fertility (nutrients mining) due to inadequate use of fertilizers and thus low crop production.
- Inadequate use of agriculture technologies such as draught animals, farm machinery and, improved seeds.
- Poor communication and transport due to poor road networks in areas with high agricultural production (Lake Zone).
- Undeveloped agricultural irrigation farming (no improved irrigation schemes) despite the high potential for gravity irrigation.

2.1.3 Land and Natural Resources

Generally, the Department has the following Roles and Responsibilities:

- (a) Surveying and measuring the boundaries of the villages to have approved map.
- (b) Prepare Land use plans
- (c) Surveying and measuring the farms and settlement in villages, small town, head quarter and other trading center.
- (d) Build capacity and awareness to Community leaders on various policies, regulation, and acts governing land and natural resource in Uvinza District Council.
- (e) Solve land conflicts
- (f) Collect land rents
- (g) Sensitization of community to participate in contributes and share cost of developing title deeded and Customary Certificate Right of Occupancy (CCROs) in land they own.
- (h) Coordination of all activities related to land and Natural Resource in the district.
- (i) Coordination of national festivals related to natural resource such as Tree planting day, World Environment day, World wetland day, and Inserting beehives day.
- (j) Prepare town plans to be approved at regional and ministerial level
- (k) Surveying and mapping the reserve found in our district.
- (l) Undertake property valuation and any project activities that need to be compensated before implementation.
- (m) Facilitate community to prepare management, harvesting plan and by – law for their village/community land forest reserves.

- (n) Protect community from dangerous wildlife animals such as hippopotamus, lion, tiger, elephant, crocodile and buffalo.
- (o) Facilitate the community to fill form for wildlife consolation.
- (p) Sensitized and encourage the village to established village beekeeping reserve
- (q) Facilitate formation of beekeeper groups and cooperative Societies.

The department is divided into two main Sections which are Land and Natural Resources, while each section has subsections with specific and unique functions as compared to others. There are 5 subsections of Land, and 3 subsections of Natural Resources: Land, Town Planning, Surveying, Valuation, Cartography, Forest, Wildlife and Beekeeping. The current staffing situation in the Land and Natural Resources is as depicted in Table 10.

Table 10: Staffing Position in Land and Natural Resources Department

No.	Section	Required	Present	Shortage	Remarks
1	Land	3	1	2	Some sections (Valuation and Cartography) have no staffs at all
2	Town plan	2	1	1	
3	Surveyor	6	0	6	
4	Value	2	0	2	
5	Cartographer	2	0	2	
6	Forest	16	0	16	
7	Wildlife	9	1	8	
8	Beekeeping	9	1	8	
Total		49	4	45	

2.1.3.1 Natural resources

Uvinza District Council has numerous natural resources. The Natural resources Unit has three sectors which are Forest, Game (wild life) and Beekeeping. The Unit has a total of 4 staffs instead of 45 required for adequate management of utilization of natural resources in a sustainable way.

- a) Forest:** The district is endowed with abundant National Forest Reserves such as Lugufu (5,439Ha), Ilunde (5,997.50Ha), Basanza (12,850Ha), Uvinza wards (16,835Ha), Mpanda Line (35,612Ha) . All these forests are under Central Government Authority as today they are under the management of Tanzania Forest Service Agency (TFS) and the District Council. The District is dominated by large grassland plain, Mountain forest, Equatorial river line forest especially around river Malagarasi, Ugalla and Masito Forest. In total, the Council has a forest land amounting to 174,454 Ha taking the government's forest reserve which is under its control as summarized in Table 9.

Table 9: Forest Coverage in Uvinza District Council

Name of Forest	Size (Ha)
Uvinza	6,144
Ilunde	6,441
Basanza	5,376
Msitu wa Wilaya ya Uvinza	156,493
Total	174,454

In the forestation programme 1,760,003 trees were planted in 2022/2023 by communities (JKT, Primary and Secondary Schools, NGOs, CBOs, KTU – Tobacco, and individuals). In addition, every village in the district has set aside a forest development

- b) Wild life:** Separately from these forest reserves, Uvinza District is dominated with large Open area (Uvinza Open Area), Wetland area (Malagarasi - Moyovosi Ramsar site) and Game Controlled area (Luganzo Game Controlled Area) found in Uvinza and Nguruka Divisions. Also is covered by large Lakes such as Lake Tanganyika (8,029km²), Lake Sagara and Nyamagoma in Nguruka Division; and perennial Rivers like River Malagarasi, Ugalla and Lugufu. All these physical features make Uvinza District to be one of Mega biodiversity district in our Country. It is the district which possesses large number of endangered wild animals like Chimpanzee, Elephant and other Insects and birds. The District has one National Park called Mahale Mountain National Park as it is under Tanzania National Park Authority and one Game controlled area called Luganzo. Also the District is bordered with Moyovosi – Kigosi Game reserve under Director of Wildlife in the Northern part. These provide venue for developing tourist attractions and tourist/local hunting activities.

c) Beekeeping

There are 75 groups of beekeepers with a total membership of 1,857 (1,385 men and 490 women). From these groups, the Council has managed to facilitate establishment of three Cooperative/SACCOS of beekeepers namely Kazaraho – in Uvinza ward, Mfugezi – in Nguruka ward and Mwakila – in Ilagala ward. In collaboration with Beekeeping Support Project in Kigoma Regional - the project dealing with improvement of beekeeping products under the financial support of the Belgian Technical Cooperation (BTC) the Council has facilitated the construction of three buildings to be used in processing and packaging of bee products in Nguruka, Uvinza and Ilagala wards.

Uvinza District Council is the biggest producer of table salts. Researchers have also revealed availability of various mineral deposits of Copper, Nickel, Platinum, Galena, Palladium and many more which are yet to be exploited.

2.1.3.2 The Land Unit

Roles and Responsibilities of Land Unit are specifically as follows:

- i. Land.** Roles and responsibilities of this sub section include the following:
 - (a) Coordination of all activities related to management of land
 - (b) Build capacity of village leaders on various policies, regulations and acts which are related to land management.
 - (c) Sensitization of community participation in cost-sharing in processing title deeds and Customary Certificate Right of Occupancy (CCROs) on land they own.
 - (d) Preparation of all budgets for the section
 - (e) Coordinate all sub-sections under land section.
- ii. Town planning:** The roles and responsibilities of this sub section include:
 - (a) Prepare town plans from small towns, trading centers and headquarters for approval at Regional and Ministerial level.
 - (b) Prepare plans for farms, industry, and investment centers.
 - (c) Prepare plans to upgrade squatter settlements in small towns and trading centers.
- iii. Survey:** The roles and responsibilities of this sector include the following:
 - (a) Surveying and mapping the boundaries of villages
 - (b) Surveying and mapping the farms and settlement in villages, small town, headquarters and other trading centers.
 - (c) Coordination of interventions done by Civil Society Organizations.
 - (d) Identification, Demarcation, and inserting of sign boards and pillars in boundaries of reserves, villages, district, farms or settlement areas.
- iv. Cartography:** The roles and responsibilities of this sector include the following:
 - (a) Taking point details on actual ground and prepare drawing maps for town planner/ surveyor.
 - (b) Prepare village maps for forests, rivers, and lakes as they needed.
 - (c) Prepare various drawings for government and private buildings.
- v. Valuation :** The roles and responsibilities of this sector include the following:
 - (d) Undertake valuation activities for any project needed to be compensated before implementation.
 - (e) Build capacity to community on policies, regulations, act and procedures for valuation.

2.1.3.3 The situation of Land and natural resources in the District

- a) Surveying and mapping of 115 plots at Lugufu headquarters and 347 plots at Uvinza and Nguruka trading centers
- b) 8 Town plans have been prepared and approved at ministerial level

- c) 5 Villages have been surveyed and mapped their boundaries waiting for approval by the ministry.
- d) 3 beekeeping cooperatives have been established at Nguruka (Mfungezi), Uvinza (Kazaroho) and Ilagala (Mwakila).
- e) 3 honey processing centers have been constructed under support from BTC Project at Nguruka, Uvinza and Ilagala.
- f) 5 villages have been facilitated to prepare their Forest Management plans (Harvesting Plans) and the By – laws to managed them. Approvals have been achieved at ward level.
- g) 56 title deeds have been prepared and approved at western land commissioner level.
- h) 4 patrols have been conducted to eradicated illegal harvesting, cultivation and established settlements in the forest reserve.
- i) 35 dangerous wild animals (crocodiles) have been killed at Nyamagoma Lake in Mtegowanoti and Kalya ward along Lake Tanganyika.
- j) 5 village forest maps have been drawn and approved at Village and ward levels.

2.1.3.4 Problems

The Department of Land and Natural Resources is constrained by the following:

- a) Shortage of staffs. The department requires 49 staffs, but there are only 04.
- b) Insufficient working gears and transport facilities The departments urgently needs 2 vehicles, 2 Guns, 234 fire ammunitions, and 16 motorcycles.
- c) Illegal immigration of livestock keepers in the district.
- d) Inadequate budget to facilitate implementation of planned activities
- e) Established human activities close to game reserve resulting to conflict with wildlife.
- f) Climate change
- g) Lack of funds to facilitate construction of beekeeping processing centers.

4.4.17 Strategic Objective 1

- h) A. Services Improved and HIV/AIDS Infections Reduced
- i) B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- j) C. Access to Quality and Equitable Social Services Delivery Improved
- k) D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

4.4.17.1 Result Area: Beekeeping

Strategic Objective	Targets	Strategies	Performance Indicators
Improve access, quality and equitable social service delivery	Bush fire incidence decreased from 23% to 75% by the year 2027	-Conduct campaign on effect of bush fire through seminar, brochure, and media. -Developed District, Ward and Village task force to combat bush fire. -Developed bush fire by law at village and district	-Number of bush fire campaign. -Presence District and village fire fighter -Presence of fire by law

Strategic Objective	Targets	Strategies	Performance Indicators
		lever.	
	Number of beekeeper groups increase from 34 up to 88 by the year 2027	Create awareness to beekeeper to form groups, Facilitate training on group formation and registration at district level,	-Each beekeeper to be in groups. -Number of beekeeper group with constitution and registered
	Number of beekeeper cooperative increase from 75 up to 100 by the 2017	Create awareness to beekeeper groups to form cooperative, conduct sensitization to beekeeper groups found on ward to form they own mobilized each ward produce honey to have cooperative.	Presence of beekeeper cooperative on each ward produces honey.
	Increase quantity and quality of bee product from tan 1345 to tan 2345 by the year 2027	Create awareness beekeepers to use modern bee hives, Established queen rearing, Use collection center for processing, packing, and store.	-Number of beekeeper with modern bee hives. -Presence of collection and processing center. -Presence of modern processing, packing, and store gears
	Increase of beekeeping reserved from 25,634 35,705 ha to by the year 2027	create awareness to each village leaders to set village land as bee reserve, Improve general land to be reserve land and use for bee keeping, use National and local forest reserve.	Some 51,512 hectares will be increased

2.1.5 Livestock and Fisheries

Uvinza district council is endowed with good a natural resource which includes availability of good pasture land and water. Availability of natural food and water for livestock have attracted migration of pastoralists from the Lake Zone Regions that the district is now facing livestock overpopulation, invasion of protected area (water sources, forest) and reported cases of conflict between livestock keepers and other land users especially in rural areas. The district has a variety of livestock which includes cattle, goats, sheep, chicken and pigs as indicated in Table 13. Uvinza District is estimated to have 517,604 livestock of which 185,677 are Cattle, 88525 are goats, 19,909 are sheep, 771 are pigs, 678,540 are poultry, while donkeys are 156. Despite the existence of different varieties of livestock, the demand for its products (milk, meat) remains

above its supply due to shifting mode of production by the farmers searching for lucrative pastoral areas.

Livestock services currently available in the district include 15 Cattle dips of which only 8 are working, 4 Livestock Markets, 2 Slaughter slabs, 1 Veterinary centre (not working) and 1 holding ground centre at Uvinza. Currently, 267,357 cattle are dipped while 342,956 Cattle are sprayed per month, where as that of 1007 Goats and 709 Sheep are treated per month. In this case diseases like Anaplasmosis, Babesiosis, ECF, CBPP, CPBP, Lumpy skin Disease (LSD), Brucellosis, Rabies, FMD, Newcastle disease are currently disease of economic importance affecting farmers in the district. Generally, production and productivity of livestock in the district is still very low.

Fishing industry plays an important role in the economy of the District. Fishing activities are mainly carried out in Lake Tanganyika and Small Water bodies of Lake Sagara, Nyamagoma, River Malagarasi, River Ugalla and River Luguvu and, Kandaga ponds.

According to 2022 Fisheries Frame survey, there are 2816 full and part-time Artisan fishers using over 1,582 built canoes. Fish catches in 2022 was 1884 tons, which fetched a total amount of Tshs. 11,304,000,000/=. There are different types of fishing vessels in Uvinza District such as 588 Lift nets (Kipe), 236 Ring nets, 186 Long line (Kawamba), 279 Hand line (Kachinga) and, 293 Gillnet (Makila). The species abundantly caught are Sardines/Dagaa (*Stolothrissa tanganyicae*), Lates /Migebuka (*Lates stappersii*) and Kuhe (*Boulengerchromis microlepis*).

Uvinza District is also famous for the production of aquarium fish for export to European countries and elsewhere in the world markets. It produces about 2,134,000 pieces of different aquarium fish species per annum. There are only 3 Companies dealing with this kind of fishing (World of Tanganyika L.T.D, Nunu Mwamba Fish Export and Import and Aqua Production L.T.D). The District is also potential for fish culture practices in the Eastern lowlands in small scale level. This is due fact that fish culture cannot be commercialized; it needs calling for intensified efforts to raise awareness and encourage people to practice it at commercial scale as a complement to fish protein in remote areas.

Aquaculture is a substitute for over fishing in the Lake, and hence, it needs to be fully practiced. Nevertheless, fishing in Lake Tanganyika is still under-capacity as only 50% is utilized. Modern gears that are friendly to environment should be applied in line with fish processing facilities. Functions of Livestock and Fisheries Department are:

- i. To translate national livestock, fisheries and other policies, strategies, guidelines and legislation in line with the District livestock and fisheries situation;
- ii. Ensuring preparation of DADPs that are responsive to client needs and that are prepared in a participatory and inclusive manner;
- iii. Facilitating research-extension liaison; and to promote a pro-active and consistent working relationship that involves farmers, farmer groups/forums, District Core Team staff, ward and village staff and Council officials;
- iv. Developing a directory of livestock/livestock service providers including NGOs, CBOs and commercial service providers and engage with them through facilitating and enhancing their ability to contract service provision from the District;

- v. To take prime responsibility for administering the fast track and coupon contracting system, ensuring that modalities are followed and timely decisions made, while engaging in the tendering and awarding of the other forms of contracts;
- vi. Ensuring, through developing a categorized directory, dissemination of useful research findings to prospective groups/clients in the District;
- vii. Fostering links and collaboration with institutions and agencies which deal with cross sectoral and cross-cutting issues in the District e.g. natural resources, gender, environment, Regional Facilitation Agencies (RFAs) on HIV/AIDS etc in order to ensure that these issues are incorporated/mainstreamed in work plans for sustained livestock and fisheries development;
- viii. Coordinating and advising on all livestock and fisheries activities undertaken in the District by both public and private service providers. Monitor, coordinate and report the threat or occurrence of migratory pests or livestock notifiable diseases to the responsible zonal, regional and national officers and departments in this regard;
- ix. Compiling monthly, quarterly and annual progress reports and budgets for District livestock and fisheries activities and accordingly submit these to the Council and respective Regional, Zonal, and National officers, Departments and the ASDP Secretariat;
- x. Collaborating with all government departments and the LGA officials in recommending, developing and promoting the enforcement of livestock legislation;
- xi. Preparing and submitting annual staff performance reports;
- xii. Evaluating District livestock and fisheries inputs needs, availability and distribution;
- xiii. Carrying out any other livestock and fisheries activities as assigned by the Council Director.

Livestock and Fisheries Department is divided into two section

- a. Livestock Section
- b. Fisheries Section

2.1.5.2.1 Livestock Section

a) Extension Services

The key function of the Extension Services in the District will be training and technical backstopping of Ward Livestock Extension Officers (WLEOs) and Village Livestock Extension Officers (VLEOs), enhancing their abilities to work with groups and to ensure the transfer of good practices between farmer groups in the District. He/she will also ensure the availability of relevant information through leaflets, research output summaries, market information etc at Ward Resource Centres. Promoting private sector so that it is involved in providing livestock extension, compiling monthly, quarterly, mid-year and annual livestock extension implementation reports and submitting them to the DLFsO and performing all other agricultural/livestock-related duties as may be directed by the DLFsO.

b) Veterinary Services

The key function of SMS (Veterinary Services/DVO) in the District are coordinating animal disease control measures and eradication in the District; supervising all veterinary public health and animal health services in the District; Supervising and controlling entry and exit of animals and animal products in the District; supervising the supply and distribution of veterinary inputs in the District; preparing short and long term animal disease control and eradication programmes; collecting, analysing, storing, distributing and using livestock diseases data and other information; Coordinating animal disease surveillance and diagnosis; Making sure all animal disease legislations are enforced working in close collaboration with V.I.Cs; Promoting private sector involvement in provision of veterinary services; Preparing monthly, quarterly, mid-year and annual reports on animal health services and animal diseases and performing any other duties as may be directed by the DLFsO.

c) Dairy and Small Stock

The key function of the Dairy Services subsection in the District is promoting the private sector to invest in dairy farming and processing; coordinating all District dairy breeding according to national policies; planning and developing the means to improve both exotic and local dairy breeds; reviewing from time to time the dairy and dairy products market systems in the District; enforcing the Dairy Act at District level; preparing monthly, quarterly, mid-year and annual reports on dairying performance in the District and performing any other duties as may be directed by the DLFsO.

d) Small stock

Specific responsibilities of SMS (Small stock) will include: promoting the private sector to invest in small stock farming and marketing; coordinating all District small stocks breeding according to national policies; planning and developing the means to improve both exotic and local small stock breeds; reviewing from time to time the small stocks marketing systems in the District; preparing monthly, quarterly, mid-year and annual reports on small stocks performance in the District and performing any other duties as may be directed by the DLFsO.

e) Meat, Hides and Skin

Specific responsibilities of SMS (Meat, Hides and Skin) will include: promoting the private sector to invest in commercial meat and leather industry; grading animals and meat cuts for market and export purposes; preparing monthly, quarterly, mid-year and annual reports on meat production and markets; enforcing the Meat Act in the District; Monitoring production, collection, preservation and marketing of quality hides and skins; providing technical advice on the use of hides and skins packages; Promoting value addition to hides and skins in rural areas; conducting training sessions for all stakeholders in the hides and skins in the District; enforcing the Hides and Skins Act; preparing monthly, quarterly, mid-year and annual reports on hides and skins quality and markets; promoting and encouraging the use of improved livestock market infrastructures; reviewing from time to time the market systems in the District and performing any other duties as may be directed by the DLFsO.

f) Pastoral System

Specific responsibilities of Pastoral System include: promoting the private sector to invest in commercial livestock farming; coordinating all environmental issues in relation to livestock production systems; evaluating and monitoring grazing lands demarcation, use and development in the district; coordinating livestock water use and conservation of rangelands water sources; determining District requirements for pasture seeds, production and distribution to various livestock stakeholders; enforcing the Grazing land and Animal Feed Resources Act; promoting and encourage traditional animal feeds conservation; educating livestock farmers on proper use of rangelands and other animal feeds; determining the livestock carrying capacity of the district according to available rangelands; collecting data on availability and distribution of animal feeds and feed additives in the District; promoting and encourage use of improved crop residues, by-products and other in commercial animal feeds; resolving conflicts between commercial feeds users and processors and between livestock farmers and other land users; preparing monthly, quarterly, mid-year and annual reports on rangelands utilization and condition and Performing any other duties as may be directed by the DLFDO.

g) Identification, Registration and Traceability

Specific responsibilities of Identification, Registration and Traceability include: working with livestock researchers to improve the District livestock species; organizing in collaboration with other institutions to introduce genetic improvement in the District herd; registering and supervising all private veterinary practices in the District; preparing and coordinating livestock population surveys and census; preparing monthly, quarterly, mid-year and annual reports on all livestock valuable information; collecting and analyzing livestock data and making estimates of possible number of animals and amount of animal products for various uses and performing any other duty as may be directed by the DLFsO.

h) Ward Livestock Extension Officer (WLEO)

WLEOs have the following specific responsibilities: compiling and submitting to the Ward Development Committee (WDC) a comprehensive Ward Livestock Development Plan (WLDP) from available village plans and ensuring the inclusion of same in the Ward Development Plan (WDP); supporting VLEOs administratively and technically and making close follow-ups on their performance in implementing extension activities as demanded at farmer level to ensure increased productivity, effective and maximum livestock extension impact; promoting and guiding VLEOs and actively participating in identifying, encouraging, forming and working with livestock farmers' groups, associations and forums; cooperating and collaborating with researchers to plan and guide implementation of on-farm trials and demonstrations at field level; collaborating, cooperating and interacting with all other extension providers in the field, whether NGOs, CBOs or the private sector, to harmonize extension issues and maximize resource utilization and impact; as part of the WFT, organizing participatory meetings with VLEOs, livestock farmers and farmer groups to appraise and analyse problems and opportunities in the community and to assess the performance of the extension programme and seek for ways to improve; Assisting and facilitating the establishment of the WARC and promoting its utilization by all clients in the ward; compiling and submitting ward implementation reports to the District as required, on a monthly,

quarterly, semiannual and annual basis; and performing any other duties as may be directed by the DLFsO.

i) Village Livestock Extension Officer (VLEO)

The VLEO or an equivalent independent adviser will report to the WLEO and will have the principal role of promoting, supervising and supporting all livestock development activities in the village or cluster of villages.

2.1.5.2.2 Fisheries Section

a) Fisheries Extension Services

The role of the Fisheries Extension Services is to implement the Fisheries Policy; Act and Regulation; disseminate fisheries knowledge and skills from the experts to the fisher folk, aqua farmers as well as fish dealers; involves sharing information and experience within the fisher folk and other stakeholders in order to increase fish production and productivity.

b) License Section

This is concerned with the implementation of Fisheries Policy, Act and Regulations, as well as to issue the fisheries licenses to all fishers, Owners of fishing vessels and fish dealers.

c) Fisheries Statistics

This subsection collects and maintains the fisheries statistics data.

d) Monitoring, Surveillance Control Section

This is involved in establishing effective mechanism for fisheries monitoring, surveillance control and enforcement. Also ensure compliance with conservation and management measure in order to reduce illegal fishing gears so as to maintain sustainability of fisheries resources.

e) Aquaculture Section

Fish farming is one of important activities in order to reduce dependence on fish from natural water and getting wide knowledge on how to raise fish in the pond, tank or cages so that incomes of the people increase as well as for home consumption

2.1.5.3 Number of staffs

The current strength of livestock and fisheries extension staff stands at 18 specialized in various fields against requirement of 140 staff. There is therefore a shortage of 122 extension officers in livestock and fisheries sectors which leads to inadequate extension services to fishers and livestock keepers.

2.1.5.4 Situation of Livestock and Fisheries in the District

Based on the 2013 Livestock census, Uvinza District Council has the following livestock:

• Catle (Local breeds)	139,969	
• Dairy catle	103	
• Goats	189,396	
• Sheep	39,154	
• Chicken		642,974
• Ducks	15,453	
• Pigs	120	
• Donkeys		230

2.1.5.5 Livestock Infrastructure

a) Cattle Dips

There are 15 cattle dips in the Council, out of which 8 are located in Uvinza Village and the remaining 7 are not functioning. The council needs 18 more dips to meet its requirements.

b) Bore holes/charco dams

There are 3bore hole and 6 charco dams which are owned by livestock keepers around the former Uvinza ranch

d) Livestock markets

The Council has 3 open markets at Mwamila, Mpeta and Uvinza which are important meeting points between livestock keepers and businessmen.

2.1.5.6 Livestock Quality and their Products

Livestock production in Uvinza District is still low. Local breeds of cattle produces an average of 3-5 litres of milk per cow, while a dairy cow produces between 5 – 15 litres per day. The live weight of cattle is between 120-250 kg which is equivalent to 95 – 180 kg when slaughtered. Efforts are underway to improve the local breeds using 43 Boran bulls that have already been purchased.

2.1.5.7 Achievement

- Construction of 2 latrines at Mpeta and Mwamila Livestock Markets.
- Establishment of 5 Beach Management Units in Chagu, Itébula, Mtegowanoti, Malagarasi and Kasisi villages.
- Establishment of 25 **BMU's - COCOBA** groups in Kashagulu, Sibwesa, Kalya, Tambusha, Igalula, Buhingu, Katumbi and Rukoma villages
- Establishment of 62 ponds for fish farming in Mpeta, Songambebe, Ruchugi, Mwamila and Kazuramimba villages
- Two operations against illegal fishing conducted where 32 beach seine, 11 monofilament, 33 undersize gillnet, 32 mosquito nets and 4 canoes were trapped in three wards of Kalya, Buhingu and Igalula.
- Establishment of acre demonstration plot one (Plot No. 39) in Uvinza Ranch.

- g) Vaccination of 2200 cattle, 4405 chicken, 332 dogs against CBPP, Fowl pox, New Castle and Rabies in Ruchugi, Uvinza Ranchi, Kazuramimba, Nguruka, Mwakizega, Basanza, Mwamila and Kalenge

2.1.5.8 Challenges/Issues of concern

- a) Inadequate number of staffs. The council needs 122 staff to function optimally.
- b) Lack of working tools and transport facilities (1 vehicles, 4 Boats and 20 motorcycle).
- c) Illegal migration of livestock and livestock keepers in the district.
- d) Inadequate budget to facilitate implementation of planned development activities.
- e) Presence of pirates in Lake Tanganyika.
- f) Climate change
- g) Lack of funds to facilitate construction of livestock infrastructure.
- h) Conflict between pastoralist and other land users, particularly farmers.
- i) Absence of small to medium livestock processing industries for meat, milk and leather
- j) Absence of fish fingerling center for motivating aquaculture industry in rural areas.
- k) Inadequate number of livestock and fisheries extension staffs.
- l) Lack of working tools and facilities.
- m) Lack of Fish Hatchery to improve fish seeds (Fingerlings)

2.1.7 Solid Waste and Environmental Management Department

This is a new Department established in May 2015 according to the Government requirements. The major roles and responsibilities of Solid Waste and Environmental Department include the following:-

- Take lawful, necessary and reasonable measures to prevent the occurrence of environmental degradation or pollution
- Cause appropriate environmental impact assessment and audit for all activities as may be provided for under the Environmental Management Act, 2004
- Safeguard and promote the environment conservation
- Issue notices for rectifications of any breach of public and environmental standards
- Carry out inspection in respect of environmental issues
- Preparation of annual and midterm environmental action plan
- Preparation and submission quarterly and annual environmental report
- Ensure the enforcement of Environmental Management Act and its Regulations
- Advise district environmental management committee on the matters related to environment
- Promote environmental conservation and cleanliness awareness campaigns in the district
- Gather and manage information on the environment and utilization of natural resources in the district
- Prepare periodic reports on state of the local environments
- Monitor the preparation, review and approval of environmental impact assessment for local investors

- Review by laws on environmental management and on sector specific activities related to the environment
- Report to the Director of environment and the district executive director and director general on the implementation of this act.
- Plan and implement solid wastes collection and disposal mechanisms to improve level and standards of cleanliness in the district

Cleaning and Environmental department has two main units as follows:-

A. Cleaning Section deals with

- Buildings cleanliness
- Open space cleanliness, roads and drainage
- Transportation, Sorting and modern solid wastes disposal (Sanitary Land Fill)

B. Environmental Section deals with

- Control of land, water, air and sound pollution
- Environmental beautification
- Greening through planting of tree and gardening
- Environmental impact assessment

The Department of Cleanliness and Environment has currently 2 staff out of 7 that are required to facilitate the departmental activities in the Council as shown in Table 14.

Table 14: Staffing Position of Cleanliness and Environment Department

Categories	Present	Required	Deficit
Head of department	1	0	0
Health Officer (Cleansing officer)	1	0	0
Health Officer (Solid waste supervisor)	0	1	1
Health Officer (Dump site supervisor)	0	1	1
Environmental Conservation Officer	0	1	1
Environmental Officer (Beautifications officer)	0	1	1
Environmental Officer (EIA officer)	0	1	1
Total	2	5	5

Situation of Solid Waste and Environmental Management in the District

Uncollected solid wastes in many parts of sub-urban areas and crude dumping methods of about 95% of wastes threatens health and well being of the people. Uvinza District produces 7,393 tons of solid wastes per day equal to 221,790 tonnes per month from 5 small towns namely Nguruka, Ilagala, Basanza, Kazuramimba. However, Uvinza District Council can manage to collect and dispose 205 tonnes of solid wastes per day; the rest of wastes remain uncollected in the streets causing public nuisance and breeding sites of vectors.

The Department of Cleanliness and Environment has introduced solid waste collection efforts through community initiatives, construction of solid wastes collection points, identification of district dumping area of 32 ha at Uvinza, and establishment of two hectares waste water treatment area (sewage lagoons).

In terms of environmental conservation, the council has managed to facilitate planting of more than 1,400,000 trees in various areas in the District to fight climate change. Awareness raising on environmental conservation and protection in the community has been achieved in collaboration with other environmental stakeholders such as Jane Goodall Institute (JGI), Frankfurt Zoology, Tongwe Trust, TUUNGANE, Gombe and Mahale National Parks. Strict supervision and follow up on environmental sanitation and conservation issues, and efforts to prevent illegal mining and, water, land and air pollution in the district have been stepped up.

Before establishment of this new department there was one solid waste collection point in Uvinza Village, there were no solid waste collection systems in place, there were no areas for district dumping of both solid and waste water treatment sites, community awareness on environmental conservation and cleanliness was low, and many other activities aimed to address illegal mining, forest burning, and deforestation were not carried out systematically.

Major Challenges/ Issues of Concern in the Department

- Inadequate number of staff
- Inadequate working tools and equipments such as solid wastes collection and disposal vehicles
- Destruction of forests due to improper agricultural practices, bush fire, tree cutting for charcoal and timber.
- Insufficient funds to implement environmental protection, conservation and cleanliness activities,

2.1.8 Health

The Department strives to ensure a health society by providing preventive, curative, rehabilitative, promotive and palliative services. There are 1 Hospital owned by the Government, 5 health centers all owned by the Government and 42 dispensaries out of which 38 are owned by government and 2 are Parastatal dispensaries and 2 are owned by private institutions.

The Department is divided into two main sections:

- a) **Curative Services:** The main functions of curative services section include diagnosis and treatment of communicable and non-communicable diseases including laboratory tests, X-rays and HIV counseling. The section provides services for both inpatients and outpatients.
- b) **Preventive services:** which include occupational health safety, food safety, institutions and premises inspections, solid and liquid waste management and chain management (Vaccines).

The Council faces acute shortage of Health Staff. The current staffing level of Health Department is summarized in Table 14.

Table 14: Staffing Situation in the Health Department in Uvinza District

Cadre	Required	Available	Shortage
Medical Doctor	28	13	15
Assistant Medical Officer	44	1	39
Radiographer Technologist	8	1	7
Clinical Officer	132	42	90
Clinical Assistant	132	25	107
Assistant nursing officer	167	27	140
Nurses	188	75	113
Ophthalmic nursing officer	6	0	6
Optometrist	8	0	8
Medical recorders	10	0	10
Medical Attendant	140	36	104
Health laboratory technologist	9	8	1
Assistant laboratory technologist	55	5	50
Pharmaceutical technologist	8	4	4
Assistant pharmaceutical technologist	54	1	53
Assistant dental officer	7	1	6
Dental therapist	7	3	4
Assistant social welfare officer	5	1	4
Community health workers/social welfare assistant	89	34	55
Assistant environmental health officer	8	2	6
Mortuary attendant	10	0	10
Dhobi	19	0	19
Security guard	96	5	91
Data clerck	47	0	47
Revenue collector	47	0	47
Health insurance expert	48	0	48
Accountant assistant	48	0	48
Total	1420	284	1136

Status of HRH at Dispensary Level 2021/2022

Cadre	Required	Available	Shortage
Clinical officer	82	11	71
Clinical assistant	82	16	66
Nurse	82	31	51
Pharmaceutical assistant	41	0	41
Assist Nursing Officer	123	10	113
Lab assistant	41	6	35

Cadre	Required	Available	Shortage
Medical attendant	41	11	30
CHW/social welfare assistant	82	20	62
Security guard	82	0	82
Data clerck	41	0	41
Health insurance expert	41	0	41
Accountant assistant	41	0	41
Total	779	105	674

The following areas are earmarked to be privatized: security services, catering services, toilet facilities, cleanliness services, electricity Supply and laundry services

Transport and communication infrastructure are not conducive for effective health services provision thus making it difficult to conduct routine supervision in all health facilities, difficulties in making referrals to patients, difficulties in making outreach to clinics and in cascading supervision. Also the Department is having poor health information system that affects proper collection of data. .

Top ten causes of morbidity 2022 in the district are:

SN	Diagnosis	Diagnosed clients	Percentage (out of all diagnoses)
1	Upper Respiratory Infections	44,812	28.38
2	Malaria (BS +Ve, mRDT +Ve & Clinical)	27,534	17.44
3	Urinary Tract Infections	16,305	10.33
4	Other Non-Infectious GIT Diseases	11,410	7.23
5	Diarrhea With No Dehydration	10,361	6.56
6	Pneumonia, Severe & Non Severe	6,159	3.9
7	Intestinal Worms	4,858	3.08
8	Skin Infection - Fungal	3,447	2.18
9	Diarrhea With Some Dehydration	2,842	1.8
10	Ill Defined Symptoms (No Diagnosis)	2,662	1.69

The top caouse of mortality For Above -five 2022 in the district are

S/N	Cause of death	More than 5 years	Percentage (%)
1	B53 - Malaria, parasitologically confirmed	4	10.8
2	I11 - Hypertensive heart diseases	3	8.1
3	O72 - Postpartum haemorrhage	3	8.1
4	I10 - Essen (primary) hypertension	2	5.4
5	O16 - Unspecified maternal hypertension	2	5.4
6	O95 - Obstetric death of unspecified cause	2	5.4
7	A15 - Respiratory tuberculosis - confirmed	1	2.7
8	B20 - HIV disease with tuberculosis	1	2.7
9	B24 - Other and unspecified HIV disease	1	2.7
10	E46 - Unspecified protein-energy malnutrition	1	2.7

The top caouse of mortality For Under -five 2022 in the district are

S/N	Cause of death	Less than 5 years	Percentage (%)
1	P95 - Stillbirth (macerated)	22	31.4
2	P21 - Neonatal Asphyxia	13	18.6
3	P95 - Stillbirth (fresh)	10	14.3
4	P05 - Low birth weight	5	7.1
5	B53 - Malaria, parasitologically confirmed	3	4.3
6	P03 - Fetus and newborn affected by other complications of labour and delivery	3	4.3
7	Q89 - Other congenital malformation	3	4.3
8	J18 - Pneumonia	2	2.9
9	Q05 - Congenital hydrocephalus and spinal bifida	2	2.9
10	A41 - Other sepsis	1	1.4

Table 15: Trends of Performance of Key Health Indicators in Uvinza District

S/N.	Indicator	2021	2022	2023
1.	OP Attendance	156985	147478	73969
2.	ANC New attendance rate	32.3	30	28
3.	Couple year protection	86180	114361	60676
4.	No of TB cases treated succefully	98.1%	97.2%	
5.	Number of Malaria cases	28827	27534	15034
6.	Severe malnutrition rate	0.06	0.02	0.01
7.	HIV/AIDS	29509	34429	9420
8.	Maternal Deaths	8	13	5
9.	Neonatal deaths	1	11	0
10.	Under five years deaths	64	74	19
11.	Family planning users	47946	66800	39065
12.	Immunization Coverage			
13.	TT2 + above coverage	55	59	65
14.	Nutrition status below 60%	0.06	0.02	0.01
15.	Early booking of pregnant women	49.2%	56.3%	29.8%
16.	Diarrhea Diseases	10447	14177	7000
17.	Meningitis	5	10	1
18.	Cholera	6	122	8

Major Issues of Concern in the Department

- Inadequate trained personnel.
- Shortage of Medical equipment and drugs.
- Shortage of staff Quarters especially Peripheral areas.
- Poor information communication with Peripheral Health facilities inadequate.
- Lock of modern equipment
- Shortage of wards and consultation rooms.
- Inadequate ambulances/vans.

2.1.9 Community Development, Social Welfare and Youth

Community development is a cross cutting Department. The main role of the Department is to mobilize the community and development partners so as to improve living standards of the community. The Department's approach is based on hard working spirit, working together and utilization of available local resources for betterment of the community.

Generally, the Department has the following Roles and Responsibilities:

- (r) Sensitization on importance of community participation in development programs and projects such as water, roads, agriculture, education and health.

- (s) Community capacity building in policies of the departments as well as policy implementation. These policies include those of Community Development, Youth, Children, Women, Water, Agriculture, Forestry, and the like.
- (t) Coordination of all activities related to Gender, Women, Children and Youths.
- (u) Coordination of national festivals.
- (v) Coordination of interventions related to Community Sensitizations (Uraghabishi) in the Council.
- (w) Coordination of interventions done by stakeholders and Civil Society Organizations (NGO's, FBO's and CBO's).
- (x) Provision of certificates of registration and or recognition to Civil Society Organizations at Council level.
- (y) Coordination of Gender Mainstreaming aspects into development planning and implementation.
- (z) Enforcement of laws, by-laws and policies related to child, marriage, old age, very poor families as well as people living with disabilities.
- (aa) Coordination of all interventions related to the fight against HIV and AIDs done by all departments and stakeholders.
- (bb) Capacity building on women and youths entrepreneurship groups through provision of soft loans and training in value addition.
- (cc) Coordination of all interventions related to Orphans and Vulnerable Children (OVCs and MVCs) at the Council level.

The Department is divided into five sections namely Research and Planning, Gender and Children, Social Welfare, Youth as well as HIV/AIDS. The functions of each of these Units are as follows:

2.1.9.1 Functions of Research and Planning Unit

- i. To facilitate the community to form economic groups and assist group members in formulation of group constitution, project write-ups, minutes as well as report writing.
- ii. Data collection, conduct various development researches and trainings to the community
- iii. Mobilize and sensitize community members to participate in planning and implementation of self help projects.
- iv. Coordination of interventions done by Civil Society Organizations.
- v. Coordination of Youth Development Funds as well as provision of soft loans to youth entrepreneurship groups and repayment of the loans

2.1.9.2 Functions of Gender and Children Unit

- i. To ensure all Council sectors consider gender issues when preparing strategic and annual plans.
- ii. Coordination of Gender issues in planning and implementation on developmental programme and projects.
- iii. Capacity building on women entrepreneurship groups notably Village community Banks, Community Cooperative Banks and other Income Generating Groups
- iv. To provide training in gender issues to economic groups.

- v. To co-ordinate loans provided by the Council and Central government to women economic groups and the repayment of loans (WDF)
- vi. Coordination of national women's day

2.1.9.3 Functions of social welfare Unit

- i. To identify special groups and attach them with service provider.
- ii. To identify most vulnerable children and find alternative support from different donors
- iii. To mobilize special groups to establish economic groups, e.g. widows, elders.
- iv. To provide counselling to clients especially families with conflicts
- v. To assist special vulnerable groups access their rights such as the such as old age, people living with disabilities and very poor families
- vi. Coordination of interventions related to Orphans and Vulnerable Children (OVCs and MVCs).
- vii. Coordination of African Child Day and Old Age Day.
- viii. Coordinate enforcement of laws, by-laws and policies related to child, marriage, old ages, very poor families as well as people living with disabilities.

2.1.9.4 Functions of the Youth Unit

- i. To plan and facilitate various trainings to youth groups.
- ii. To facilitate and coordinate loans provided by the District council and the Central Government
- iii. To identify youth groups and expose them available investment opportunities

2.1.9.5 Functions of the HIV/AIDS Unit

- i. Coordination of Multi-sectoral AIDs Committees at Council, ward and village levels (CMAC, WMACs and VMACs).
- ii. Coordination of all interventions related to the fight against HIV and AIDs done by all departments and stakeholders
- iii. To plan interventions of combating HIV/AIDS
- iv. Making sure by-laws, laws and policies on HIV are adhered to by stakeholders accordingly
- v. Making sure that people living with HIV and AIDs do get their necessary requirements accordingly
- vi. To prepare and submit implementation reports/budgets to TACAIDS/Region and PMO-RALG

The Department has a total of five staff out 21 needed by the Department to perform its functions. **Table 15:**

Staffing Position - Department of Community Development Uvinza DC

Requirement	Available	Shortage	Remarks
21	4	17	4 CDOs are at HQ

2.1.9.6 Situation of Community Development Activities in the District by 2022

Community Development Department has managed to achieve the following in collaboration with other departments, Civil Society Organizations as well as other stakeholders.

- (a) 404 IGA groups out of 680 planned were formed, registered and are in place (146 women groups; 65 youth groups, 182 mixed groups and 11 men groups.
- (b) 70% of the registered groups were reached with entrepreneurship trainings. Such trainings are in progress because they are continuous interventions.
- (c) Self-help projects and community initiated projects are in place (eg. Basanza and Mwakizega Secondary schools, Mazungwe Dispensary, Village Government office of Malagarasi village, just to mention a few. This is due to community sensitizations made.
- (d) Gender sensitivity has improved in the community. Most plans, projects and programs of the government and stakeholders are currently gender sensitive.
- (e) Uvinza Non-Government Organizations Network is registered and is in place.
- (f) 8,100 school youths (4800 male, 3300 female) out of 8,500 planned were reached and capacitated in life skills education, behavioral change and HIV education.
- (g) 8,500 out of school youths (5100 male, 3400 female) out of 8,900 planned were reached and capacitated in life skills education, behavioral change and HIV education.
- (h) 250 religious leaders out of 350 planned were reached with HIV education

2.1.9.7 Major Issues of Concern in the Community Development Department

Though the department has achieved significant results since 2013/2014 when the Council started, it has not achieved all that is in the plans. This is largely attributed to the following limiting factors:

- (a) Insufficient number of Community Development Officers especially at community level
- (b) Insufficient working gears such as Vehicles. Community Development Department should have a Car for better performance of planned activities and effective and efficient community service delivery.
- (c) Inadequate financial resources. Annual funds budgeted for the department is very minimal and what is released is also very minimal.

2.1.10 Primary Education

Primary education Division has the role to supervise provision of education in primary and post primary levels. The Division is also responsible for coordinating education programs and projects, implementation of Education policies, plans and programs, maintaining an education database and information for the Division, and disciplinary matters over officials.

The primary education sector is mainly involved in the provision of basic education in three areas which are:

- i. Pre-school education – for children aged 4 – 5 years old who are obliged to be registered for pre-school.

- ii. Primary education – for children aged 6 – 10 years who are obliged to be registered for standard one.
- iii. Adult Education and Non Formal which is divided into three areas as follows
 - COBET –Complimentary Basic Education in Tanzania [MEMKWA], which is for the children aged 11 – 13 years for stage I, and 14 – 18 years for stage II.
 - Adult education and non Formal - also involves the Integrated Commsectiony Based Adult Education (ICBAE) classes, which is for adults.
 - Vocational Centres in primary schools.

The Council has 140 government primary schools and 1 non-government primary school. There are 1,196 staff working at the District headquarters, wards, and schools and this makes a shortage of 823 as shown in Table 16

Table 16: Staffing Position in The Division of Primary Education

A. At The Headquarters

No.	Section	Requirement	Present	Shortage/Excess
1	District Education Officer	1	1	0
2	District Academic Officer	1	2	1
3	District Logistic Officer	1	0	1
4	District Adult Education Office	1	1	0
5	District Special Education Officer	1	1	0
	Total	5	5	2

B. At Wards and Schools Level

S/N	Section	Requirement	Present	Shortage/Excess
1	Ward Education Officer	16	16	0
2	Teachers [Std I - Vii]	1,728	1,167	561
3	Teachers [Pre-School]	262	0	262
	Total	2006	1183	823

Status of Primary Education Performance

i) Academic performance

The academic performance of pupils in Standard VII examinations for three consecutive years was as indicated in Table 17

Table 17: Performance of Pupils in STD VII

Year	Pupils registered			Pupils attended			Pupils passed			Percentage
2018										
2019	2,893	5,681	2,674	2,777	5,451	1,255	656	1,881	34.6	
2020	2,248	4,616	2,310	2,188	4,498	1,480	848	2,328	51.76	
2021	2,449	5,090	2,598	2,440	5,038	1,879	1,083	2,962	59.15	
2022	3,032	6,121	3,046	2,989	6,035	2,358	1,757	4,115	68.19	

The academic performance has generally been improving as shown in Table 17

ii) Enrolment of Pupils

The number of pupils registered in primary schools has also been increasing as shown in the Table 18.

Table 18: Number of Pupils from Pre –school to Std VII]

Year	Number of Schools	Number of Pupils		
		Boys	Girls	Total
2020	128	35,978	35,334	71,312
2021	118	35,627	34,588	70,215
2022	118	41,003	39,799	80,802
2023	118	44,075	42,934	87,009

III. Recruitment of Teachers

The recruitment of teachers from the year 2020 – 2023 is as follows in Table 19.

Table 19: Recruitment of Teachers (2020 – 2017)

Year	Posted			Reported			%	Didn't Report			%
	M	F	Total	M	F	Total		M	F	Total	
2020	104	33	137	104	31	135	98.5	0	2	2	1.5
2021	238	66	304	236	66	302	99.3	2	0	2	0.7
2022	0	0	0	0	0	0	0	0	0	0	0
2023	0	0	0	0	0	0	0	0	0	0	0

IV. Pre-Primary School Enrollment

Enrolment trend of pre-primary pupils is depicted in Table 20. It can be observed that in 2017 all expected pupils were enrolled

Table 20: Status of Registration of Pre-primary Pupils

Year	Number of Schools	Number of Pupils			%
		Boys	Girls	Total	
2020	65	2,909	2,650	5,559	84.6
2021	86	3,575	3,653	7,228	86.4
2022	118	5,623	5,636	11,259	92.6
2023	118	5,214	5,263	10,477	100

V. Enrollment of Pupils in Standard One

The Council has been successful in enrolling all children of school age into its primary schools as shown in Table 21

Year	Number of Schools	Number of Pupils			%
		Boys	Girls	Total	
2020	128	6,737	6,705	13,442	
2021	118	6,496	6,337	12,833	100
2022	118	9,391	9,214	18,605	100
2023	118	9,342	8,930	18,272	100

VI. School Infrastructure

Type Of Infrastructure	Year			
	2019/20	2020/21	2021/22	2022/23
Classrooms	812	774	721	730
Teachers Houses	224	211	214	217
Pit Latrines	926	770	775	787
Teachers Pit Latrines	55	68	61	65
Desks	13,650	12,136	12,384	23,319
Tables	961	964	788	799
Chairs	1,339	1490	888	981
Kabati	296	308	220	250
Shelves	42	52	48	56
Tanks	8	10	30	33
Head Teachers' Office	77	77	120	148
Teacher's Office	50	55	58	60

V. Enrollment of Pupils in Standard One

The Council has been successful in enrolling all children of school age into its primary schools as shown in Table 21

Year	Number of Schools	Number of Pupils			%
		Boys	Girls	Total	
2019	128	6,737	6,705	13,442	
2020	118	6,496	6,337	12,833	100
2021	118	9,391	9,214	18,605	100
2022	118	9,342	8,930	18,272	100

VI. School Infrastructure

Type Of Infrastructure	Year			
	2022	2021	2020	2019
Classrooms	812	774	721	730
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Kabati	296	308	220	250
Shelves	42	52	48	56
Tanks	8	10	30	33
Head Teachers' Office	77	77	120	148
Teacher's Office	50	55	58	60

2.1.11 Secondary Education

Secondary Education Division has a major role to provide secondary education (Ordinary and Advanced Level) to enable students acquire knowledge and skills for sustainable development. The core functions of the Division are:-

- Interpret and monitor the implementation of Ministry of Education, Technical and Vocational Education policy, rules and regulations that guide secondary education delivery.
- Represent Ministry of Education, at all levels on issues related to Secondary Education.
- Advice the Council's Executive Director on Secondary Education issues.

The division has a total of 298 employed teachers against the requirements of 596 teachers.

There are 22 registered secondary schools of which 21 are public schools and 1 non-government school.

Status of Secondary Education

I. Academic Performance

The academic performance for four years is indicated in Table 22

Table 22: Academic performance in form four secondary education examinations (CSEE) 2018-2022)

Year	Students registered			Students attempted			Students passed I - IV			Percentage %
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	
2018	601	309	910	581	297	878	454	181	635	72.3
2019	820	434	1254	797	418	1215	629	250	879	70.1
2020	1002	578	1580	972	561	1533	813	434	1247	81.0
2021	984	677	1661	984	677	1661	842	518	1360	81.9
2022	1049	802	1851	1022	779	1801	869	575	1444	80.1

Source: NECTA 2018-2022

II. Recruitment of teachers

Table 23. Trend of Teachers' recruitment for four years 2020 – 2023 is as shown in Table 23

Year	Posted			Reported			%
	M	F	Total	M	F	Total	
2020	11	3	14	11	3	14	100
2021	6	9	15	6	9	15	100
2022	30	6	36	30	6	36	99
2023	40	5	45	40	5	45	100

III. Total Enrollment of students in ordinary Secondary schools for four years as indicated in table Number 24

Table 24: Total enrollment of students in Ordinary Secondary schools – 2020-2023

Year	Number of schools	Number of students			%
		Boys	Girls	Total	
2020	18	3639	1413	5052	88
2021	21	3032	1628	4660	80
2022	21	7046	5603	12649	89
2023	21	7312	6416	13728	88

Source: TSS 2020-2023

IV. Enrollment of students in Advanced Public Secondary schools

Table 25:

Year	Number of schools	Number of students			%
		Boys	Girls	Total	
2019/2020	18	320	323	643	89
2020/2021	18	410	378	788	86
2021/2022	21	418	389	806	89
2022/2023	21	392	408	1756	90

V. Enrollment of students in form one in Public Secondary schools

Table 25:

Year	Number of schools	Number of students			%
		Boys	Girls	Total	
2020	18	1325	560	1885	86
2021	22	882	476	1358	84
2022	22	2587	2145	4732	87
2023	22	2973	2862	5835	73

VI. School infrastructure

Table 26: School infrastructure in secondary schools

Type of infrastructures	Year							
	2019/2020		2020/2021		2021/2022		2022/2023	
	Required	Available	Required	Available	Required	Available	Required	Available
Classrooms	130	142	130	142	140	138	418	415
Teacher Houses	210	56	240	56	228	59	298	65
Pit Latrines	217	160	217	160	612	343	458	205
Teachers Pit Latrine	32	32	32	32	32	36	42	39
Tables	4573	4684	4301	4986	12586	10200	10439	6652
Chairs	4573	4684	4301	4760	12586	10466	14801	12750
Cupboard	80	65	80	88	80	108	164	125
Shelves	112	29	112	29	112	31	112	34
Tanks	36	23	44	23	63	28	63	31
Headmaster's Offices	21	14	18	14	21	14	21	7
Teacher's Offices	48	18	48	18	48	18	48	7

2.1.12 Works

Among the activities performed by works Department include buildings construction and maintenance of plants and motor vehicle. Thus the the mains reles and responsibilities of works departments including the following:

- Preparation of drawings of various construction activities
- Approve building plan
- Preparation of building or construction contract
- Supervision of building plan and construction process
- Preparation of contract agreements and payment for contractors

The current status of departmental staff is as shown in Table

Table 27:

S/N	Title	Required/Needed	Available	Shortage
1	Engineer	1	Nil	1
2	Technician	6	3	3
	Total	7	3	4

2.1.12 Works

Among the activities performed by works Department include buildings construction and maintenance of plants and motor vehicle. Thus the mains reles and responsibilities of works departments including the following:

- Preparation of drawings of various construction activities
- Approve building plan
- Preparation of building or construction contract
- Supervision of building plan and construction process
- Preparation of contract agreements and payment for contractors

The current status of departmental staff is as shown in Table

Table 27:

S/N	Title	Required/Needed	Available	Shortage
1	Engineer	2	2	0
2	Technician	6	2	4
3	Architect	1	0	1
	Total	9	4	5

Situation of Works Departments

No	Projects	Planned	Constructed
1	Construction of 54 class rooms of secondary school and primary school	50	40
2	Construction of teachers staff houses	0	0
3	Construction of ward executive office	0	0
4	Construction of dispensaries buildings	8	7
5	Construction of business center	1	1
6	Construction of dormitories	2	2
7	Construction of market	0	0
8	Construction of toilets pits	12	10
9	Rehabilitation of class rooms	0	0
10	Completion of classrooms	14	14
11	Construction of DED'S office	1	1

Major Issues of Concern in the Department

Among the challenges facing this Department include lack of transport, lack of car for supervision, fuel, and allowances.

2.1.13 Planning, Statistics, Monitoring and Evaluation

Planning, Monitoring and Statistics has main role of coordinating district development activities and thus, the functions of the Department are:

- a). Coordination of all District plans from lower levels to District level
- b). Coordination of preparation District action plan and annual cash flow plans.
- c). Collection of different social and economic data, analyze and compile them for District and other stakeholders use.
- d). Coordination of preparation of District quarterly, semiannual and annual reports
- e). Coordination of monitoring and evaluation of District development projects
- f). Coordination of reviews of District strategic plans and District annual plans
- g). Preparation of District profiles (Investment profile and Social profiles)
- h). Identification of District opportunities for social and economic development in the District
- i). Coordination of project write-ups with the intention of finding funds from internal and external stakeholders.
- j). Coordination of public private partnership projects in the District
- k). Identification of District opportunities for socioeconomic development

Based on its core functions, the Department is made up of three units, namely Planning, Statistics and Monitoring and Evaluation. Details of the functions of these Units are given below:

The Planning Unit has the core functions of coordinating participatory planning and budgeting from low level to high level and to coordinating implementation of development plans from village, ward and council level in collaboration with implementing Departments.

The Statistic unit is charges with the core functions of: collecting, processing, analyzing and disseminating data; and to coordinate preparations of various Council reports.

The Unit of Monitoring and evaluation has the core functions of: coordinating participatory monitoring & evaluation of development projects and coordinating preparations of quarterly and annual Council physical development implementation reports.

The Department has inadequate staff whereby there are two staff out of the needed four.

Limiting factors for effective performance of the Planning Department include the following:

- i). Insufficient number of staff
- ii). Insufficient working facilities such as Vehicles
- iii). Inadequate financial resources limited annual budget

2.1.14 Finance and Trade

Transactions and exchange of commodities are under the control of the Department of Finance and Trade. The main function of finance department is to maintain a good sound of council financial management system. Specific functions include:

- (a) Coordinating collection of council revenue from own source, government grants, development funds and donations from development partners.
- (b) Controlling legal payments of all District Council payees through Expenditure and Salaries sections.
- (c) Safeguarding Council properties including fixed assets
- (d) Participate in M & E of development projects.
- (e) Preparation of council revenue and expenditure estimates.
- (f) Preparation of council financial statements/reports.
- (g) Coordinate council budget review.

The Department has two main sections: Finance and Trade. The Finance Section is also subdivided into three sub-sections namely Revenue, Expenditure and Final account section.

Revenue unit: coordinates collection of Council revenues, preparations of Council revenue estimates, quarterly and annual financial reports. The Council has started using electronic device system in collecting revenue from 2016/2017 and EPCOR system is already in use.

Expenditure unit: coordinates and processes legal payments, preparation of Council expenditure estimates, monthly, quarterly, and annual financial expenditure reports and, conduct internal audit control and keep financial records. The section uses Epicor system as payment software.

The Salaries unit: has the main responsibility of preparing salaries for Councils' Staff.

The Final Account unit: has the function of preparing final accounts of all existing council's accounts. This duty includes preparation of revenue, expenditure as well as assets and liabilities of the Council for a particular financial year.

Currently the Department has 7 staff out of 17 staff required by the department - making a shortage of 10 staff. .

Situation of Finance and Trade Activities in the District

Council revenue collection has been increasing though not in line with projections as indicated in Table 29.

Table 29: Council Own Source Revenue Collection Trend (2019/20 – 2021/22)

Financial year	Target	Actual collection	Percentage
2018/2019			
2019/2020	1,364,115,000	1,280,297,000	94
2020/2021	1,475,829,000;	1,374,081,000	93
2021/2022	1,727,538,000	1,400,239,443	81

Among the challenges facing the Department include tax payers' evasion, difficulties involved in estimating income earned from some businesses; under or late release of recurrent and development funds from the Central Government and donors, low connectivity of internet hindering payment circle and report production because no manual payment is allowed; shortage of 10 Staff; inadequate working facilities and tools; and Inadequate IPSAS training.

2.1.15 Internal Audit

Core function of the Internal Audit Unit rests on Section 45 of the Local Government Financial Act No 9 of 1982 (revised 2000). The section states that, the Internal Auditor is the statutory Auditor of all Local Government revenues and Expenditures. In line with the core function, the Unit performs the following:

- Promoting appropriate council ethics (policies, and code of conduct complete appropriate applicable within the council
- Ensuring effective organizational performance and accountability
- Communicating risk and control information to appropriate areas of the organization
- Coordinating the activities of communicating information among council , Accounting officer ,external auditor and management
- Provides selective consultancy activities within the Council which supports the development of internal control and risk management, where such assistance does not compromise the primary role of the internal audit and its independence.

Situation of Audit Activities in the District

The main activities planned to be audited by the Unit in 2016/17 are as indicated in Table 30. But due to human and financial resources, some areas were performed below 50%. The main challenges during the operations of the unit were: insufficient human resources and budget constraints (the Unit could not purchase fuel and service the Unit's motor vehicle).

Table 30: Planned Activities for 2016/17 and Actual Performance

Audit Area	Actual Performance (%)	Remarks
Financial management.		
Cash and Banking and final accounts for previous year	90	
Debtors and Creditors.	90	
Revenue collection	90	
cash and bank balances in lower levels	45	No transport and Allowances
Disbursement of cash in lower levels	45	No transport and Allowances
Income and Expenditure	99	
Presenting	99	
Budget control	50	
Procurement process and Contract Audit		
PMU/Tender Board Constituted	100	
Procurement Plan	100	
Stores and Inventories	100	
Outsourced revenue	100	
Tendering Arrangements	70	
Departmental Systems		
Personnel, Recruitment and Training	25	No HCIMS Password
Cars Maintenance	50	
Information technology (iT) audit around computer/through comp	NILL	No EPCOR Password
Project Audit		
CHF and User fees	60	No transport and Allowances
Basket Funds & MMAM /BRN	50	No transport and Allowances
Water/ COWSO	98	
Development Grants LGDG &ASDP(DADPS), Irrigation schemes	15	
P4R/	NIL	
Multispectral and Aids Programmers	15	No transport and Allowances
DASIP	50	No transport and

		Allowances
Road Funds	50	No transport and Allowances
MMEM	NILL	
MMES	45	No transport and Allowances
Performance and Management Audit		
Transparency and Accountability	98	
HR Development	NILL	Inadequate staff
Follow up of previously raised matters	98	
Unplanned Audits/Investigations Provision	98	

The main challenges facing the operations of the unit are: insufficient human resources where by the Unit has two staff instead of the required five auditors - leading to a shortage of three internal auditors; - Internal Audit Unit has a shortage of other resources; the unit has no motor vehicle. The planned procurement of one desk top, one printer, one photocopy machine and one scorer was not implemented due to shortage of funds. There is no professional development through Capacity building for enhanced competence and capability in audit work; budget constraints for example, the allocated budget for the Unit during the financial year 2015/2016 was TZS 37,748,000 comprising of both own sources and Treasury. However, only 9,970,000 which is equivalent to 26% of total budget was realized from Council own sources with a shortage of 27,778,000 (74%); shortage of office space; lack of transport facilities (no motor vehicle).

2.1.16 Procurement Management Unit

The Procurement Management Unit manages all procurements and disposal by tender; it also supports functions of the Council's Tender Board. In line with the core functions as stipulated in the Public Procurement Act No 7 of 2011 and its amendments of 2016, the Unit has the following activities to accomplish:

- a) Manage all procurement and disposal by tender activities of the procuring entity except and adjudication and award of contract
- b) Support the functioning of the tender board
- c) Implement the decisions of the tender board
- d) Plan the procurement and disposal by tender activities
- e) Recommend procurement and disposal by tender procedures
- f) Check and prepare statements of requirements
- g) Prepare tendering documents
- h) Prepare advertisements of tender opportunities
- i) Prepare contract documents
- j) Issue approved contract documents
- k) Maintain and archive records of the procurement and disposal process
- l) Maintain a list or register of all contracts awarded
- m) Prepare monthly reports for the tender board

- n) Prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan
- o) Co-ordinate the procurement and disposal activities of all the Departments
- p) Prepare other reports as may be required from time to time

According to Public Procurement Act (2011), Procurement Unit staffing levels are as shown in Table 31.

Table 31: Staffing Level in the Procurement Management Unit

S/No.	Staff level	Required	Available	Shortage
1.	Procurement officer	2	2	0
2.	Ass. Procurement officer	4	2	2
Total staff level required		6	4	2

Situation of procurement activities in the District

In the 2018/2019 financial year PMU executed various activities in relation to works, goods, services and consultancy services as indicated in the Council annual procurement plan. The Unit managed all procurement activities by complying with the requirements of the Public Procurement Act and its regulations as amended in the 2016. The Unit also supported the functions of the Tender Board and its decisions, it prepared tender and contract documents, it prepared tender advertisements opportunities as well as the annual Council procurement plan.

However, in the course of implementing its roles, the unit faced the following challenges:

- inadequate working facilities such as printer and photocopy machine
- inadequate funds to support PMU activities
- Inadequate staff
- Inadequate office space
- Lack of transport facility
- Minimum participation in contract management by PMU staff.
- Most of the users are not aware/familiar with the PPA 2011 and its regulation 2013
- Lack of warehouse and storage facilities

2.1.17 Legal Section

The Legal Unit advises the District Executive Director on legal matters. It is responsible for all matters related to legal affairs facing the District Council. Its core functions are as given below:

- To prosecute cases in the court of laws
- Vetting of contracts
- To draft council and village By laws
- Legal counsel for the Office of the District Executive Director
- To conduct Legal seminars to members of ward tribunals and village land tribunals
- To supervise legal operations within the District for the purpose of raising revenues
- To prepare and process all by-laws (include those from villages)
- Provide legal aid on matters relating to serious legal issue to individual who cannot pay for advocates
- Represent council in various cases filed in courts and in the tribunals

The legal Unit has one staff out of the required three. The staff shortage coupled with inadequate working facilities presents a serious setback on legal matters in the District

Some of the limitations affecting the Legal Section include:

- (a) Lack of essential facilities such as working tools (computer stationeries, reference legal documents and court officer's uniforms)
- (b) Witnesses fear to appear before the court, during hearing of cases, for different reasons well known to them
- (c) Little financial resources allocated for legal research, financing prosecution of cases and conducting of various legal trainings
- (d) Inability of ward tribunals to handle disputes due to lack of knowledge of legal system
- (e) Failure to appear in court (sometimes) as per court schedule or on time

2.1.18 Information and Communication Technology Section

Information and Communication Technology (ICT) Unit in the Council is the implementing agent and operational focal point for the e-Government Strategy. Its major role is to ensure effective computerization of Council services for efficient implementation of projects in line with the overall national ICT strategy. The Unit is responsible for relevant ICT project implementation, user training and technical support services. All projects implemented in the Council shall follow the agreed government standards for development, maintenance and integration of systems within the National ICT strategic framework. Specific functions of the ICT Unit include:

- Coordinate the development and procurement of cost-effective and efficient ICT infrastructure, equipment and services.
- Manage the implementation of ICT projects.
- Appreciate, disseminate and implement the National e-Government strategy.

- Develop ICT strategic work and project plans for the Council.
- Develop and implement the Council ICT policy.
- Implement ICT projects based on the National e-Government strategy, the ICT maturity level of the Council, and in accordance with the published standards relating to the management of ICT projects in the Government of Tanzania.
- Provide technical and operational support for systems and infrastructure including networks, websites, email systems, databases and applications.
- Design and implement Council's ICT capacity building initiatives.
- Identify ways in which the Council can effectively and efficiently deliver services to the citizens using ICT and propose appropriate interventions.
- Monitor, coordinate and advise on issues pertaining to electronic business, telecommunications and technology,
- Participate in the development, analysis and evaluation of Government wide technology issues, policies and legislations.

Currently, Uvinza District Council has only one professional staff contrary the established requirements of at least four professional staff

Uvinza District Council runs 10 different systems in the provision of services to people as shown in Table 32

Table 32: Systems Operating in the Council in the Provision of Socio-economic services.

S/N.	System Available	Function of the System	User Department
1	LGRCIS (Local Government Revenue Collection Information System)	Electronic Own Source collections by using PoS	Finance
2	EPICOR	Electronic payments	Finance
3	HCMIS (Human Capital Management Information System) – LAWSON	Management and Control of all permanent and pensionable employee	Human resources
4	PLANREP (Planning and Reporting)	Making annual budget – MTEF	Planning
5	FFARS (Financial Facility Accounting and Reporting)	Manage and Control receivable and payable at facility level	Health and Education
6	GOTHoMIS (Manage and Control day to day Hospital activities.	Health
7	PSSN (Productive Social Safety)	Control and Manage poor house holds	TASAF
8	BEMIS (Manage manipulations of Primary students information	Education
9	PREM(Primary students and facilities information	Education

A. Accessibility of those systems.

All the systems are in use, although limited access is experienced (low speed and weak network signal). Currently Uvinza District Council is connected access the systems through VSAT technology

I. Internet and Mobile Network Services

Uvinza District Council headquarter has no Internet connection and poor mobile services. Mobile network service provider like Vodacom, TIGO, Airtel companies they installed base station but we experience 2G capacity.

II. Local Area Network (LAN) Connection

Local Area Network is installed in few offices which are DED office, DT, DPLO, DIA, HR, ICT, ACCOUNTANT, CASHIER, TRADE, PMU, DE and LAND. Offices which are not connected by LAN are District Chairperson office, Community Development, Water, Livestock, Natural Resource, and Health.

III. Website And Government Mail System

Uvinza District has launched its own website which is accessible from www.uvinzadc.go.tz ,it contains necessary information, events, announcements, photos, videos and other documents that are necessary to the citizens for Social and economic service delivery. Also we are connected to Government Mail Systems (GMS).

Major Limitations in the ICT Section

Key issues that ICT Unit is facing and wishes to address include:-

- Inadequate funds for ICT unit
- Inadequate ICT personnel
- Computer illiteracy for some users
- Lack of on job training
- Lack of ICT funding models that sustain core service, support innovation, and facilitate growth.
- Limited ICT organization's capacity for managing change in the differing community needs, priorities, and abilities.

2.1.19 Election

Election Unit is set to assist the District Executive Director who is the representative of National Election Committee in all matters related to election. The specific functions of this Unit are as presented below:

-) To recognize and register election centers.
- a) To conduct seminar on how to register voters into BVR.
- b) To make sure all election tools are available.
- c) To distribute the election tools to the desired election centers.
- d) To meet office and other administrative expenses.
- e) To compile all election results from all election centers.
- f) To prepare election reports and submitting them to the higher authority (DED) for announcement.

- g) To report any changes occurred during the election.
- h) To recognize the political parties of the particular area and registering them if they will participate in the election.
- i) To facilitate cleanness and storing of election tools.

The Unit in collaboration with other departments conducted a Local government Election in 2014 which involved 16 Wards, 61 villages and 327 *vitongoji*. During the 2015 General Election the Council conducted one constituency and 16 wards election The respective Elections resulted into the present political leaders through democratic Elections.

Despite the achievement, the Unit is facing challenges of inadequate staff (requirement is 3 but only 1 staff is available staff), lack of Election Office and its facilities and shortage of funds to conduct new elections so as to fill the gaps in some villages which is the issue of attention as indicated in Table 33.

Table 33: Vacant Election Posts in Uvinza District Council

Village Chairman	<i>Vitongoji</i> Chairman	Members of Village Council	Members of Village Council (Special Seats)
2	14	9	3

During the Local Government Election of 2014 there were eighteen election petitions raised against the District returning Officer, that the complaints demanded the court to declare that the election null and void for not being conducted fairly. After hearing, the court dismissed prayers of the petitioner. In General Election of 2015 one election petition was raised whereby the Parliamentary candidate for NCCR Mageuzi complained against the returning officer of Kigoma South Constituency that the election was not fair. After hearing, the court also dismissed prayers of the petitioner

ANALYSIS OF EXTERNAL ENVIRONMENT

The analysis of external environment in which Uvinza 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:

2.3.1 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 Uvinza District Council serves as government vehicle in attaining the vision 2025 of reducing poverty among Tanzanians.

2.3.2 CCM 2025 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 period 2020-2025. 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. ***Employment 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.

As a Local Government Authority, the Uvinza District Council will ensure the objectives of the 2025 ruling party's manifesto are achieved in line with the peoples 'expectations from their government.

2.3.3 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 Uvinza 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.

2.3.4 National Five Years Development Plan (2018/19 -2021/22)

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 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 Uvinza District Council Strategic Plan of

2018/19-2021/22 is by all means going to contribute to the realization of the transformation envisaged in the Second Five Years National Development Plan.

2.3.5 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 Uvinza District Council have important role to play. Following this fact, this Uvinza 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.

2.3.6 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 Uvinza District. As it stands, Uvinza can fetch market for its agricultural products, but it can also attract investors from around member countries.

2.3.7 Sustainable Development Goals

Sustainable Development Goals are 17 global goals with 169 targets. These goals are somewhat in line with the core functions of Uvinza 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.

2.1.9.6.1.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES

The analysis of the Strengths, Weaknesses, Opportunities and Challenges (SWOC) of Uvinza District Council was done in a participatory manner involving District staff, particularly the Heads of Departments and Units. The aim of the SWOC analysis was to identify the existing strengths and opportunities that the District council can use to address the existing weaknesses and challenges. The identified strengths, weaknesses, opportunities and challenges are as follows:

2.3.1 Strengths

- Committed and accountable leaders and staffs
- Existence of reasonable social services including education and health services
- Availability of internal sources of funds
- Availability of valorous ICT Management Systems
- Existence of moderate infrastructures (passable roads, public buildings, national electricity power grid)

3.2 Opportunities

- Availability of reliable water sources
- Existence of public and private institutions for District's development
- Availability of arable land for agriculture, livestock and other investments
- Good climatic condition favorable for agriculture
- Availability of development partners to support development projects
- Availability of natural resources – land, mineral deposits(salts, limestone, copper) lake Tanganyika, fivers wildlife etc
- Tourist attraction such as Mahale National Park
- Presence of railway line
- Proximity to DRC as big market for agricultural and industrial products

2.3.3 Weakness

- Inadequate office spaces at HQ and Village level.
- Rapid deforestation
- Inadequate facilities and working tools/equipment.
- Poor enforcement of by- laws at village level
- Inadequate transparency among stakeholders
- Inadequate health facilities
- Insufficient staffs
- Unplanned land uses leading to conflicts
- Poor revenue collection
- Under-utilization of natural resources

2.3.4 Challenges

- Unpredictable release of funds by the Government
- Harsh working environment
- High staff turnover
- Financial dependence on central government
- Prevalence of HIV/AIDS and other STI
- Shortage of funds
- Unreliable, unqualified and unregistered service providers
- Inadequate infrastructure(transport, housing etc)

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 or beneficiaries. The summary of the results of stakeholders' analysis is given in Table 34.

Table 34: Stakeholders' Analysis

Stakeholder	Service offered	Stakeholder Expectations	Impact if Expectation not Met
Community (Farm-ers, peasants and livestock keepers)	<ul style="list-style-type: none"> - Tax payer - Producers of farm and livestock products. - Key participants in development process - Implementers of socio-economic projects 	<ul style="list-style-type: none"> - Inputs and Market support -Efficient agricultural and livestock extension services 	<ul style="list-style-type: none"> - Low production and productivity - Rampant poverty
Businessmen and Entrepreneurs (Uvinza Lunches Association, Nyanza Salt Mine, Tobacco companies)	<ul style="list-style-type: none"> - Distribution chain, - Revenue through taxation, - Production of goods and services 	<ul style="list-style-type: none"> - Make maximum profit - Win more customers - Expand their business - Conducive business environment - Reliable transport 	<ul style="list-style-type: none"> - Closure of their businesses - Loss of revenue - Poor quality goods and services - Increased Poverty & -Unemployment
Central Government Ministries/agents (PMO RALG Finance Ministry RS, TRA, TBA, SIDO, NHIF, TANESCO RWSSP)	<ul style="list-style-type: none"> - Policies on socio-economic development - support services in the area of - human resource - agriculture - livestock - Co – operatives - Commerce and - industries – Natural resources & environment 	<ul style="list-style-type: none"> - Value for money - Observance of laws, policies, guidelines and regulations 	<ul style="list-style-type: none"> - Chaotic environment - Legal and coercive action - Support withdrawal

Stakeholder	Service offered	Stakeholder Expectations	Impact if Expectation not Met
Non-Governmental Organizations (Thamini Uhai TUUNGANE, Engender Health)	<ul style="list-style-type: none"> - Supporting the Government in the provision of services to the community - Provide of employment opportunities - Supporting the Government in Community capacity building 	<ul style="list-style-type: none"> - Supportive government policies -Community participation - Conducive working environment - Strong Coordination of development activities - Good Governance 	<ul style="list-style-type: none"> - Few development projects implemented - Limited capacity building to community - Loss of council's credibility and ownership of projects - Poor community participation - Inadequate services provisions
National And International Agencies: World Lung Foundation, LIC, BTC, JGI, TASAF, TARURA, IMA World Health, WHO, EQUIP, JICA,KFW(German Cooperation), UNICEF, NHIF	<ul style="list-style-type: none"> - Financial support - Capacity building - Monitoring and evaluation of development projects 	<ul style="list-style-type: none"> - Clear policy guidelines - Comprehensive plans - Good financial management - Conducive working environment 	<ul style="list-style-type: none"> - Uncoordinated plans. - Duplication of activities, projects - Poor community participation. - Misunderstanding and mistrust. - Poor financial and technical support - Poor public image
Training/Research Institutions (LGTI, IRDP, Ardhi Institute, FTI)	<ul style="list-style-type: none"> - Provide Consultancy services - Training in various problem areas - Conduct research on development challenges 	<ul style="list-style-type: none"> - Be involved in the District development agenda - Use the skills, knowledge and other availed resources 	<ul style="list-style-type: none"> - Development stagnation
Community-based Organizations (COWSO Nyakitondo)	<ul style="list-style-type: none"> - Community Mobilization - Entry – point to the Community 	<ul style="list-style-type: none"> - Good governance - Financial, technical and social support - Support Policy guidelines 	<ul style="list-style-type: none"> - Poor service provision - Poor community participation - Outdated practices in the community

Stakeholder	Service offered	Stakeholder Expectations	Impact if Expectation not Met
Youth Development, Mibos,			.
Financial Institutions (NMB, CRDB)	- Provision of savings and loans to the community	- Effective government policy support - Conducive environment - Efficient Loan repayment	- High unemployment rate - Increased poverty
Council employees	- Technical and professional support to development process	-Conducive working environment - Sufficient and timely payment of salaries - Availability of working tools	-poor planning and implementation and monitoring of projects
Communication Companies - Halotel, Vodacom	-Provide communication services	Big number of users to cover costs	Limited development process

2.5 CORE VALUES

The implementation of this Strategic Plan will be guided by four 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. These values are as follows:

2.5.1 Transparency: Council staff shall strive to be transparent in all their work and dealings, and shall stand ready for public scrutiny. Building of trust and doing the right thing shall be their daily priority for enhancing common understanding in all decisions they make.

2.5.2 Team Work:

We believe in the spirit of cooperation for effective achievement of our objectives. We shall therefore ensure we're working at all times and in different activities as a team for high productivity with reasonable amount of resources.

2.5.3 Commitment: In the course of service delivery, every Council staff shall demonstrate dedication and endurance for high quality service delivery to the community

2.5.4 Integrity: All Council Staff have the obligation to be trustworthy, sincere, fair and consistent in all their 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 shall therefore spend their time and energy to ensure that people are well served, without having to be involved in any corruption

2.5.4 Client based: we are client-driven entity in our daily conduct. We are sensitive and responsive to clients' needs and high commitment to customer care.

CHAPTER THREE

PERFORMANCE REVIEW ON THE IMPLEMENTATION OF THE PREVIOUS 2022/2021- 2018/2019 STRATEGIC PLAN

3.1 Introduction

Performance review involved a critical assessment of the implementation of the previous strategic plan to measure outcome or impacts and longer term consequences of the interventions. For the period 2018/2019 to 2021/2022 Uvinza District council committed its financial, human and material resources in implementing its five year medium term strategic plan; the effect or the change resulting from the interventions from the previous strategic plan was assessed in 13 and 6 sections. The review of the implementation of the previous strategic plan identified remarkable achievements against targets set and some constraints.

3.2 Achievements made from the Implementation of the Previous Strategic Plan

3.2.1 Achievements in Human Resource and Administration

- ✓ Filling the gaps by recruiting new employees , e.g. 16 science teachers for secondary, 33 primary teachers, 7 employees for Health sector and 10 village Executives
- ✓ Seating of Legal meetings in all levels including council, Departmental, VDCs and WDCs
- ✓ To control the monthly salaries of all staffs using GSPP
- ✓ To control the information of all employees through the use of Human Capital Management Information System, HCMIS/Lawson
- ✓ To control the performance of all employees through The Open Performance Review Appraisal System, OPRAS
- ✓ To reduce conflicts among the communities by initiating the complaints and Reforms desks in all villages and wards from which reports are taken to the District council for registration and further solutions.
- ✓ To educate employees who are in Head quarter, villages and wards on matters concerning Human Resources' norms and conducts, rights and responsibilities.
- ✓ Receiving new employees and giving them orientation and encouraging them on how to cope with the environment of our District council.

3.2.2 Achievements in Health Sector

- ✓ The Council planned 12 routes but up to the end of January the Council managed to conduct 6 route of supportive supervision by 50% and outreach services performed by 75% but the Council faced challenges in distribution and supervision caused by geographical location especially along Tanganyika Lake shore and shortage of vehicles because the Council health department have only two vehicles functioning.
- ✓ The Council managed to conduct procurement of medicine and medical supplies from MSD for all health facilities for 50% and the process of procurement still going on under health sector basket fund also Receipt in kind from central government (MSD) received for 50% and distributed to all health facilities as planned in order to reduce shortage of medicine and medical supplies in all levels, also the Council have availability of trace medicine in all health facilities despite of few like Ant biotic Amoxacilline capsules and Metronidazole tablets were not available for 2 months.
- ✓ On maternal and new born care during previous year the Council had ANC new attendance rate of 80.36%
- ✓ ANC client receiving TT2 by 56% 2016 to 60.7% by year 2019
- ✓ Pregnant mother protected with malaria (IPT 2) incby 50.3% 2016 to 595 by year 2019
- ✓ OPV 0 by 55% 2016 to 70% by year 2019
- ✓ Penta Valent by 62% to 73% by year 2019
- ✓ BCG by 104.4% 2016 to 110% 2016
- ✓ Family planning attended increased from 28% (2015) to 74.3% by year 2019.
- ✓ maternal death in the district has still high from 18 deaths (2015) to 17 death (2019)
- ✓ Infant mortality rate has been reduced from 12/1000 (2015) to 9/1000 in 2019,

3.2.3 Achievements in Agriculture Irrigation and Cooperatives

- ✓ Construction of Kashagulu irrigation scheme in Kalya wards with 203 Ha and Mgambazi irrigation scheme with 200 Ha is under construction.
- ✓ Nyanganga irrigation scheme also was constructed though was not completed due to shortage of funds.
- ✓ Detailed survey was conducted at Nkonkwa irrigation scheme
- ✓ 776954 Ha of cash crops has been increased from 687697 in 2021 to 2022
- ✓ 3657556 tons of food crops has been produced from 2021 to 2023
- ✓ One agro-mechanization centre and one WARC have been established in the district
- ✓ Two (2) cash crops (coffee and cashew nut) have been introduced in the District.
- ✓ Extension services delivery coverage has increased to about 40%

3.2.4 Achievements in Livestock Development and Fisheries

- ✓ Construction of two latrine at Mwamila and Mpeta livestock market

Achievements in Water Sector

- ✓ Accessing safe drinking water reached 44 in 2023 from 36 in 2021.
- ✓ Number of shallow well increased from 80 in 2022 to 100 in 2023
- ✓ Number of rain water harvesting tanks increased from 17 in 2022 to 60 in 2023
- ✓ Water point increased from 273 in 2022 to 414 in 2023
- ✓ Two water projects at Kalya and Ilagala constructed
- ✓ water user entities formed and capacity building done to 48%
- ✓ Management, administration and supervision was not done according to plan

3.2.6 Achievements in Primary Education

- Total enrollment of pupils in standard one increased from 12,800 to 18,200 by June, 2023 to June 2027
- Pupil's book ratio has increased to 1:3 in subjects to 1:1 for standard I-III in all subjects.
- Pit latrines increased to 1,781 and 2790 by June 2023 and 2027
- Number of satellite schools has increased to some villages to ensure that school aged children get primary education.
- Number of desks has increased from 12,560 to 18,613 by June 2023 and 2027
- Seminars on Inservice Training has been conducted to standard one to two to improve their teaching professional.
- Ant-corruption campaigns are undergone throughout the schools
- Good governance enhanced in primary schools.
- Staff meeting, pupils meetings, School baraza, parents meetings and school committees meetings are regularly and democratically conducted.
- School dropouts and truancy in primary school reduced.

3.2.7 Achievements in Secondary Education

- Total enrollment of students in secondary schools increased from 4,732 to 5835 by June, 2023
- Schools have managed to participate in UMISSETA competition from school level to National level for the academic year 2023.
- Students book ratio has increased from 1:5 to 1:3 in art subjects and from 1:3 to 1:1 for Science subjects by June, 2024
- The number of secondary education Teachers increased from 255 in 2022 to 298 in 2023
- Pit latrines for both teachers and students increased from 379 in 2022 to 462 in 2023
- Number of secondary schools increased from 21 in 2022 to 22 by June
- Number desks increased to 5,733 by 2023
- Health officers and community development officers have been conducting seminars, drama, cinemas in schools, posters

- Ant-corruption campaigns are undergone throughout the schools
- Posters have been put in several areas in school
- Corruption is taught in schools as a subject
- Ant-corruption clubs have been established in every secondary school
- Good governance enhanced in secondary schools
- Staff meeting, students meetings, School baraza, parents meetings and school boards meetings are regularly and democratically conducted
- Women participation and access to secondary education increased
- Girls dropouts in secondary school reduced

3.2.8 Achievements in Community Development Gender Youth and Children

- ✓ 404 IGA groups out of 680 planned were formed, registered and are in place (146 women groups; 65 youth groups, 182 mixed groups and 11 men groups.
- ✓ 70% of the registered groups were reached with entrepreneurship trainings. Such trainings are in progress because they are continuous interventions.
- ✓ Self-help projects and community initiated projects are in place (eg. Basanza and Mwakizega Secondary schools, Mazungwe Dispensary, Village Government office of Malagarasi village, just to mention a few. This is due to community sensitizations made.
- ✓ Gender sensitivity is improved in our community. Thus plans and implementations of projects and programs of the government and stakeholders are currently gender sensitive. That is community's gender sensitivity is now very high.
- ✓ 29 CSO's/NGO's are in place in the council working in collaboration with the Government/Council.
- ✓ 185 OVCs (119 male, 66 female) out of 200 planned were supported with scholastic materials and fees.
- ✓ 8,100 school youths (4800 male, 3300 female) out of 8,500 planned were reached and capacitated in life skills education, behavioral change and HIV education.
- ✓ 8,500 out of school youths (5100 male, 3400 female) out of 8,900 planned were reached and capacitated in life skills education, behavioral change and HIV education.
- ✓ 250 religious leaders out of 350 planned were reached with HIV education

3.2.9 Achievements in Planning Statistics and Monitoring

- ✓ Increase the number of villages that can produce their own plans through participatory method (O&OD) from 35% in 2018/2019 to 65% in 2022/2023.
- ✓ Improved monitoring and evaluation of development projects each quarter which produced quality projects implemented
- ✓ Coordination and Preparation of Annual plan and budget each financial year.
- ✓ Preparation and submission timely District quarterly reports of projects implemented in each financial year.

3.2.10 Achievements in Land and Natural Resources

- ✓ 1395 plots surveyed and mapping at Lugufu head quarter 1015 and Kibao trading center 380
- ✓ Developed sustainable utilization and management, harvesting plan of village land Forest Reserve 9 out of 23 villages
- ✓ Survey and mapping 9 villages boundaries out of 19
- ✓ 12 villages have village beekeeping reserves and use modern beekeeping gears
- ✓ Sustainable utilization and management of 10 forest reserves through participatory management out of 24
- ✓ Improve management and sustainable utilization of wildlife resource in one WMA and one game controlled area
- ✓ Prepare 3890CCROs and register at Land Commissioner Zone out of 6780

3.2.11 Achievements in Environment and Solid Waste Management

- ✓ Community awareness on natural resources conservation and protection of illegal mining raised
- ✓ Identification of an area for district dump site
- ✓ Formulation of community based solid wastes collection and disposal methods established
- ✓ Environmental cleanliness awareness campaign raised in 8 wards respectively since established of new department
- ✓ Law enforcement against environmental contravenes has raised from zero cases to 20 cases per year compared to the previous years
- ✓ Four supervisory visit on environmental assessment and auditing carried out
- ✓ One million four hundred tree planted in 16 wards in year 2023
- ✓ Construction of 5 solid wastes collection bays in Nguruka, Kazuramimba, Basanza, Uvinza and District head quarter
- ✓ Participation of CMT and District security committee and community as whole in cleanliness activities
- ✓ Pollution protection of water sources and water catchment areas
- ✓ Protection of environmental degradation achieved
- ✓ Prevention of illegal mining of. Sand, lime stones and salt quarrying

3.2.12 Achievements in Information, Communication, Technology and Public Relations

3.2.14 Achievements in Legal issues

3.2.15 Achievement in Beekeeping

- ✓ Construction of three honey processing center at Nguruka, Uvinza and Ilagala.
- ✓ . Registration three of three beekeeping apex at Mfungezi in Nguruka, Kazaroho in Uvinza and Mwakila in Ilagala.
- ✓ Enhance three villages to gazette Beekeeping Village with total coverage 645 hectors.
- ✓ Increase of honey product from 512kg in 2018/19 up to 1428 kg to 2022/2023.
- ✓ Increase number beekeeping groups from 21 in 2018/2019 up to 62 in 2022/2023
- ✓ Improved quality and quantity of bee's product as lead to have barcode from GS One
- ✓ Number of beeper increased from 434 in 2018/2019 up to 864 in 2022/2023.

3.2.16 Election

- ✓ The Local government Election held in 2019 which involved 16 Wards, 61 villages,330 hamlets and General Election held in 2020 involved 1 constituency, 16 wards and 61 villages. The two elections conducted resulted to the presence of political leaders.
- ✓ The identification of various vacancies of leadership in village level.

Internal Audit

Achievements in Internal Audit performance for the year 2021/2022 resulted to sustainability and remained into general good performance and obtained unqualified audit reports Issued by Controller and Auditor general.

3.2.18 Trade and Finance

3.2.18 Trade and Finance

- ✓ In three years consecutively the council has obtained a clean report(unqualified) from CAG.
- ✓ Financial year 2021/2022 the council collect 93% of the budget.

3.2.19 Procurement Management Unit

- ✓ Payment of suppliers achieved 50%
- ✓ PMU, TB and Finance committee members trained on public procurement Act and its regulation
- ✓ Utilization of EPICOR system to produce LPO
- ✓ PPRA Expected performance reached
- ✓ Documentation improved 75%
- ✓ Contract management improved by 65%
- ✓ Co operation of stakeholder increased 85%

3.3 Major Constraints Faced during implementation of 2015/2016- 2020/2021 Strategic Plan

Despite significant achievement noticed in the implementation of the previous strategic plan, there was existence of some hindrances which resulted to failure in achieving some formulated targets. The major impediments are summarised below.

- Inadequate funds for construction of infrastructures.
- Little involvement of Private sector in the construction of irrigation infrastructures
- Inadequate maintenance of the schemes
- Shortage of agro inputs, storage facilities, Quartering system limiting farmer to produce more (at their will), environmental issue,
- Inadequacy of improved seeds, agro-inputs, storage facilities (warehouses), Access to market and marketing facilities, infrastructures (Farm roads)
- Shortage of funds for Nursery establishment. Inadequate planting materials. No funds for trainings, monitoring and evaluation
- Inadequacy of improved storage facilities (warehouses), Access to market and marketing facilities, lack/ poor infrastructures (Farm roads)
- Delay of funds disbursement for payment of contractors
- Lack of vehicles for monitoring and evaluation of projects
- Shortage of staff
- Statutory payments not made (staff leave, sitting allowance ,per diem)
- The Council does not provide loans to IGA groups timely
- Lack of close supportive supervisions to IGA groups
- Failure to pay back loans timely
- Too many IGA groups demanding loans
- Low number of WEOs, VEOs and Village council with knowledge on how to plan through O&OD methodology
- Insufficient local contractors in the District
- Insufficient knowledge on how to conduct monitoring and evaluation effectively
- Insufficient working gears like vehicle.
- Unskilled staffs on the use of PLANREP software

- Low Readiness of the community to share cost of plot surveyed
- Knowledge gaps on environmental issues among communities members
- Poor Network connectivity

CHAPTER FOUR

THE PLAN

4.1 Vision

To be a council that provides high quality services for sustainable development of the community

4.2 Mission

To facilitate the provision of high quality service in collaboration with other development partners for sustainable development of the community.

4.3 Strategic Objectives

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

4.4 Strategic Plan Matrix

4.4.1 Strategic Objective 1

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

4.4.1.1 Result Area: Human Resource and Administration

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Number of Council Employees Increased from 1,653 to 3,444 by June 2018	Seek permission to employ Advertise vacancies -Interview and Recruit	Presence of 1,791 New employee
	Employees work performance increased from 75 to 100% by June 2018	Train Staff on ethics, rules and regulations Fill OPRAS forms Departments/ Sections meetings Personnel data form Workers meetings	Percentage increase of employs work performance
	Increase the number of staff confirmed from 2100 to 4,500 by 2018	Fill OPRAS forms Completion of probation period Involve parent Ministries Involve Circular-Establishment	Number of staff confirmed
C. Access to Quality and Equitable Social Services Delivery Improved	Increased number of operating suggestion boxes from 1 to 60 by 2018	Involve all LLG in the Council Have Suggestion Boxes at their offices	Number of suggestion boxes increased
	Increase the number of employees promoted from 1,653 to 3,444 by 2018	Ensure the OPRAS system Involve CMT to review Employees Involve Employment board	Number of employs promoted
	Supervised Council regulatory meetings: 20 Council meetings 140 Standing comm. Meetings 440 and 4500 VC	Involve CMT Councilors	Number of meetings conducted

Strategic Objective	Targets	Strategies	Performance Indicators
	meetings 60 CMT meetings by 2022		
	1940 different furniture for the Wards and villages Hall of the Council purchased by 2022	Budget in CBG Involve Suppliers in constructing Furniture	Number of furniture and supporting documents purchased
	14 Ward and 45 village Offices constructed by 2022	Involve village Government Involve Ward leadership Involve the community	Number of Wards and village offices constructed
	Increased number of staff houses from 10 to 25 by 2022	Involve HoDs and supporting staff	Number of staff houses constructed
	Establishment and use of claimant table by 2022	Claimant Forms Customer care personnel	Presence of Claimant table Presence of qualified customer care personnel
	Improvement of records management system by 2022	Training of record management staff Procurement of files shelves and file covers	Presence of File shelves and files Client satisfactory
	Commitment to client charter established by 2022	Involve Consultant for training HOD's and supporting staff Prepare of Client Charter	Client Charter in place Reduced Complaints

4.4.2 Strategic Objective 2

D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

4.4.2.1 Result Area: Agriculture Irrigation and Cooperatives

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Number of farmers trained on good agricultural practices (GAP) increased from 31,540 in 2017/2018 to 41540 by 2021/2022	Create awareness to village leaders, ward leaders, extension workers and the community on food crops farming through seminar/workshops, meeting posters and flying boards. Facilitate the extension workers with working gears, transport facilities Employ new extension staff	Number of farmers, village ward leaders and extension workers trained
	Area under mechanization expended from 15,610 ha in 2017/2018 to 26,536 ha by 2021/2022	Create awareness to village leaders, ward leaders, extension workers and the community on improved farm machinery through seminar/workshops, meeting posters and flying boards. Facilitate the extension workers with working gears	Number of hectares under mechanization increased
	Area under irrigation increased from 700 ha in 2017/2018 to 1500 ha by 2021/2022	Create awareness to village leaders, ward leaders, extension workers and the community (irrigator's member) on irrigation farming through seminar/workshops, meeting posters and	Number of farmers (irrigators), village ward leaders and extension workers trained Number of hectares increased

Strategic Objective	Targets	Strategies	Performance Indicators
		flying boards. Facilitate the extension workers with working gears, transport facilities	
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Area under Horticulture crops production increased from 1,172 ha in 2017/2018 to 1,465 by 2021/2022	Create awareness to village leaders, ward leaders, extension workers, the community and private sector on horticulture farming through seminar/workshops, meeting posters and flying boards. Facilitate the extension workers with working gears, transport facilities	Number of hectares under horticulture crops increased
	Area under food crop production increased from 283,884 year 2017/2018 to 354,855 by 2021/2022	Create awareness to village leaders, ward leaders, extension workers and the community on maize production through seminar/workshops, meeting posters and flying boards. Facilitate the extension workers with working gears, transport facilities	Area under food crop production increased
	Area under cash crop production increased from 16,160 year 2017/2018 to 20,200 by 2021/2022	Create awareness to village leaders, ward leaders, extension workers and the community on maize production through seminar/workshops, meeting posters and flying boards.	Area under cash crop production increased

Strategic Objective	Targets	Strategies	Performance Indicators
		Facilitate the extension workers with working gears, transport facilities	
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Food crops production increased from 1,421,623 year 2017/2018 to 1,777,028 by 2021/2022	Create awareness to village leaders, ward leaders, extension workers and the community on maize production through seminar/workshops, meeting posters and flying boards. Facilitate the extension workers with working gears, transport facilities	Number of farmers, village ward leaders and extension workers trained Number of tons produced
	Cash crops production increased from 21,542 year 2017/2018 to 1,777,028 by 2021/2022.	Create awareness to village leaders, ward leaders, extension workers and the community on maize production through seminar/workshops, meeting posters and flying boards. Facilitate the extension workers with working gears, transport facilities	Number of farmers, village ward leaders and extension workers trained Number of tons produced
	Number of Cooperative societies members increased from 2,302 in 2017/2018 to 4,561 by 2021/2022	Create awareness to village leaders, group leaders and the community on how to formulate cooperatives society through seminar/workshops, meeting posters and flying boards.	Number of cooperative increased
D. Quality and Quantity of Socio-	Number of Cooperative societies	Create awareness to village leaders,	Number of cooperative increased

Strategic Objective	Targets	Strategies	Performance Indicators
Economic Services and Infrastructure Increased	increased from 63 in 2017/2018 to 80 by 2021/2022	group leaders and the community on how to formulate cooperatives society through seminar/workshops, meeting posters and flying boards.	
	Number of cooperative personnel trained from 50 in 2017/2018 to 315 by 2021/2022	Create awareness to cooperative leaders through seminar/workshops, meeting posters and flying boards	Number of trained personnel
	Number of SACCOS increased from 13 in 2017/2018 to 20 by 2021/2022	Create awareness to SACCOS leaders and members through seminar/workshops, meeting posters and flying boards	Number of SACCOS increased

4.4.3 Strategic Objective 3

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- E. Good Governance and Administrative Services Enhanced
- F. Social Welfare, Gender and Community Empowerment Improved

4.4.3.1 Result Area: Primary Education

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Seminars on HIV/AIDS Conducted to 139 to 149 primary school teachers by 2023 to 2027.t	Involve health officers and development commsectiony officers in conducting sensitizing seminars to teachers.	Number of seminars on HIV/AIDS conducted
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Workshops on reducing corruption behaviors conducted to 139 to 149 primary Schools by	Involve Anticorruption sections to facilitate education officials WECS, HTs and Teachers.	Number of workshops on anticorruption conducted. Number of Anti-corruption clubs in

Strategic Objective	Targets	Strategies	Performance Indicators
	2023 to 2027		primary increased.
	Anticorruption Clubs established in 139 to 149 Schools by 2023 to 2027.	Engage Anticorruption to provide education	Number of Anticorruption clubs established
E. Good Governance and Administrative Services Enhanced	Workshop on the impact of early pregnancies conducted to 139 to 149 teachers by 2023 to 2027.	Involve teachers in conducting Sensitize forums to pupils about early pregnancies.	Number of workshops on impact of early pregnancies conducted.
	School Committee workshop conducted to 139 to 149 primary schools by 2023 to 2027.	Involve WECs and Head teachers, Education officials and school Inspectors to facilitate workshops to school committees.	Number of school committee meetings.
C. Access to Quality and Equitable Social Services Delivery Improved	Increasing enrollment for standard one and pre-school pupils from – 95% to 100% annually by 2023 to 2027.	Involve village Governments through meetings Involve school committees through seminars and meetings. Involve parents through meetings. Raise awareness of the commsectiony through announcement in various commsectiony assembly such as churches, mosque and market places	Number of enrollment for standard one and pre-school pupils increased.
	Increased number of classrooms in primary schools from 1,031 to 2,733 by 2023 to 2027.	Involve village governments and school committees through meetings. Motivate the commsectiony on the construction of school infrastructures. Involving Works Depart through preparing of BoQs and sitting contractors	Number of classrooms increased
C. Access to Quality and Equitable Social Services Delivery Improved	Increased number of teacher houses in primary schools from 278 to 2700by 2023	Involve village governments and school committees through meetings. Motivate the commsectiony	Number of teacher houses increased

Strategic Objective	Targets	Strategies	Performance Indicators
	to 2027..	on the construction of school infrastructures. Involving Works Depart through preparing of BoQs and sitting contractors	
	Increased number of latrines in primary schools from 1781 to 6150 by 2023 to 2027.	Mobilize commsectiony members Mobilise financial Resource	Number of pit latrines increased
	Increasing number of desks in primary schools from 18,613 to 41,000 by 2023 to 2027.	Mobilise commsectiony members Mobilise financial Resource	Number of desks increased.
	Increased number of tables in primary schools from 977 to 2700 by 2023 to 2027.	Mobilise commsectiony members Mobilise financial Resource	Number of tables increased
	Increased number of chairs in primary schools from 1,012 to 2700 by 2023 to 2027.	Mobilise commsectiony members Mobilise financial Resource	Number of chairs increased
	Increased number of football grounds in primary schools from 139 to 149 by 2023 to 2027.	Mobilise commsectiony members Mobilise financial Resource	Number of football grounds increased
	Increased Teacher – Pupil Ratio in primary schools from 1:108 to 1:45 by 2023 to 2027.	Submit requests to the central government of the need for teachers in schools Involve head teachers and WECs in conducting village general meetings for the commsectiony to motivate teachers.	Number of teachers increased.
C. Access to Quality and Equitable Social Services Delivery Improved	Increased number of schools inspected from-139 to 149 primary schools by 2023 to 2027.	Involve School inspectors in making inspection and supervision in schools. Involve Education Staffs in supervision of schools.	Number of schools inspected increased.

Strategic Objective	Targets	Strategies	Performance Indicators
	One to two vocational training centres constructed by 2023 to 2027	Involve central governments in budgeting and allocating fund for construction of vocational centre.	Number of vocational centre constructed.
	Illiteracy rate reduced from 9% to 5% by 2023 to 2027.	Involve village Government through sensitization.	Number of illiterate adults reduced.
	Increase MUKEJA classes from 118 to 149 classes by 2023 to 2027.	Involve village Government Involve Adult Education Committees Sensitize commsectiony	Number of MUKEJA classes increased.
	Statistical data centers established in 139 to 149 primary schools by 2023 to 2027	Involve head teachers, Ward Education Coordinators and District Officials on preparation of school Statistical data.	Number of statistical data centers established
	UMITASHUMITA competition conducted once annually in all 139 to 149 primary schools, and 16 wards by 2023 to 2027	Involve school committees , WECs, HTs , sport teachers, pupils and education stakeholders.	Number of competition conducted

4.4.5 Strategic Objective 5

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- E. Good Governance and Administrative Services Enhanced
- F. Social Welfare, Gender and Community Empowerment Improved

4.4.5.1 Result Area: Secondary Education

Strategic Objective	Targets	Strategies	Performance Indicators
Improved access and delivery of secondary education	Enrolments to secondary education increased from 7,500 in 2023 to 11,000 by June 2028	Conducting Parents meetings and sensitizations campaigns in the importance of secondary education towards sustainable developments	Students enrolments' reports
	Students dropouts reduced by 95% by June 2024	Creating village/ward truancy fighting committees	Percentage of students complete secondary education is equal proportion to enrolments' in form one classes
Improve sports and games in secondary schools	Increase of sports gears in secondary schools from 30% to 60% by June 2024	<ul style="list-style-type: none"> -Construction of sufficient play grounds for each secondary school -Increasing number of sports materials -Training/ placing of sports teachers at each secondary school -Increasing sports and games budget 	Achievements in participation in UMMISSETA competition
Improve teaching and learning materials in secondary schools	Increased Students book ratio from 1:3 in art subjects to 1:1 by 2022 -Increase of chemicals, models, teaching and learning aids	<ul style="list-style-type: none"> -Increasing budgets for books by buying books every year Using capitation grants to increase amount of chemicals and learning teaching aids and models 	National Examinations results

<p>Improve quantity and quality of education infrastructures</p>	<p>-Increased number of classrooms from 343 in 2023 to 395 by June 2024</p> <p>Increased number of Teachers houses increased from 65 in 2023 to 85 by June 2024</p> <p>Pit latrines increased from 423 in 2022 to 458 by 2024</p> <p>-Number of secondary schools increased from 21 in 2023 to 25 by 2024</p> <p>Number of Hostels increased from 5 in 2017 to 20 by 2022</p> <p>-Number of Laboratory rooms increased from 15 in 2022 to 32 by June 2024</p>	<p>-Increasing budget for construction of basic school infrastructures</p> <p>-Sensitizing commsectiony participation/contribution in construction of basic infrastructures</p> <p>-Establishing of Education fund to support education improvements</p>	<p>-Reduced students dropouts and truancy</p> <p>-Improved teachers and other employee retention</p> <p>-Availability of satisfactory quality basic school infrastructures</p>
<p>Reduce HIV/AIDS Infections in Secondary schools from 0.8 in 2023 to 0.4 by 2024</p>	<p>Conducting seminars and data collections on the status of HIV/AIDS infections</p> <p>Reducing/eliminating of Stigmatization among commsectiony members</p>	<p>-Campaigns about use of protected sex</p> <p>-Change of sex behaviors</p> <p>-Education about HIV/AIDS continue to be taught as a lesson in secondary education syllabi</p>	<p>Reduced number of affected members (Teachers and students)</p>

Enhanced National ant-Corruption campaigns	<ul style="list-style-type: none"> -Ant-corruption campaigns encouraged in all secondary schools by 100% by 2024 -Posters dispersed and put in every corner of the school premises. -Corruption is taught in schools as a subject -Ant-corruption clubs established in every secondary school 	<ul style="list-style-type: none"> -Continuing with campaign against corruption Strengthening and supporting of ant-corruption clubs in schools 	-Level of examination leakage reduced
Enhanced good governance and administrative services in secondary schools	<ul style="list-style-type: none"> -Good governance enhanced in secondary schools -Staff meeting, students meetings, School baraza, parents meetings and school boards meetings are regularly and democratically conducted by 2024 	The council Management will continue to as school management to rely on and comply to democratic principles of management	Democratic schools <ul style="list-style-type: none"> -Mass participation in decision making -Democratic and observance Human rights among school graduates
Improved social welfare, gender and commsectiony empowerment in secondary schools	<ul style="list-style-type: none"> -Women participation and access to secondary education increased by 90% by 2024 -Girls dropouts in secondary school reduced to 85% by 2024 	<ul style="list-style-type: none"> -The council in collaboration to parents will continue to construct hostel for girls - Ensuring that all men who marry or impregnate school girls are punished by law accordingly 	Students dropouts reduced especially for girls

4.4.6 Strategic Objective 1

G. Management of Natural Resources and Environment Enhanced and Sustained

4.4.6.1 Result Area: Environmental and Cleansing

Strategic Objective	Targets	Strategies	Performance Indicators
G. Management of Natural Resources and Environment Enhanced and Sustained	Degraded land area reduced from 30% to 20% by % by June 2022	Prepare and disseminate environmental guidelines on various simple technologies regarding proper land use practices Develop and implement plans of controlling identified land degradation causes To capacitate village Environmental committee by providing training on village land use management	Percentage of degraded land area reduced by 10% Deforestation rate reduced Number of implemented plans Number of tree planted
G. Management of Natural Resources and Environment Enhanced and Sustained	02. Deforestation rate reduced from 40 0% to 20 % by % by June 2022	Capacitate village environmental committee Establish and support wards and villages tree nurseries Establish gardening and public centres for social services in district head quarter and 10 small towns Promote the use of efficient wood fuel stoves and improved charcoal kilns	Deforestation rate reduced Number of implemented plans Number of tree planted
	Standards of environmental cleanliness improves from 30% to 50% by June 2022	Construct 10 wastes collection bays in Uvinza, Basanza, Kazuramimba, Nguruka, Buhingu, Itebula, Sunuka, Kalya, Nyangabo and Mganza	Number of wastes collection centre constructed
	250000 tones Collected and disposed of solid wastes annually by	Mobilise community to dispose to dumping site	Tones of solid wastes collected and properly disposed

Strategic Objective	Targets	Strategies	Performance Indicators
	2022		
	Community based solid wastes collection groups established in 10 sub urban centers by 2020	Mobilise community members	Number of groups established
	Demarcation and facing district damp area including tree plantation facilitated by 2012	Mobilise fund	Number of site demarcated
	Procurement and distribution of solid wastes collection equipments and cleanliness tools facilitated by 2020	Mobilise fund	Number of solid waste equipment
G. Management of Natural Resources and Environment Enhanced and Sustained	Government environmental policy, guidelines and by laws enhanced from 7 wards in 2017 to 16 wards by June 2022	Meetings with wards and village government leaders, environmental committees, and councilors on environmental policy, guidelines, and by laws	Number of meeting conducted Number of villages, wards, and councilors contacted

4.4.7 Strategic Objective 1

A. Services Improved and HIV/AIDS Infections Reduced

F. Social Welfare, Gender and Community Empowerment Improved

4.4.7.1 Result Area: Community Development Gender Youth and Children

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV Prevention Campaigns Enhanced from 40% to 80% by June 2022	Conduct stakeholders' meeting, dialogues and cinema shows on the fight against HIV and AIDs.	Number of stakeholders participated in the meeting, dialogues and cinema shows. Working reports.
	Multi Sectoral Committees Strengthened towards the fight against HIV and AIDS from 40% to 80% by June 2022	Disseminate of Multi-Sectoral AIDs Committees Guidelines to 100 MACs.	Number of MACs received and using HIV guidelines. Working reports. Number of MACs members

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>Conduct discussions on behavioral change to 100 MACs members and influential people on HIV education (Thee zero campaigns).</p> <p>Conduct sensitization dialogues and meetings on HIV education at community levels.</p>	and Influential people participated.
	Number of people capacitated with HIV/AIDS education increased from 40% to 80% by June 2022	Conduct discussions and trainings on HIV education to 2000 out of school youths and 2000 in school youths.	<p>Number of youths reached.</p> <p>Working reports.</p>
F. Social Welfare, Gender and Community Empowerment Improved	Capacity building on women and youths entrepreneurship groups enhanced from 40 to 80 % by June 2022	<p>Conduct training to women and youths entrepreneurship groups on value addition for TZ to be Industrial nation.</p> <p>Conduct supportive supervision to women and youths entrepreneurship groups.</p> <p>Conduct training on gender mainstreaming in planning and implementations of projects and programs.</p>	<p>Number of trainees participated.</p> <p>Working reports.</p>
	Women and Youth entrepreneurship groups supported	Facilitate provisions of soft loans to 152 women and youths	<p>Number of groups supported.</p> <p>Sustainable projects supported</p>

Strategic Objective	Targets	Strategies	Performance Indicators
	increased from 48 to 200 groups by June 2022	entrepreneurship groups. To facilitate payments of loans (returning the loans accordingly).	in place.
	Capacity building and supports to Most Vulnerable Clients enhanced from 40% to 80% by June 2022	Coordinate of rights of vulnerable groups such as old ages, people living with disabilities as well as vulnerable and very poor families. Enforcement of laws, by-laws and policies related to child, marriage, old ages, very poor families as well as people living with disabilities.	Working reports. Number of MVCs and/or OVCs supported in place.
	Community Development services enhanced from 40% to 80% by June 2022	Paying statutory payments to CDOs timely.	Number of CDOs supported in place.

4.4.8 Strategic Objective 1

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.8.1 Result Area: Land and Natural Resources

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	2345 Plots survey and mapping at Lugufu head quarter and 1898 plots surveyed and mapping at Nguruka, Uvinza, Kazuramimba and Ilagala	Developed town planner at Lugufu and those trading centers Create awareness to community for developed CBO for sharing cost on surveying and mapping of plots at trading centers	Number of plots surveyed

Strategic Objective	Targets	Strategies	Performance Indicators
	Survey and mapping 13 villages boundaries out of 28 by the year 2022	Create awareness to village leaders and Ward during surveying and mapping village boundaries, Use agreed minutes for village divided, use influential and some political leaders, use other development partner working on that area, use previous approved village map as reference	Number of village boundaries approved.
	14 villages facilitate to development forest management, harvesting plan and by law created by the year 2022.	Enhance the community to share cost. Facilitate the Village leaders to have village land forest reserved Build capacity to village manage forest.	Number of Villages facilitated
	Bush fire incidence decreased from 23% to 65% by the year 2022	Conduct campaign on effect of bush fire through seminar, brochure, and media. Developed District, Ward and Village task force to combat bush fire. Develop bush fire by law at village and district lever.	Percentage decrease of bush fire incidence
C. Access to Quality and Equitable Social Services Delivery Improved	Decrease human wildlife conflict from 23% to 76% by the year 2022	Create awareness to community on how to defend dangerous wildlife animals, Developed and build capacity village groups to	Percentage decrease of human wildlife conflicts

Strategic Objective	Targets	Strategies	Performance Indicators
		combat dangerous wildlife, Facilitate the community how to fill wildlife consolation form, developed WMA,	
	Number of beekeeper groups increased from 34 up to 78 by the year 2022	Create awareness to beekeeper to form groups, Facilitate training on group formation and registration at district level,	Number of beekeeper group increased
	Number of beekeeper cooperative increased from 3 up to 10 by the 2012	Create awareness to beekeeper groups to form cooperative, conduct sensitization to beekeeper groups found on ward to form they own mobilized each ward produce honey to have cooperative.	Presence of beekeeper cooperative on each ward produces honey.
	Increased quantity and quality of bee product from tons 687 to 1345 tons by the year 2022	Create awareness beekeepers to use modern bee hives, Established queen rearing, Use collection center for processing, packing, and store.	Number of tons increased
	Increased beekeeping reserved from 12345 hectors to 25634 hectors by the year 2022	create awareness to each village leaders to set village land as bee reserve, Improve general land to be reserve land and use for bee keeping, use National and local forest reserve.	Number of hectors inceased

4.4.9 Strategic Objective 1

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

4.4.9.1 Result Area: Livestock and Fisheries Development

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Healthy statutory for people living with HIV/AIDS improved from 0 to 20% by the year 2022	Train staff on HIV/AIDS through meeting, seminars and posters	Formation report Training conducted
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Anti-corruption campaign in livestock and fisheries community increased to 61 villages by the year 2022	Create awareness to leaders, training of village government, livestock community, fisheries community through seminar/workshops,	Number of member trained
C. Access to Quality and Equitable Social Services Delivery Improved	Working environment to fisheries extension staff improved from 9% to 80% by the year 2022	Employ new staff Capacity building new and existing extension staffs Payment of statutory benefits Equip staff with working tools/equipment	Number of fisheries extension staff employed and payed
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Working environment to fisheries extension staff improved from 12% to 70% by the year 2022	Employ new staff, Capacity building new and existing extension staffs, payment of statutory benefits, equip staff with working tools/ equipment	Number of fisheries extension staff employed.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Increased the number of dairy cattle in the district from 212 to 522 by 202	create awareness to leaders, livestock group and the community through seminar/ workshops, meeting posters and flying boards	Some 300 dairy cattle increased
	Increased in the number of dairy	Create awareness to village leaders,	Some 100 dairy goats increased

Strategic Objective	Targets	Strategies	Performance Indicators
	goats to 100 dairy goats by 2022	livestock group and the community through seminar, meeting, posters and flying boards	
	Increased in the number of layers to about 1,000 layers by 2022	Create awareness to village leaders, livestock group and the community through seminar, meeting, posters and flying boards	Some 1,000 poultry in place
	Increased in beef production from 408 tons to 884 by 2022	Create awareness to village leaders, livestock group and the community through seminar, meeting, posters and flying boards	-Some 440 tons of beef increased
	Increased grazing lands from 41,951 hectares to 83,463 hectares by 2022	Create awareness to village leaders, livestock group and the community through seminar, meeting posters and flying boards	Some 41,512 hectares will be increased
	Reduced animal deaths caused by trypanosomiasis (tsetsefly) from 1250 herds in to 50 by 2022	Create awareness to village leaders, livestock group and the community through seminar/workshops, meeting posters and flying boards	1,250 deaths reduced
	Decrease animal death deaths caused by tick borne diseases from 2300 herds to 300 by 2022	Create awareness to village leaders, livestock group and the community through seminar/workshops, meeting posters and flying boards	Some 2,000 will be reduced
D. Quality and Quantity of Socio-Economic Services	Increased the number of cattle vaccinated	Create awareness to village leaders,	Some 142,057 herds of cattle vaccinated

Strategic Objective	Targets	Strategies	Performance Indicators
and Infrastructure Increased	against CBPP from 53,843 animals to 195,900 by 2022	livestock group and the community through seminar/workshops, meeting posters and flying boards	
	Increased number of cattle vaccinated against Foot and Mouth Disease to 195,900 cattle by 2022	Create awareness to village leaders, livestock group and the community through seminar/workshops, meeting posters and flying boards	Some 195,900 cattle will be vaccinated
	Increased number of chicken vaccinated against NCD from 5,000 to 237,500 by 2022	Create awareness to village leaders, livestock group and the community through seminar/workshops, meeting posters and flying boards	Some 232,500 will be vaccinated
	Increased number of dogs vaccinated against rabies from 440 dogs to 2500 by 2022	Create awareness to village leaders, livestock group and the community through seminar/workshops, meeting posters and flying boards	Some 1760 dogs will be vaccinated
	Increased the number of cattle dips from 7 in to 15 by 2022	Create awareness to village leaders, livestock group and the community through seminar/workshops, meeting posters and flying boards	8 cattle dip built
	Increased number of slaughter slabs to 8 by 2022	Create awareness to village leaders, livestock group and the community through seminar/workshops, meeting posters and flying	8 slaughter slabs built

Strategic Objective	Targets	Strategies	Performance Indicators
		boards	
	Increased number of cattle markets from 4 to 7 by 2022	Create awareness to village leaders, livestock group and the community through seminar/ workshops, meeting posters and flying boards	3 cattle market established
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Increased number animal clinics to 2 by 2022	Create awareness to village leaders, livestock group and the community through seminar/ workshops, meeting posters and flying boards	2 animal clinic built
	Increased the amount of fish harvested from 30,000 tons in to 65,000 by 2022	Motivate and educate fishers on importance of data collect. Equip data collection and storage facilities Produce simple method for data collection. Produce data base for Fishers and fishing vessels. Introduce Catch Assessment Survey (CAS) method of data collection to other landing sites.	Some 35,000 tones of harvested fish recorded.
	Training on sustainable fisheries to fishers and fish mongers from 1800 to 8,000 by 2022	Prepare training manuals Prepare training guide lines Involve village Government and BMUs.	Some 6,200 fish dealers trained.
	Increase the number of drying racks from 400 to 2,600 by 2022	Involve village government and beneficiaries on cost sharing.	Some 2,200 drying racks increased.

Strategic Objective	Targets	Strategies	Performance Indicators
		Educate Fishermen on importance of hygiene for fishery product. Equip and distribute drying facilities in form of revolving fund. Use fisheries law and legislation to control the quality of fishery products.	
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Increase the number of smoking kilns from 21 in 2012 to 56 by 2022.	Involve village Government and beneficiaries on cost sharing. Fishermen on importance of hygiene for fishery product. Facilitate construction. Use fisheries law and legislation to control the quality of fishery products	Some 35 smoking kilns increased
	Increase the number of Beach Management Committees from 13 to 30 by 2022	BMU establishment through fisheries criteria. Involve village Gvt on sensitization (internal and external meeting). Involve fisheries stakeholders on sensitization meeting. Training of established BMU on fisheries management.	Some 17 Beach Management Units Increased.
	Increase Council revenues out of fishing license from Tshs. 60,000,000 in 100,000,000 by 2022	Sensitize village government on revenue collection. Sensitize, use and motivate BMU on revenue collection. Prepare District data base on fishers, Fish	Some Tsh40, 000,000/= annual collection increase.

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>mongers and fishing vessels.</p> <p>Purchase of patrol boat</p> <p>Register all fishing vessels by painting registration mark.</p> <p>Conduct District patrol on non-licenced vessels.</p>	
	Improve the quality of fishery product by constructing 5 fish landing stations by 2022	<p>Identify villages for construction.</p> <p>Sensitize village gvt and stake holders through meeting on land availability and project importance.</p> <p>Prepare project document to attract donors.</p>	5 fish receiving landing constructed.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	To have 3 Cooperatives among fishers by 2022	<p>Prepare training guide lines.</p> <p>Conduct sensitization on establishment of Cooperatives through meeting</p> <p>Prepare legislation document.</p> <p>Facilitate registration procedures</p>	Some 3 fish cooperatives formulated.
	To reduce operational cost on use of kerosene in fishing practices of Tsh 2,000,000/= /Month to 0 month/month by 2022.	<p>Conduct sensitization to fishers on alternative light energy source (solar energy)</p> <p>Prepare document to attract donors.</p> <p>Procure solar facilities.</p> <p>Install system in revolving fund concept.</p> <p>Train stakeholders on basic maintenance.</p>	Operational cost reduced by Tsh 2,000,000/= /Month /vessel
	Increase the number of fish ponds from	Sensitize village Gvt and farmers on fish	Some 85 fish ponds increased

Strategic Objective	Targets	Strategies	Performance Indicators
	45 in to 120 by 2022	farming. Identify arable land for fish farming. Educate farmers on site selection, pond management and food formulation. Prepare training manual. Establish District hatchery centre Involve village Gvt on availability of land for hatchery centre. Train farmers on sustainable aquaculture	
	Reduce conflict between farmers and livestock keepers from 40% to 10% by 2022	Create awareness to village leaders and government, Involve livestock group and the community Use of participatory Land Use planning methods Branding of cattle	Resolution of conflict by 30%

4.4.10 Strategic Objective 1

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.10.1 Result Area: Planning Statistics and Monitoring

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Number of WDC and village council members with knowledge on improved O&OD planning methodology improved from 425 to 1525 by June 2022	Conduct training on improved O&OD at ward and village levels Providence of O&OD guidelines at Village and Ward levels.	Number of people trained Training reports on O&OD at wards and village levels.
	Increased number of	Encourage	Number of projects

Strategic Objective	Targets	Strategies	Performance Indicators
	projects initiated by community themselves from 131 projects to 568 projects by June 2022	community initiatives at village level	initiated by community themselves
	Annual plans and budget prepared each financial year according to guidelines from respective authorities by June 2022	Coordinate preparation of District plans and budget each financial year to all departments and unit sections	Presence of District annual plans and budget
	District statistics and profiles improved from 40% to 91% by June 2022	Coordinate collection and compilation of District statistics Update District social and economic profiles	Presence of compiled district data Presence of District social and economic profile
	Supportive monitoring and evaluation of Development projects improved from 55% to 92 % by June 2022	Coordinate monitoring and evaluation of development projects each quarter in the financial year	Presence of M&E reports
	Quarterly reports timely prepared and submitted to respective authorities on yearly basis by June 2022	Involve WEOs and Other Departments/ Sections in timely report preparation & submission	Presence of quarterly reports prepared
C. Access to Quality and Equitable Social Services Delivery Improved	Working environment to planning, statistics and monitoring staffs improved from 55% to 92% by June 2022	Facilitate of staffs with working gears and equipments Enable statutory payments according to rules and regulation	Presence of enough working gears and equipment in the department

4.4.12 Strategic Objective 1

A. Services Improved and HIV/AIDS Infections Reduced

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.12.1 Result Area: Water

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and	Positive HIV/AIDS	Conduct awareness	Number of Positive

Strategic Objective	Targets	Strategies	Performance Indicators
HIV/AIDS Infections Reduced	production groups increased from 2 in 2013/ 14 to 10 by 2022	meeting to Departmental water staff Conduct public meeting for awareness raising on voluntary testing to 10 Departmental staff To conduct 4 awareness raising meetings on the fight HIV – AIDS to water departmental staff	HIV/AIDS production groups increased
C. Access to Quality and Equitable Social Services Delivery Improved	Percentage of people accessing safe drinking water increased from 44% to 85% by the year 2022	Create awareness through village meetings for the community. Identifying the available water sources by using village Government Involve village Govts, Development partners in funds rising for implementation of projects Involve village Govts, Development partners and water user entities for construction and rehabilitation of water schemes	Percentage of people accessing safe drinking water increased
C. Access to Quality and Equitable Social Services Delivery Improved	Forty (40) Water user entities formed and registered by the year 2022	Create awareness through conducting village meeting on community to own water supply system Involve village Govts, Community to formulate water user entities	Number of Water user entities formed and registered
	Departmental water staff and COWSO's Leader working capacity improved from 45% to 65 %	Developing capacity building calendar to water Departmental staff Strengthening community capacity to	Percentage improved of working capacity

Strategic Objective	Targets	Strategies	Performance Indicators
	by the year 2022.	manage services through COWSO's Leader Providing motivation and bonus to Departmental staff performed well Providing motivation and bonus to (COWSO's) community manage service in high quality Developing capacity building schedule to water Departmental staff	
	Follow up and supportive supervision improved from 45% to 65 % by the year 2022	Facilitate rotten supervision of the projects	Percentage increase of supportive suoervision

4.4.13 Strategic Objective 1

A. Services Improved and HIV/AIDS Infections Reduced

C. Access to Quality and Equitable Social Services Delivery Improved

E. Good Governance and Administrative Services Enhanced

4.4.13.1 Result Area: Procurement Management Unit

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	PMU staff Sensitized on voluntary testing in HIV and AIDS by the year 2022	Conduct awareness meeting to Departmental PMU staff	Number of PMU staff Sensitized
		Conduct public meeting for awareness raising on voluntary testing to 4 Departmental staff Conduct 4 awareness raising meetings on the fight HIV – AIDS to Procurement Unit Staff.	
E. Good Governance and Administrative Services Enhanced	Procurement plan and procedure improved by the year 2022	Ensure tenders are advertised publically Ensure local service provider are priorities in supplying Goods and service	
C. Access to Quality and Equitable Social Services Delivery Improved	Documentation system improved from 55% to 85% by the year 2022	Create more rooms for archive. Utilization of standard tender documents Preparation of procurement plan	Percentage of documentation system improved
	Percentage Payment for suppliers improved by the year 2022	Create more rooms for archive. Utilizitize of standard tender documents Preparation of procurement plan Follow up of all claims of suppliers/ contractors to Finance dept & User dept	Percentage Payment for suppliers improved

4.4.14 Strategic Objective 1

E. Good Governance and Administrative Services Enhanced

4.4.14.1 Result Area: Internal Audit

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced E. Good Governance and Administrative Services Enhanced	Independence, assurance and consultancy Improved from 60% to 90% by 2021 to 2022.	Advise accounting officer to reallocate special vehicle for easier monitoring, supervision and evaluation of projects for value for money	Percentage independence, assurance and consultancy improved
	Auditing of primary schools increased from 13 to 45 by 2022	Ensure professional staff are employed	Number of increased audited primary schools
	Auditing of village executive officer offices increased from 10 to 61 by 2022	Ensure professional staff are employed	Number of increased audited village executive officer offices
	Auditing of health facilities increased from 13 to 42 by 2022	Ensure professional staff are employed	Number of increased audited of health facilities
	Auditing of Projects implemented by, LGDG, Irrigations schemes, and Multispectral program Project funds increased from 16 to 40 by 2022	Ensure professional staff are employed	Number of increased audited Projects implemented by, LGDG, Irrigations schemes, and Multispectral program Project funds
	8 bank accounts owned by Council Accounting officer improved from 60% to 100%	Advise and requesting the higher authorities to reimburse funds for the unit as per ceiling budgeted	Percentage bank accounts owned by Council Accounting officer improved

4.4.15 Strategic Objective 1

A. Services Improved and HIV/AIDS Infections Reduced

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.15.1 Result Area: Information Communication Technology and Public Relation

Strategic Objective	Targets	Strategies	Performance Indicators

4.4.16 Strategic Objective 1

E. Good Governance and Administrative Services Enhanced

4.4.16.1 Result Area: Election

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Community Awareness raising on election rights to each citizen from 45% to 80% by June 2022	Brochures Meetings with Political Parties Mass media	Participation of citizen in elections to all levels
	Conduct local government and General Election to 1 constituency, 16 wards and 61 villages by 2022	Involve all political parties and politicians entertainment groups to sensitize community National electoral commission and other stakeholders	Number of constituency, wards and villages general election conducted

4.4.17 Strategic Objective 1

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

4.4.17.1 Result Area: Beekeeping

Strategic Objective	Targets	Strategies	Performance Indicators
Improve access, quality and equitable social service delivery	Bush fire incidence decreased from 23% to 65% by the year 2022	-Conduct campaign on effect of bush fire through seminar, brochure, and media. -Developed District, Ward and Village task force to combat bush fire. -Developed bush fire by law at village and district lever.	-Number of bush fire campaign. -Presence District and village fire fighter -Presence of fire by law
	Number of beekeeper groups increase from 34 up to 78 by the year 2022	Create awareness to beekeeper to form groups, Facilitate training on group formation and registration at district level,	-Each beekeeper to be in groups. -Number of beekeeper group with constitution and registered
	Number of beekeeper cooperative increase from 3 up to 10 by the 2012	Create awareness to beekeeper groups to form cooperative, conduct sensitization to beekeeper groups found on ward to form they own mobilized each ward produce honey to have cooperative.	Presence of beekeeper cooperative on each ward produces honey.
	Increase quantity and quality of bee product from tan 687 to tan 1345 by the year 2022	Create awareness beekeepers to use modern bee hives, Established queen rearing, Use collection center for processing, packing, and store.	-Number of beekeeper with modern bee hives. -Presence of collection and processing center. -Presence of modern processing, packing, and store gears
	Increase of beekeeping reserved from 12345 ha to 25634 by the year 2022	create awareness to each village leaders to set village land as bee	Some 41,512 hectares will be increased

		reserve, Improve general land to be reserve land and use for bee keeping, use National and local forest reserve.	
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4.4.18 Strategic Objective 1

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

4.4.18.1 Result Area: Health

Strategic Objective	Targets	Strategies	Performance Indicators

4.4.19 Strategic Objective 1

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

4.4.19.1 Result Area: Legal

Strategic Objective	Targets	Strategies	Performance Indicators
Improve Case handling in the Court	To reduce number of cases in the District Council	Attending in the court both District Court magistrate and High Court	Presence of cases in the District Council
Training of Ward Tribunal	To increase understanding Capacity to the Member of the Ward Tribunal	Conducting seminars	Availability of ward Tribunal in every Ward. Minutes of the Meetings Attendance
Handling of legal issues in the Council	To increase understanding Capacity to the Management	Conducting Seminars	Availability of employee in the District Council. Number of seminars Attendance list
Good Governance and Administrative Services Enhanced	To ensure rule of laws is improved.	Held Meetings with citizen within the Ward	Number of Meetings Number of attendance list

CHAPTER FIVE

PLAN IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORKS, RISKS MANAGEMENT AND ASSUMPTIONS

5.1 Implementation

The implementation of this plan shall be the responsibility of all stakeholders of the District Council. The District Executive Director (DED) who is the Chief Executive Officer of the District Council shall be responsible and accountable for the implementation of the Uvinza District Council (2017/2018 – 2021/2022) Strategic Plan. DED will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. DED with the support of the District management team shall regularly report to the respective District Council meetings with regards to the Plan implementation and its overall performance.

For the successful coordination of all Strategic areas, the Planning Statistics and Monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring

and evaluation of the strategic plan. Thus, the respective departments and Units/Sections shall be responsible for the day to day operation of the Strategic Planed activities with a helping hand from the key stakeholders from within and outside the District Council. Table 35 shall guide the format of the implementation plan and cumulative budget.

Table 35: Example of implementation plan: Result Area: x

No	Strategic Objective	Target	Strategies	Activity	Budget				
					2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
1	A:	1.		1.1					
				1.2					
				1.3					
	B:	2.		2.1					
				2.2					

5.2 Monitoring

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

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

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Uvinza District Council Community including the District Management Team and the District Full Council. Presentations shall be done in order that the progress reports presented are adequately informative, precise and therefore credible. Table 36 shall guide the format of the progress reports.

Table 36: Example of quarterly progress report

S/No.	Strategic objective	Planned activities	Planned budget	Actual expenditure	Planned targets	Achievements	Remedial action
1.							
2.							

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

5.3 Evaluation

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

Specifically, the evaluation of the Uvinza District Council Strategic Plan (2017/2018 - 2021/2022) shall largely aim at:

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

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

5.4 Plan Review

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

5.5 Risks Management

The elusive nature of the future planned activities for Uvinza District Council results to its exposed to the likelihood of unforeseen events that might affect the implementation of this strategic plan. Working towards achieving the Vision, Mission, Strategic objectives and set targets the District Council needs an integrated organization-wide approach to manage uncertainty. In managing risks adopting an organization-wide approach to risk management shall be a continuous, pro-active and systematic process to managing risks which also implies a significant change in District Council's management culture at all levels. The following matrix provide critical analysis on risks identified in Uvinza district council, description of risk, category of risk likelihood of risk, impact of risk and risk mitigation.

5.6 Assumptions

The successful achievement of the Uvinza District Council 2017/2018 - 2021/2022 Strategic Plan depends on the existence of the following major assumptions which need close monitoring and timely responded by Council management.

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