

THE UNITED REPUBLIC OF TANZANIA



PRESIDENT'S OFFICE REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT (PO-RALG)



MUFINDI DISTRICT COUNCIL FIVE YEARS STRATEGIC PLAN 2016/17-2020/21

JUNE, 2018

EXECUTIVE SUMMARY

Mufindi District Council is one among of the 185 Councils in Tanzania established **1984** in accordance with parliament Act No. 7 of 1982. The laws (local government Act, No 7 and 8 of 1982) enacted LGAs empower them to undertake functions such as; maintenance of law, order and good governance, promotion of economic and social welfare of the people within their areas of jurisdiction, effective and equitable delivery of services to the people within their areas of jurisdiction, proper collection and utilization of the councils' revenues as well as right and power to participate and involve people in planning and implementation of development plans/programs. The newly Mufindi District Council strategic plan provides a general planning and budgeting framework of the council to realize its agreed vision, mission and its strategic objectives. The strategic plan sets out strategic course of action to quality socio-economic service delivery of its district community members through provision of quality socio-economic services as well as efficient and effective utilization of available resources. Subsequently, key issues affecting district operations were identified; strategic objectives and service output considered, targets prioritized, and strategies were set to achieve agreed district vision.

The process of reviewing Strategic Plan provided an exciting opportunity to Mufindi District Council to establish critical issues that guided formulation of a shared vision and mission of the council. The review and development of strategic plan took a collective and collaborative way where different stakeholders were involved using different participatory techniques. Similarly, situational analysis of internal environment in one hand was conducted to establish where

the council came from, its current position and where will be heading over the planning period of next five years. In the other hand external environment of the Council was considered for mainstreaming the newly developed strategic plan with global and national policies. The Mufindi District Council newly strategic plan took into account the Second Five Years National Development Plan (FYDP II 2016/17-2020/21), number of crosscutting policies, sectoral policies, the Tanzania Development Vision 2025, the Long Term Perspective Plan (LTPP-3FYDP) and the Medium Term Strategic Planning and Budgeting Manual. The planning process also considered the Sustainable Development Goals (SDG) as the new sustainable development agenda of the United Nations (UN) where each goal has specific targets to be achieved over the next 15 years. The SDGs commits each member state of the UN has to achieve 17 goals by 2030 deadline.

In order to realize its vision and mission, the Mufindi District Council newly developed five years' strategic plan (2016/17-2020/21) utilizes the nine national harmonized strategic objectives. The strategic plan sets prioritized targets in every key result area that establishes strategies and performance indicators in each department and section. Finally, the strategic plan provides the monitoring and evaluation framework for the coming five years of its strategic plan execution.

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LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
AMCOS	Agricultural Marketing Co-operative Societies
BRN	Big Result Now
CMT	Council Management Team
DED	District Executive Director
FBO	Faith Based Organisations
FDI	Foreign Direct Investment
FFYDP	First Five Years Development Plan
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus Infection
MOEVT	Ministry of Education and Vocational training
MDC	Mufindi District Council
NECTA	National Education Council of Tanzania
NGOs	Non-Governmental Organisations
NSGRP	National Growth and Reduction of Poverty
OGP	Open Government Partnership
PLHIV	People Living with Human Immunodeficiency Virus Infection
PO-RALG	President's Office-Regional Administration and Local Government
PPP	Private Public Partnership
RAS	Regional Administrative Secretary
SACCOS	Savings and Credit Cooperative Society
SDG	Sustainable Development Goals
SP	Strategic Plan
SWOC	Strength Weakness Opportunities and Challenges
UN	United Nations
VEO	Village Executive Officer
WEO	Ward Executive Officer

STATEMENT OF THE DISTRICT COUNCIL CHAIRPERSON

Mufindi District Council is pleased to officiate and present before you the newly developed Mufindi District Council Strategic Plan (SP) 2016/17 – 2020/21. The plan provides a road map of the council over the next five years towards realization of sustainable livelihood to its district community through provision of quality socio-economic services as well as efficient and effective utilization of available resources. The Council Management Team (CMT) and other council staff played an indispensable role in identifying key issues affecting the council and established strategies to realize the vision and mission. The Mufindi District Council new strategic plan has been mainly built on the achievement of the outgoing mother District five years strategic plan, which provided a base to articulate our own five years strategic plan.

The preparation of this strategic plan used a collective and participatory way whereby a wide range of stakeholders were involved. I, would like to extend my sincerely thanks to Council Management Team, Councilors, the Community, as well as council staff for their valuable participation. It is my hope that the contribution shown by stakeholders during development of this plan will be sustained even during the course of execution of this strategic plan. This strategic plan will therefore be a referencing tool for the preparation of the council Medium Term Expenditure Framework (MTEF) budgets and for all staff and district stakeholders.

On behalf of Mufindi District Council, I would like to extend my appreciation to the team of expert from the Local Government Training Institute (LGTI) - Dodoma for their professional assistance during the preparation and development of this valuable document their endless commitment towards the production of this document has been lived in our mind.

It is my expectations that if the strategic plan is well implemented, the people of Mufindi District Council and its stakeholders will have a right to expect conducive investment environment and quality socio-economic service delivery for sustainable livelihood.

Lastly, I would like to promise Councilors, CMT members, Council staff, Stakeholders and the general community of the district that my office will provide fully support towards realization of this strategic plan. Thus, I request all MDC staff, councilors and stakeholders to fully commit themselves towards implementation of this five years strategic plan.

Festo E. Mgina
COUNCIL CHAIRPERSON
MUFINDI DISTRICT COUNCIL

STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR

The newly developed Mufindi District Council strategic plan sets out the strategic road map of the council over the period of next five (5) years. It therefore, spells out the council's vision, mission, core values as well as key strategic service areas, strategic objectives, service outputs, targets, strategies and Key Performance Indicators (KPI) which will be the bases for monitoring and evaluation of the council's performance. The MDC strategic plan has been developed in a collective and collaborative way involving number of different stakeholders through close coordination of the Mufindi District Council Planning Officer and its team.

The development of this newly strategic plan took into account broader National Planning Framework particularly the second National Five Years Development Plan (FYDP II 2016/17-2020/21), crosscutting policies, Sectoral Policies, the Tanzania Development Vision 2025, Long Term Perspective Plan (LTPP-3FYDP), as well as the ruling part manifesto. Similarly, global development policies particularly the Sustainable Development Goals (SDGs) were considered during preparation of this plan.

It is expected that from the year 2016/17-2020/21, Mufindi District Council with the support from stakeholders will dedicate its efforts towards realization of its vision that state **Mufindi District Council is to be** *“The council with quality services and Conducive investment environment for sustainable livelihood”*.

and its mission is **Mufindi District council in collaboration with stakeholders is committed to** *“deliver quality services and create conducive investment environment through effective use of available*

resource for sustainable livelihood”. Implementation of this plan will therefore focus on the following strategic objectives Service improved and HIV/AIDS infection Reduced; effective implementation of the national anti-corruption strategy enhanced and sustained; access to quality and equitable social service delivery improved; quantity and quality of socio-economic services and infrastructure improved; good governance and administrative services enhanced; Local Economic Development coordination enhanced: Improve social welfare, gender and community empowerment improved; emergence and disaster management improved; as well as management of natural resources and environment improved

Once, again I wish to acknowledge the diligently hard work and commitment of all staff, CMT, planning officer and its team, as well as councilors and other stakeholders. The office of the district accounting officer will strongly provide its support towards realization of this reviewed five years strategic plan.

Prof. Riziki S. Shemdoe
THE DISTRICT EXECUTIVE DIRECTOR
MUFINDI DISTRICT COUNCIL

CHAPTER ONE

INTRODUCTION AND STRATEGIC PLANNING PROCESS

1.1 Background Information

Mufindi District Council (MDC) was established with effect from **1984** vide a certificate of establishment under the terms of the provisions of sections 5 (1-5) of the Local Government (District Authorities) Act, CAP No.7 of 1982. RE 2002.

1.2 Location

Mufindi District is one among five District authorities of Iringa Region located 80 km South of Iringa Municipal and Headquarter of the region. Other Districts authorities in the Region are Iringa Urban, Iringa rural, Mafinga Township and Kilolo. The District is bordered by Njombe District (Njombe Region) to the south, Mbarali District (Mbeya Region) to the West and Iringa District to the North. To the North East lies Kilolo District. The headquarters is located at Mafinga town along Mbeya road. In terms of international identification, the District lies between latitudes 8°.0' and 9°.0' south of the Equator and between longitudes 30°.0' and 36°.0' east of Greenwich.

1.3 Climate

Mufindi District climate varies with altitude and closely associated with two distinctive landscape zones namely; the eastern highlands and the Mufindi plateau which characterize the Mufindi District Council. The highlands zone lies at an altitude of 1,700 to 2,200 metre above sea levels. The feature ranges from southwest to the eastern part of Udzungwa mountain ranges, which is the part of the Eastern Arc Mountains and the Kihansi Dam with its Catchments. The mean annual rainfall ranges between 1,200 to 1,600 mm per

annum. The average precipitation is about 1,400 mm per annum whereby the east and south are the wetter parts while the west is much drier. Temperatures are often below 15°C, the mean monthly is 18.4°C (maxima-November and February) and the minima is 13.2°C (July). While, the Mufindi plateau it is extensive and uniform covering halfway of Mufindi through Mafinga up to Makambako. Its altitude ranges from 1,700 to 2,000 metre above sea level. The average mean annual rainfall is 950 mm. In the eastern part of the plateau, the annual rainfall is slightly higher than 950 mm. The average evapotranspiration is 1,300 mm per annum, whereas the maximum mean temperature is 18.3°C (February) and the minimum is 13.1°C (July).

1.4 Population

According to 2012 census, the population of Mufindi DC was 246,090 out of which 116,499 were Males and 129,591 were Females. The population density was about 40 Persons per sq. Km and the growth rate was about 1.5%. The high growth rate is attributed to immigration rather than to human multiplication. Presence of economic activities and small towns being trading centres contribute to the increasing population. MDC had 59,152 number of households with the average family size is 4.16 persons and the working group averaging to 58.4%.

1.5 Administrative Units

Mufindi DC falls under the jurisdiction of one administrative body but divided into five (5) divisions, namely; Ifwagi, Sadani, Kibengu, Kasanga and Malangali with a total of 27 wards which are further subdivided into 121 villages and 570 hamlets distributed unevenly.

1.6 Land Area

Mufindi DC has a total surface area of about 6,170 sq. km, (617,000 Ha) of which the estimates of area covered by water bodies is 10 percent. Moreover, Kibengu ward has the largest land area of 636.78 sq. km followed by Igombavanu (528.80 sq. km) and Ikweha (457 sq. km). Also, Mpanga Tazara has the lowest land area of about 36.64 sq. km. it is estimated that about 47,612,390 ha is used for residential and 1,898,891.6 ha used for diverse economic activities including lumbering, farming and livestock keeping.

1.7 Ethnic Groups

Major ethnic group is the Wahehe who constitute about 85 percent of the entire population. The Wabena, Wakinga and others make up the remaining 15 percent who migrated into the District from neighbouring Njombe and Makete Districts in search of green pastures in tea and timber industries as well as employment in government sectors.

1.8 Mandates

Mufindi District is one among of 185 Councils in Tanzania established under the Local Government (Rural Authorities) Act No. 7 of 1982 and its subsequent amendment which aimed at strengthening and promoting the local government system through Decentralization by Devolution (D by D). The Act provides mandate to the:

- Maintain and facilitate the maintenance of peace, order and good governance within its area of jurisdiction

- Promote the social welfare and economic well being of all people within its area of jurisdiction
- Further the social and economic development of the people
- Take necessary measures to promote and enhance the environment in order to ensure sustainable development
- Give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services at all levels of Mufindi DC
- Promote and ensure democratic participation in decision making by people concerned
- Establish and maintain reliable sources of revenue and other sources enabling Mufindi DC to perform its functions effectively and enhance financial accountability of Mufindi DC.

1.9 Mufindi DC Strategic Planning Methodology

Mufindi District Strategic plan was built on intensive participatory approach with intent to take on board community development needs and incorporating the same into the reviewed five years plan. Two important groups were engaged in the strategic plan development process namely heads of MDC departments/units and various stakeholders including community representative group (Councilors, DC, FBOs CBOs among others). The former group being technical group was meant to draw up the real sectoral situation of MDC and craft proposed appropriate vision, mission, core values and targets that address strategic objectives and community needs. The latter group was selected as key stakeholders to draw out community most pressing problems that require strategic attention in the next five years plan.

During the process of preparing this plan four days strategic planning workshop was set. The first three day planning workshop involved heads of departments/units. The group received training on strategic planning process and clarification on respective roles of each person supposed to perform during the review and preparation process. The main objective of this training was not only to uncover strategic planning process but also to impart skills of converting community problems into strategic targets. Similarly, another strategic planning workshop was set that involved various stakeholders including community representatives (Councilors), as well as heads of departments/units. Stakeholders were fully informed on the aim of the meeting and their role. They were indeed motivated to air out really community problems by sector while head of respective department/units and secretariat taking note for the purpose of setting up intervention measures (strategic targets) over the mentioned community/sector problems.

In a participatory way, the strategic plan integrated external environment including aligning inspiration of the government and current CCM part manifesto 2015-2020. Thus far, the plan also took into account Tanzania National Second Five Years Development Plan 2016/2017-2020/2021, various national cross cutting policies and sectoral policies as well as planning frameworks such as Medium Term Strategic Planning and Budgeting Manual. Also, further consideration during review of this strategic plan was set to incorporate global aspiration agenda articulated in the Sustainable Development Goals (SDGs).

CHAPTER TWO

SITUATIONAL ANALYSIS OF MUFINDI DISTRICT COUNCIL

2.1 Introduction

The chapter presents situational analysis of Mufindi District Council as a base for strategic planning process as it provides the picture of MDC current situation. The situational analysis of Mufindi District Council was done in a participatory manner by taking into account both the internal and external environment. The internal environment focused mainly to establish current situation and respective problems for every department/unit to be reflected in the next five year's council strategic plan. Similarly, the external environment was analyzed in order to mainstream national Five Years' Development Plan (FYDP-II) 2016/17-2020/21 as the implementing framework of TDVs 2025. Also, external environment put into board key targets reflected in the Ruling Part Manifesto 2015-2020' as well as other cross cutting policies and sectoral policies including the Public-Private Partnership (PPP) policy 2009. Moreover, the UN Sustainable Development Goals (SDGs) 2015 - 2030 were mainstreamed into MDC five years strategic plan (2016/17-2020/21). Similarly, SWOC analysis was analyzed to draw up MDC Strengths and recognize Opportunities that may be usefully to address Weakness and Challenges. Finally, Stakeholders analysis was done in order to understand position of institutions/individual toward success or failure of MDC next five years' strategic plan.'

2.2 Internal Environment Analysis

2.2.1 Human Resources and Administration Department

Human Resources and administration department is one of the 13 departments and 6 units in Mufindi District Council. Its core functions include:

- ✓ Maintain and keep proper records of employees' information (At registry and recognized systems such as HCMIS).
- ✓ Translate Public Service Circulars, Rules and Regulations through orientation and training.
- ✓ Conduct recruitment, confirmation, promotion and fulfill termination procedures for the employees.
- ✓ Training Need Assessment, provide and facilitate trainings to the respective employees in accordance of training programs/policy.
- ✓ Ensure the availability of well-prepared Personal Emoluments in the respective departments.
- ✓ Perform all of the administration activities such as conduction and facilitation of statutory meetings at all council levels.
- ✓ Provide supervision, coordination and monitoring to other departments such as conduction of performance appraisal, human resource estimates (Human Resource Planning), disciplinary procedures and transport activities.

2.2.1.1 Human Resource and Administrative Department staffing level

The Human Resource and Administrative Department is charged direct to the office of District Executive Director. The department is headed by Council Human Resource Officer (CHRO) assisted by Human Resource Officers who is the head of the registry and records management. Currently the department is resourced with 167 Staff (Masters Degree 1, Bachelor degree 4, Diploma 6, certificate 19, Form Four 28 and Standard Seven 109).

Table 1: MDC Human Resource and Administrative Department staffing level

S/N	Designation	Establishment	Available	Deficiency
1.	District Executive Director	1	1	0
2.	District Human Resource Officer	1	1	0
3.	Human Resource Officers	3	3	0
4.	Ward Executive Officers	27	16	11
5.	Village Executive Officers	121	101	20
6.	Transport Officers	1	0	1
7.	Records Management Assistant	13	8	5
8.	Office attendants	19	9	10
9.	Personal Secretaries	13	6	7
10.	Security Guards	10	7	3
11.	Drivers	20	15	5
Total		229	167	62

Source: MDC HRO Department (2018).

2.2.1.2 Office Layout

Mufindi District Council under Human Resource and Administration Department ensures all departments have offices, furniture and other working tools so as to fulfill their regular duties and responsibilities. Mufindi District Council has 13 departments 6 units, 27 wards, 121 villages, 0 mitaa and 572 hamlets and has a total of 2,860 employees.

Table 2: MDC Number of employees in Departments and Sections

S/No	Department	No. of employees	Section/Unit	No. of employees
1	Human Resource and Administration Department	167	Procurement Management Unit	5
2	Finance and Trade Department	13	Election Unit	1
3	Planning, Statistics and Monitoring Department	3	Beekeeping Unit	1
4	Primary Education Department	1,472	Internal Audit Unit	2
5	Secondary Education Department	760	Legal Unit	2
6	Works Department	11	Information, communication and technology Unit	2
7	Water Department	14		
8	Healthy Department	292		

9	Agriculture and irrigation Department	60		
10	Livestock and Fisheries Department	22		
11	Community Development Department	22		
12	Land and Natural Resources Department	10		
13	Environment and Solid waste management Department	1		
	Total Number of Employees			2,860

Source: MDC Report, (2018)

2.2.1.3 Challenges

The Mufindi District Council Human Resource and Administration department faces number of challenges includes: -

- ✓ Shortage of equipments, such as computer and cars,
- ✓ Shortage of Skilled workers i.e. Trained staff,
- ✓ Absence of motivation for the workers,
- ✓ Under staff in other Departments and Units.

2.2.2 Finance and Trade Department

Finance and Trade Department forms one of the 13 Mufindi District Council departments and is made up with five sections namely; Finance and Trade Administration, Revenue, Expenditure, Final Accounts, as well as Trade and Market operations.

The core functions of the department include:-

- i. To advice the council on all financial matters.
- ii. To supervise, collect and ensure all revenues of the council are safely kept.
- iii. To prepare annual budget of income and expenditures in collaboration with planning and other departments.
- iv. To maintain the sound accounting system and safekeeping of all supporting records.
- v. To prepare regular reports to council on progress of actual expenditure and income compared to budget and making recommendations for balancing levels of income and expenditures.
- vi. To prepare Councilor's reports and financial statements.
- vii. To support system of internal control in operation.
- viii. To prepare and present to the Finance Committee the financial procedures for their approval and distribute to other departments.

2.2.2.1 Finance and Trade Department staffing level

The Mufindi district council finance and trade department has 13 staff compared to 21 as per establishment as shown in Table 3 below:

Table 3: MDC Finance and Trade Department staffing level

Position	Required	Available	Deficit
Head of Department	1	1	0
Accountants	15	9	6
Assistant Accountants	5	3	2
Total	21	13	8

Source: MDC Finance and Trade Department, (2018).

2.2.2.2 Finance Section

Mufindi DC: Revenue collection trend 2014/2015 – 2016/2017

Mufindi district council is financing its activities from different sources. The main funding sources are; Government subvention, Own source revenue and Development partners (Table 4).

Table 4: MDC Revenue collection trend 2014/2015-2016/2017

Source	2014/2015		2015/2016		2016/2017	
	Budget	Actual Receipts	Budget	Actual Receipts	Budget	Actual Receipts
Own Source	4,883,978,000	4,411,683,486	5,616,574,000	2,815,911,156	3,855,915,000	3,343,596,892
Recurrent grants	47,945,301,081	47,349,911,956	41,887,522,233	36,116,558,404	48,728,203,970	37,264,934,448
Development grants	4,166,587,950	1,757,759,890	4,983,672,674	1,833,508,406	9,206,354,697	1,372,106,695

Source: MDC Finance and Trade Department, (2018).

Mufindi DC: Own revenue sources

Mufindi District Council has 15 own revenue sources namely:- forest product cess (log cess and timber), tea cess, service levy, community health funds, business license and sales of plots among others. Revenue from forest products contributes 63% of the total budget from own source followed by tea cess, and service levy 6%, community health funds 9% and business license contribute 3%. Collection trend for previous three years, indicates that there is an improvement in own source revenue collection. Own source revenue collection has been increasing though in small amount. From 2014/15 Council has adopted electronic revenue collection system so as to strengthening internal control over revenue collection. The system is controlled at ministerial level and is known as Local Government Revenue Collection Integrated System.

Table 5: MDC Own source revenue collection - Budget estimates
V/S Actual Performance for Financial Year 2015/2016 - 2016/20

Revenue Sources	2015/2016			2016/2017		
	Budget	Actual	%	Budget	Actual	%
Log cess	2,729,226,000	1,956,114,622	72	2,416,876,000	2,480,518,675.21	103
Tea cess	216,000,000	135,263,254	63	228,000,00	108,758,354.80	48
Service Levy	120,000,000	115,223,667	96	61,541,000	158,526,982.72	258
Hotel Levy	46,667,000	0	0	20,847,000	876,960	4
Market Dues	23,440,000	13,338,700	57	29,880,000	13,182,001	44
Bus Stand fee	85,620,000	0	0	0	0	0
Retention (30% Of Land Rent)	43,125,000	3,500	1	128,698,000	12,050,871	9
Billboard fee	15,000,000	0	0	0	0	
Business Licence Fees	150,020,000	55,920,900	37	81,150,000	64,241,886	79
Parking fee	36,000,000	0	0	0	0	0
Plot sales	765,000,000	7,131,972	1	150,000,000	12,320,000	0
Sub Total	4,230,098,000	2,282,996,615	54	3,116,992,000	2,850,475,731	91
Others Revenue	1,386,476,000	532,914,541	38	738,923,000	384,303,245	52
Grant Total	5,616,574,000	2,815,911,156	50	3,855,915,000	3,234,778,976	84

Source: MDC Finance and Trade Department, (2018).

Mufindi DC: Central Government recurrent and development grants

Mufindi District Council receives reasonable funds from the central government to finance development projects as well as personnel emolument of the council employees.

Table 6: MDC Central Government Recurrent and Development Grants

Revenue Sources	2015/2016		%	2016/2017		%
	Budget	Actual		Budget	Actual	
Personnel Emolument	37,080,513,400	30,930,710,509	83	35,097,100,637	29,486,614,690	84
Other Charges	4,807,008,833	1,844,827,702	38	2,918,105,168	2,429,276,000	83
Development Grant	10,417,781,185	3,196,803,015	31	11,666,166,522	6,275,128,120	54
Total	52,305,303,418	35,972,341,226	69	49,681,372,327	38,191,018,810	77

Source: MDC Financial Statement Schedules, (2018).

Mufindi DC: Government Block Grant

Mufindi District Council depends on central government to fund its development and recurrent expenditure, 95% of development expenditure and 99% of personnel emolument, is contributed by Tanzanian Central Government.

Table 7: MDC Government block grant V/s council own source revenue to finance recurrent and development activities

Revenue Sources	2015/2016			2016/2017		
	Government Grant	Own Source	%	Government Grant	Own Source	%
Personnel Emolument	30,930,710,509	263,048,180	99	29,444,012,290	42,602,400	99
Other Charges	1,844,827,702	1,509,761,133	18	2,429,276,000	1,418,329,134	41
Development Grant	3,196,803,015	1,586,075,423	51	6,275,128,120	1,816,449,841	71
Total	35,972,341,226	3,358,884,736	90	38,148,416,410	3,277,381,375	91

Source: MDC Financial Statement Schedules, (2018).

Mufindi DC: Development Partners' Grant

Mufindi District Council received grants from DPs a total amount of TZS. 4,218,357,284.00 and TZS. 5,895,172,116.00 for the financial year 2015/2016 and 2016/2017, respectively for the execution of various development projects in the district.

Table 8: MDC Development Partners' Grant

S/N	Grant name	2015/16		%	2016/17		%
		Receipt	Expenditure		Receipt	Expenditure	
1	Unicef	575,562,250	450,544,650	78	1,147,135,814	535,546,330	43
2	Tasaf	1,349,356,500	1,349,356,500	100	2,620,680,995	2,617,811,740	99
3	Eastern Arc	0	0	0	11,500,000	5,800,000	50
4	Kihansi	37,135,000	33,697,249	91	78,099,999	73,535,868	94
5	HSB Fund	231,978,500	201,715,980	87	787,918,000	669,620,462	85
6	NWSSP	93,619,025	69,718,830	74	84,545,276	73,279,136	87
7	Road Fund	1,347,565,186	867,953,848	64	1,165,292,032	730,856,391	63
8	SEDP	226,999,492	1,833,400	1	0	0	0

9	ASDP	276,811,331	276,811,331	100	0	0	0
10	NMSF	77,530,000	27,439,310	37	0	0	0
11	Global fund	1,800,000	1,800,000	100	0	0	0
	Total	4,218,357,284	3,280,871,098	78	5,895,172,116	4,706,449,927	80

Source: MDC Financial Statement Schedules, (2018).

Mufindi DC: CAG Auditing Reports

Mufindi District Council prepares its financial statement in accordance with International Public Sector Accounting Standards (IPSAS) and other governing laws and regulations pertaining to closure of Government accounts. Also, for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error as per the Statement of Management responsibility on the Financial Statements. The Local Government Finance Act 1982 section 40 requires every Local Government Council (LGA) to prepare financial statements of the Council for every financial year, as at the end of the financial period, that gives a true and fair view of the state of affairs of the council for that period. This legal requirement is further emphasised by the Local Authority Financial Memorandum (LAFM) of 2010, Order No. 31.

Responsibility of the Controller and Auditor General (CAG)

Responsibility of an auditor is to express an opinion on the financial statements based on audit. Auditor conduct audit accordance with, International Standards of Supreme Audit Institutions (ISSAIs) and such other procedures considered necessary in the circumstances. The standards require auditor to comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatements.

2.2.2.3 Trade Section

Trade section is under Finance and Trade Department whereby its main role includes;

- ✓ Conducting inspection of business and liquor license,

- ✓ Monitoring and providing Business license, liquor license, hotel levy and services levy,
- ✓ Consultation to traders with cooperation with other stake holders,
- ✓ Educating traders on paying different Tax in central and local government.

Business in Mufindi District Council is declined approximately by 14% annually, the trade section recently has managed to issue 1,364 and 1,200 business licenses in 2015/2016 and 2016/2017 respectively, other role that has been performed by the trade section is to coordinate the business people and enhance entrepreneurs to conduct their activities in conducive working environment.

2.2.2.4 Challenges

The MDC finance and trade department faces several challenges including;

- ✚ Shortage of staff,(skilled and supportive staff).
- ✚ Shortage of means of transport,
- ✚ Tax evasion.

2.2.3 Planning, Monitoring and Statistics Department

Planning, Monitoring and Statistics department is one of the departments of Mufindi District Council, consisting of three sections namely; planning section, Monitoring and evaluation section and statistics section. Based on the establishment of this department, it has the following core functions:

- ix. To Facilitate Planning Process of Council Development Plan and projects.
- x. To facilitate National policy interpretations.

- xi. To facilitate Project Monitoring and Evaluation.
- xii. To facilitate Preparation of Social- Economic profile, data collection, analysis and replication.
- xiii. To coordinate all development initiatives and Reporting in the Council.

2.2.3.1 Planning Department Staff level

The Planning, Statistics and Monitoring department currently has 4 members of staff with different levels of education and qualifications as shown in Table 9 here under.

Table 9: MDC Planning Department staffing level

Position	Required	Actual	Deficit
Head of Department	1	1	0
Economist	4	2	2
Statistician	2	0	2
Total	7	4	3

Source: MDC Planning, Statistics and Monitoring Department, (2018).

2.2.3.2 Planning section

The Mufindi DC Planning section deals with identification of council development needs and potentials for investments; preparation of Council's short, medium and long term strategic plans and budgets; analyzing sectoral policies and advising district departments on the issues pertaining to planning and budgeting; and coordinating other departments. Other roles are conducting researches for the purpose of problem identification, solving and decision making; coordination,

monitoring and implementation of district strategic plans and budgets; preparation of project proposals for internal and external funding as well as budgetary activities of the cooperation.

2.2.3.3 Monitoring and Evaluation

The Mufindi DC Monitoring and evaluation section deal with Frequent supervision to the lower level governments; identification of community initiatives (O&OD); provision of technical support to the lower level governments on project planning, implementation, monitoring and evaluation; supervision and inspection of the project progress; preparation of monitoring and evaluation reports (i.e. Quarter and Annual) on the implementation of council plans and budgets.

During financial year 2014/2015 – 2016/2017 the section has conducted monitoring and evaluation in the following activities:

- Construction of 56 laboratories in 22 secondary schools of which 43 (43%) laboratories were completed
- Construction of 12 teachers' house in 12 secondary schools of which 7 houses were completed.
- Construction of 102 pit latrines of which 97 pit latrine were completed
- Completion of water projects for Maduma, Igomaa, kiliminzowo, Sawala and Ukani
- Rehabilitation of 8 warehouses at Ifwagi, Vikula, Nundwe, Mtambula, Nyanyembe, Ikimilinzowo, Mapogolo and Makungu
- Transferring TASAF grants to 21,500 poor households in 121 villages

2.2.3.4 Statistics section

The Mufindi DC Statistics section deals with data collection from lower level governments (i.e. villages and wards) and council's departments; data analysis; and data management. The section also deals with preparation of social economic profile of the council, preparation of investment profile and conduction of researches on poverty and food security.

Specifically, in the years 2014/2015 -2016/2017, the following activities were executed under the statistics section:

- Collection of data in 121 villages and 27 wards for planning purpose.
- Coordinating the review of O&OD from 121 villages and 27 wards
- Reviewing and preparation of Council social economic profile

2.2.3.5 Mufindi District Council Budget Trend for FY 2014/2015 – 2016/2017

Mufindi district council is financing its activities from different sources. The main funding source are Government subvention, Own source revenue and Development partners.

Table 10: MDC budget trend for three years period FY 2014/15-2016/17

Funder	2014/2015		2015/2016		2016/2017	
	Budget	Actual Receipts	Budget	Actual Receipts	Budget	Actual Receipts
Own Source	2,601,116,804	880,629,000	2,791,002,600	601,705,830	2,313,549,000	324,764,912
ASDP-DADPS	458,865,000	5,000,000	458,865,000	269,561,083	1,031,484,000	0
HIV/AIDS	70,588,000	70,588,000	74,030,000	74,030,000	0	0
TUNAJALI	14,632,800	14,632,800		0	0	0
BASKET FUND	693,001,004	693,001,004	535,059,000	535,059,000	718,714,000	718,714,000
JIMBO	80,471,000	80,470,924	80,471,000	24,785,068	67,596,000	31,539,000
CDG	1,566,844,000	317,186,800	1,566,844,000	0	982,811,000	309,717,000
CAPITATION PRIMARY	257,667,000	81,113,000	436,338,000	233,319,000	377,550,000	328,240,613
CAPITATION SECONDARY	217,312,500	323,908,167	227,578,960	141,393,000	149,425,000	1,360,976,986
TAO EAST	6,600,000	6,600,000	2,000,000	2,000,000	11,500,000	11,342,000
TFF	13,549,000	13,549,000	0	0	0	0
WDF	244,198,900	50,356,000	244,198,877	51,628,500	192,795,750	250,430,800
YDF	244,198,900	5,000,000	244,198,877	30,000,000	192,795,750	160,598,500
RWSSP	452,146,000	507,004,207	452,146,000	93,791,526	1,155,686,398	70,895,277
UNICEF	1,413,813,000	746,304,940	1,668,844,000	471,810,750	1,232,754,800	981,008,964
REA	50,275,423	50,275,423	0	0	0	0
MAKALALA(Special school)	8,640,000	8,640,000	12,640,000	12,640,000	0	0
SEDP	913,648,000	0	2,171,200,000	226,996,492	0	0
KIHANSI	0	0	452,146,000	38,844,982	78,100,000	78,100,000

TASAF	0	0	1,681,482,500	1,681,482,500	2,621,740,996	2,621,740,996
PRIMARY P4R	0	0	0	0	18,576,654	18,576,654
SECONDARY P4R	0	0	0	0	287,576,655	287,576,655
BORESHA AFYA	0	0	0	0	20,000,000	20,000,000
Total	9,307,567,331	3,854,259,265	9,775,147,214	4,489,047,731	11,452,656,003	7,574,222,357

Source: MDC Planning, Monitoring and Statistics Department, (2018).

2.2.3.6 Challenges

Planning department despite servicing 121 villages and 27 scattered in an area of 1,670 square kilometers, it faced a number of challenges including:

- Difficult of reaching every village in time due to poor road network system,
- Shortage and unreliable office transport,
- Shortage of staff,
- Poor commitment of user departments to submit progress reports on time,
- Un - planned orders to implement from top authority which compromise the planned projects.

2.2.3.7 Critical issues

- Capacitate Planning staff in writing investment projects,
- Conduct training on the use of data capturing tools and reporting tools,
- Enhancing monitoring capacity to Planning staff.

2.2.4 Primary Education Department

Primary education Department is among of the 13 Departments in Mufindi District Council. The Department is made up of four (04) Sections namely: - primary administration, primary schools, Adult education and Sports & culture. The primary education department has the following core functions:

- i. To improve School gender sensitive sexual reproduction health and HIV/AIDS.
- ii. To take measurement on combat petty and grand corruption.
- iii. Create an enabling environment for effective Working to education staff and primary school teachers.
- iv. To develop Managerial and leadership skills for education staff, word education officers and Head teachers.
- v. To support primary school teachers in various expenses.
- vi. Promote Pass rate increase.
- vii. To facilitate training to both Education Officers and primary school teachers on sports.
- viii. To support adult education festival.
- ix. To improve working environment to adult education staff.
- x. To promote sports, games and cultural activities.
- xi. To monitor and evaluate sector performance.

2.2.4.1 Primary education staffing level

The department has 11 staff members, 27 Ward Education Officers and 1,415 Primary school teachers.

Table 11: MDC Primary education staffing level

Primary education	Position	Required	Available	Deficit
	District primary education officer	1	1	0
	District academic officer	3	1	2
	Statistics and logistics officer	3	2	1
	Special needs education officer	1	1	0
	Adult education officer	4	3	1
	Culture and sports	2	2	0
	Ward education officers	27	27	0
	Teachers	1,659	1,415	244
	Total	1,700	1,452	248

Source: MDC Primary Education Department, (2018).

2.2.4.2 Number of Primary school and enrollment

Mufindi District Council has total of 147 government primary schools and 2 private schools with a total of 58,141 pupils of which 28,738 being boys and 29,403 being girls in government schools. While, in private schools the total enrollment is 202 pupils of which 86 being boys and 116 being girls. Also, in pre-primary the total enrollment is 10,503 pupils where by 5,333 being boys and 5,170 being girls. Similarly, the MDC has centers for COBET pupils with 161 pupils, among them 103 are males and 58 are females.

Table 12: MDC Number of primary schools

MDC Primary School	Number of Pupils		
	Boys	Girls	Total
Government	28,738	29,403	58,141
Private	86	116	202
Grand Total	28,824	29,519	58,343

Source: MDC Primary Education Department (2018).

Table 13: MDC Pre-primary and Primary school pupils' enrollment
2018

Year	Expected			Registered			%
	B	G	T	B	G	T	
2018							
Pre-primary	5,166	5,049	10,215	5,333	5,170	10,503	103
STD one	5247	5070	10,317	4,833	4,631	9,464	92

Source: MDC Primary Education Department (2018).

Table 14: Pupils enrollment from Pre-primary to VII for Year 2017/18

Year	Pre-primary			Primary Std I-VII			Total Enrolled		
	B	G	T	B	G	T	B	G	T
2017	4,893	4,711	9,604	27,541	28,476	56,017	32,434	33,187	65,621
2018	5,333	5,170	10,503	28,311	29,403	57,714	34,071	34,573	68,644

Source: MDC Primary Education Department (2018).

2.2.4.3 Availability of teachers

The Mufindi district primary school education department has 1,415 number of government teachers, attached in different wards within the district. Also, the department has 11 members of staff, 4 being females and 7 males located at the district headquarter.

Table 15: Availability of Teachers and their levels of education

Education officials		Teachers		Sex	Teachers level of education				Grand total
					Grade II B	Grade III A	Diploma	Degree	
Required	14	Required	1641	Male	-	647	58	42	747
Available	11	Available	1415	Female	-	633	24	11	668
Deficit	3	Deficit	226	Total	-	1280	82	53	1415

Source: MDC Primary Education Department (2018).

2.2.4.4 Primary School Education Performance

The performance of national standard seven examinations in the past five years has been increasing significantly as shown in Table 16 below:

Table 16: National standard seven performance

Year	Registered			Examined			Absentees			Pass			Fail			% of pass
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	
2013	3672	4443	8116	3638	4416	8054	34	27	61	2366	2784	5150	1272	1632	2904	63.9
2014	3241	3979	7220	3198	3953	7151	43	26	69	2242	2636	4878	956	1317	2273	68.2
2015	2947	3566	6513	2926	3540	6466	19	26	45	2367	2831	5198	559	709	1268	80.39
2016	2394	3060	5454	2386	3052	5438	8	8	16	2042	2575	4617	344	477	821	84.9
2017	3096	3724	6820	3090	3719	6809	6	5	11	2623	3114	5737	467	605	1072	84.2

Source: MDC Primary Education Department (2018).

Academic performance for (PSLE and STD IV) 2015 to 2017

Table 17: PSLE Results for 2015 to 2017

Year	No. of Candidates			Passed				Selected Form One			
	B	G	T	B	G	T	%	B	G	T	%
2015	2926	3540	6466	2367	2831	5198	80.39	2367	2831	5198	100
2016	2384	3056	5438	2042	2575	4617	84.90	2042	2575	4617	100
2017	3090	3719	6809	2623	3114	5737	84.26	2623	3114	5737	100

Source: MDC Primary Education Department (2018).

Table 18: Standard IV Examination Results 2015 to 2017

Years	No. of Candidates			Passed			
	B	G	T	B	G	T	%
2015	4412	4092	8504	4275	3897	8172	98.42
2016	2996	3453	6449	2971	3220	6191	95.9
2017	4033	3815	7848	4008	3765	7773	99.04

Source: MDC Primary Education Department (2018).

2.2.4.5 Primary Education Infrastructures

Mufindi District Council has primary school infrastructures as shown in Table 14 below:

Table 19: MDC Pre-Primary and Primary School's infrastructures

S/N0	Type	Required	Available	Deficit	Deficit (%)
1.	Classrooms	1469	1139	330	22
2.	T/Houses	1389	917	472	34
3.	P/Latrines	2525	2119	406	16
4	T/Latrines	294	256	46	16
4.	Offices	487	337	150	31
5.	Stores	478	206	272	57
6.	Desks	25895	25547	348	2
7.	Tables	2891	1695	1196	41
8.	Chairs	3065	1914	1051	37
9.	Cupboards	1501	309	1182	79

Source: MDC Primary Education Department, (2018).

2.2.4.6 Challenges

Primary school education sector is constrained by number of challenges including:-

- i. There is a shortage of 244 teachers in the district this has been contributed by an increase in enrolment for pre-primary and primary pupils.
- ii. Textbooks and other teaching and learning materials are still inadequate. The District ratio is 1:2 while National ratio is 1:1,
- iii. The problem of desks in some pre primary school, currently the desk for pre primary pupil ratio is 1:3,

- iv. There is a shortage of school infrastructures such as shortage of 574 (39%) teachers' houses, 206 (15%) classrooms and 476 (19%) pit latrines.

2.2.5 Secondary Education Department

Secondary Educational Department is among of 13 Departments in Mufindi District Council. The Department was established after splinted from the Department of education which comprised Primary and secondary Department in year 2009. The Department is made up of two (02) Sections, namely secondary Administration and secondary Operations.

The core functions of Secondary Education Department include:-

- i. To improve School gender sensitive sexual reproduction health and HIV/AIDS
- ii. To take measurement on combat petty and grand corruption
- iii. Create an enabling environment for effective Working to education staffs and secondary school teachers
- iv. To develop Managerial and leadership skills for education staffs, ward education officers and Head of schools.
- v. To support Secondary school teachers in various expenses
- vi. To make sure that examination pass rate is increased.
- vii. To facilitate training to both Education Officers and Secondary school teachers.
- viii. Promote Sports, games and cultural activities.
- ix. Monitor and evaluate sector performance.

2.2.5.1 Secondary School staffing level

The secondary department has 5 staff members, 27 Ward Education Officers and 755 secondary school teachers.

Table 20: MDC Secondary School staffing level

S/N0	Position	Required	Available	Deficit
1	District Secondary Education Officer	1	1	0
2	District Academic Officer	2	2	0
3	Statistics And Logistics Officer	2	2	0
7	Ward Education Officers	27	27	0
8	Teachers	544	755	165 (Science teachers)
	Total	576	787	165

Source: MDC Secondary Education Department, (2018).

2.2.5.2 Non- Teaching Staff

Mufindi DC secondary school education department has a total of 10 supporting staff with different level of education and qualification (Table 21).

Table 21: MDC Non- Teaching Staff

S/N	Category	Required	Available	Shortage
1	Accountants	33	3	30
2	Storekeepers	33	0	33
3	Nurses	33	0	33
4	Drivers	1	0	1
5	Security	33	1	32
6	Lab Technicians	33	3	30
7	Cooks	8	3	5
8	Secretary	33	0	33
9	Registry	33	0	33
Total		240	10	230

Source: MDC Secondary Education Department, (2018).

2.2.5.3 Number of Secondary Schools

Mufindi District Council has a total number of 43 ordinary level secondary schools (form I-IV), 33 being government schools and 10 private schools. Also, MDC has 6 advanced secondary schools (form V-VI) 4 being government schools and 2 private schools.

Table 22: MDC Number of Secondary Schools

Level	Government	Private	Total
O – level	33	10	43
A – level	4	2	6

Source: MDC Secondary Education Department, (2018).

2.2.5.4 Students Enrolment

The Mufindi district council currently has a total number of 18,080 students among them 15,629 are for public schools with 7,312 being boys and 8,317 being girls while 2,451 for private secondary schools with 914 being boys and 1,537 being girls (Table 23).

Table 23: MDC Students enrolled in Secondary Schools

Owner	Number of students				
	2016/2017				
	O' Level	A' Level	O' Level	A' Level	
	Boys		Girls		Total
Government	4,857	820	5,587	391	11,655
Private	766	3	1358	1	2,128
Total	5,623	823	6,945	392	13,783

Source: MDC Secondary Education Department, (2018).

2.2.5.5 Secondary School Infrastructures

Recently MDC has 492 classrooms, 210 teachers' houses, 4 Libraries, 51 laboratories and 12 administration blocks. Also, there are 24 hostels, 15 dormitories, 66 teachers pit latrines, 664 students pit latrines as well as 5 kitchen. However, there is deficit in terms of school infrastructures pointed above as indicated in Table 24.

Table 24: MDC Secondary School Infrastructures

S/N 0	Item	Required	Available	Deficit/excess	% of Deficit /Excess
1.	Classrooms	367	489	123	15
2.	T/Houses	747	204	543	73
3.	Latrines	538	664	126	23
4.	Administration blocks	33	12	21	64
5.	Stores	478	206	272	57
7.	Tables	11,655	15,677	4022	36
8.	Chairs	11,655	14,666	3011	29
9.	Cupboards	377	155	222	59

Source: MDC Secondary Education Department, (2018).

2.2.5.6 Availability of Books in Secondary Schools

The student book ratio is 1:1 in Science subjects and 1:3 in Arts Subjects.

Table 25: MDC Book-Students Ratio in Secondary Schools

School name	Science Books (ratio)	Arts Books (ratio)
IDETERO	1:1	1:2
IDUNDA	1:1	1:2
IFWAGI	1:1	1:2
IGOMBAVANU	1:1	1:2
IGOWOLE	1:1	1:2
IHALIMBA	1:1	1:2
IHANU	1:1	1:2
IHOWANZA	1:1	1:2
ILOGOMBE	1:1	1:2
ILONGO	1:1	1:2
ITANDULA	1:1	1:2
ITENGULE	1:1	1:2
ITONA	1:1	1:2
KASANGA	1:1	1:2
KIBAO	1:1	1:2
KIBENGU	1:1	1:2
KIHANSI	1:1	1:2
KINGEGE	1:1	1:2
KIYOWELA	1:1	1:2
LUHUNGA	1:1	1:2
MADUMA	1:1	1:2
MAKUNGU	1:1	1:2
MALANGALI	1:1	1:2
MBALAMAZIWA	1:1	1:2
MDABULO	1:1	1:2
MGALO	1:1	1:2

MGOLOLO	1:1	1:2
MKALALA	1:1	1:2
MNINGA	1:1	1:2
MTAMBULA	1:1	1:2
NYOLOLO	1:1	1:2
NZIVI	1:1	1:2
SADANI	1:1	1:2

Source: MDC Secondary Education Department, (2018).

2.2.5.7 Academic Performance

Mufindi district council is now experiencing 77% pass rate despite of 85% national rate for form IV; 97% pass rate for form II despite of 100% national rate and 98% form VI despite of 100% national rate.

FTNA PERFORMANCE 2014 - 2017

Table 26: MDC Form four examination results from 2014-2017

Year	NO. of school	Grades					Passed	
		DIV I	DIV II	DIV III	DIV IV	FAILED	NO.	%
2014	41	172	233	409	1,355	922	2,169	87
2015	41	271	342	580	1,638	213	2,831	85
2016	42	344	443	625	1,648	107	3,060	97
2017	43	488	500	755	1,728	112	3,471	97
Total		1,275	1,518	2,369	6,369	1,354	11,531	89

Source: MDC Secondary Education Department, (2018).

Table 27: CSEE National examination performance 2014 - 2017

Year	No. of school	Grades					Passed	
		DIV I	DIV II	DIV III	DIV IV	FAILED	NO.	%
2014	39	31	168	316	813	471	1,328	75
2015	41	39	203	317	1,324	890	1,883	67
2016	42	34	225	390	1,148	246	1,797	88
2017	42	33	198	368	1,280	559	1,879	77
Total		137	794	1,391	4,565	2,166	6,887	76

Source: MDC Secondary Education Department, (2018).

Table 28: ACSEE National examination performance 2014 - 2017

Year	No. of school	Grades					Passed	
		DIV I	DIV II	DIV III	DIV IV	FAILED	NO.	%
2014	3	34	59	57	16	1	166	99.4
2015	3	66	82	76	18	0	242	100
2016	3	54	399	216	13	5	682	99.3
2017	3	53	252	162	14	13	481	97.4
Total		207	792	511	61	19	1,571	98.8

Source: MDC Secondary Education Department, (2018).

2.2.5.8 Dropout rate

MDC has been experiencing students' dropout all over its available secondary schools. The cause of the dropout is due to truants, pregnancy, and death (Table 29).

Table 29: MDC Secondary School Students Dropout Trend (2015/2016)

Class	Male	Female	Total
Form I	31	51	82
Form II	73	46	119
Form III	37	54	91
Form IV	19	24	43
Total	160	175	335

Source: MDC Secondary Education Department, (2018)

2.2.5.9 Challenges

The Mufindi District Council secondary school department faces number of challenges including;

- i. There is a shortage of 165 science teachers in the secondary department.
- ii. Textbooks and other teaching and learning materials are still inadequate. The District has ratio is 1:2 while National ratio is 1:1
- iii. There is shortage of school infrastructures such as shortage of 543 (73%) teacher houses, Administration Block 21 (64%).

2.2.6 Health Department

Health department is among the 13 departments of Mufindi District Council. The core functions of Health and social welfare department are prevention, curative and rehabilitation preventive. Furthermore, the department deals with supervising, distribution, Teaching health providers and community. The health department operate its core function through 9 main sections namely; Pharmacy, Environmental Health, Social welfare, Human Immune Deficient Virus (HIV), Traditional Healers, Neglected Tropical Diseases (NTD), Immunization, Laboratory, Reproductive care and Health.

2.2.6.1 Human Resources for Health and Social Welfare

The department is headed by District Medical officer with the help of Council Health Management Team (CHMT). The health department has a total of 302 staff in different cadres (149-in health centres, 204-in dispensaries).

Table 30: MDC Health Department staffing level

S/no.	Position	Required	Available	Deficit
1	Medical Officers	6	2	4
2	assistant medical officer	6	4	2
3	Technologists (Radiographer)	2	0	2
4	Clinical Officers	18	4	14
5	Assistant Nursing Officers	12	3	9
6	Nurses	78	29	49
7	Ophthalmic Nursing Officers	6	0	6
8	Medical Recorder	6	0	6
9	optometrist	6	0	6
10	Medical Attendants	48	22	26
11	Health laboratory Technologists	6	0	6
12	Pharmaceutical Technologists	6	1	5
13	Assistant Pharmaceutical Technologists	6	1	5
14	Assistant Dental Officers	6	0	6
15	Dental Therapist	6	0	6
16	Assistant Social Welfare Officers	6	0	6
17	Welfare Assistant	6	0	6
18	Community Health			
19	Assistant Environmental Health Officers	6	0	6
20	Dobi	16	16	0
21	Security Guard	16	16	6
22	Data Clerk	6	0	6

23	Mortuary attendants	6	0	6
24	Revenue Collector	6	6	6
25	Health Insurance Expert	6	6	6
26	Assistant Accountants	6	6	0
	Total	304	116	210

Source: MDC DMOs Office (2018).

Table 31: MDC Dispensaries existing staff

S/no.	Position	Required	Available	Deficit
1	Clinical Officers	96	13	83
2	Assistant Nursing Officers	144	4	140
3	Nurses	196	50	142
4	Pharmaceutical Technologists	48	48	0
5	Medical Attendants	48	38	10
6	Community Health Worker/Social	96	48	48
7	Security Guard	96	48	48
8	Revenue Collector	48	48	0
9	Health Insurance Expert	48	48	0
10	Assistant Accountants	48	48	0
11	data clerk	48	48	0
	Total	916	441	471

Source: MDC DMOs Office (2018).

Table 32: MDC Headquarter existing staff

S/no.	Position	Required	Available	Deficit
1	Pharmacist	2	1	1
2	Ass Pharmacist	2	1	1
3	Health secretaries	2	2	0
4	Environmental health officer	2	2	0
5	Laboratory Technician	2	1	1
6	Ass Laboratory technician	2	1	1
7	Environmental health ass	4	3	1
8	Social welfare officer	4	3	1
9	Nurses	4	4	0
	Total	24	18	6

Source: MDC DMOs Office (2018).

2.2.6.2 CHMT Members

The Mufindi District Council has 21 Council Health Management Team (CHMT) members namely; District Medical officer (DMO), District Health Secretary (DHS), District Health Officer (DHO), District Nursing Officer (DNO), District Pharmacist (DPHARM), District Reproductive Care and Health Coordinator (DRCHCO), District Laboratory Technician (DLT), District Social Welfare Officer (DSWO), District Nutrition Officer (DnuO), District AIDS Control Coordinator (DACC), District Dental Officer (DDO), District TB and Leprosy Coordinator (DTLC), District Immunization and Vaccination

Officer (DIVO), District Vector Control Coordinator (DVCCO), Neglected Tropical Disease Focal Person (NTD-FP), Community Based Health Promotion Services (CBHPS), District Malaria IMCI and Focal Person (DMI FP), Community Health Based Care Focal Person (CHBC FP), Big Results Now Focal Person (BRN-FP), Quality Improvement Focal Person (QI-FP), Primary Health Development Services Program-Focal Person (PHDSP-FP).

2.2.6.3 Health Facilities in the Council

The department has 68 health facilities in the categories of 1-private hospital, 8 health centres (6 government health centres, 2 private health centres) and 59 Dispensaries (1-private, 51 government and 7-faith based). According to the National policy, each village must have 1 dispensary, each ward must have 1 health center and a district must have 1 hospital. However, the council has a total of 121 villages whereby only 51 villages have dispensaries while 70 villages are missing dispensaries. Moreover, there are 27 wards in the council out of which only 6 wards have health centers making deficit of 21 health centers. The Mufindi district council has a strategic plan to establish its own district hospital. The council has planned to rehabilitate 5 Health centers to strength caesarian session in 2018/2019 financial year.

Table 33: MDC Health facilities and type of ownership

Type of health facilities	Number of health facility by type of ownership				
	Government	FBO	Private	Parastatal	Total
Hospital	0	0	1	0	1
Health centre	6	0	2	0	8
Dispensary	51	7	1	0	59
Total	57	7	4	0	68

Source: MDC DMOs Office (2018).

Table 34: MDC Existing Health Facilities

Type	Requirement	Available	Deficit
Dispensary	121	51	70
Health centre	27	6	21
Hospital (DDH)	1	0	1
Total	149	57	92

Source: MDC DMOs Office (2018).

2.2.6.4 Status and Condition of the District Health Facilities

Table 35: Status and Condition of the District Health Facilities

	PHYSICAL STATE			
Facilities	No. of existing health facilities	Good condition	No. Need Major Repair/replacement	No. need Minor Repair
Hospitals	0	0	0	0
Health Centre	6	6	2	2
Dispensaries	47	47	20	17
Total Facilities	53	53	22	19

Source: MDC DMOs Office, (2018).

2.2.6.5 Mufindi DC Major Epidemic Diseases

MDC is critically affected by top ten epidemic diseases that threaten the community of different ages in the area as shown in Table 36 below.

Table 364: MDC OPD Top-Ten Diseases/Diagnosis in the Council as per Outpatient attendance register.

S/N	Diagnosis	< 5 years				5+ years			
		M	F	Total	% of OPD Cases	M	F	Total	% of OPD cases
1	Acute Respiratory Infection (ARI)	7588	8300	15888	40.71	10786	15125	25911	41.53
2	Malaria	39	25	64	0.16	104	84	188	0.30
3	Oral diseases	72	89	161	0.41	142	187	329	0.53
4	HIV/AIDS	1				12	100	112	
5	Skin diseases	1723	1856	3579	9.17	1771	2200	3971	6.36
6	Tuberculosis (TB)	8						107	
7	Sexual Transition Infections (STI)	0	0	0	0	603	832	1435	2.3
8	Intestinal worms	650	813	1463	3.75	1838	2306	4144	6.64
9	Anemia	74	82	156	0.40	153	400	553	0.89
10	Pneumonia	2604	4831	7435	19.05	1545	2336	3881	6.22
	Total	12759	15996	14346	32.94	16954	23570	40631	64.77

Source: MDC DMOs Office, (2018)

2.2.6.6 MDC Inpatient attended and served

Table 37: MDC Inpatient Top Ten Diseases/Diagnosis in Council

S/N	Diagnosis	< 5 years		Diagnosis	5+ years		CFR in %
		Admission	Death		Admission	Death	
1	Acute Respiratory Infection (ARI)	119	0	Acute Respiratory Infection (ARI)	168	7	2.44
2	Malaria	25	0	Malaria	155	4	2.22
3	Oral diseases	161	0	Oral diseases	329	0	
4	HIV/AIDS	26	0	HIV/AIDS	272	0	
5	Skin diseases	3579	0	Skin diseases	3971	0	

6	Tuberculosis (TB)	8	0	Tuberculosis (TB)	107	11	9.57
7	Sexual Transition Infections (STI)	0	0	Sexual Transition Infections (STI)	1435	0	2.3
8	Intestinal worms	650	81	Intestinal worms	4144	21	
9	Anemia	21	0	Anemia	96	0	
10	Pneumonia	754	20	Pneumonia	529	32	4.05

Source: DMOs Office, DHIS2 (2018).

2.2.6.7 Immunization coverage

Table 38: MDC Immunization Trend

Penta	Vaccinated	%
Penta 1	2321	100
Penta 2	2358	102
Penta 3	2308	100

Source: MDC DMOs Office, (2018)

2.2.6.8 Maternal and Neonatal death in year 2016/2017

Table 39: MDC Neonatal, under five, infant and maternal death

Neonatal death	Infant death	Under five death	Maternal death
44	53	69	4

Source: MDC DMOs Office, (2018)

2.2.6.9 HIV/AIDS and TB

HIV/AIDs status in Mufindi district council currently prevalence rate regional wise increased from from 9.1 to 11.3 last year 2017.

There are 14 Care and Treatment Clinics in Mufindi district Council that provide services to PLWHIV/AIDs and cumulative number of clients ever enrolled is 26,149 in care and treatment clinics. The council in collaboration with different partners working together in reduction of the new affections and providing services to those living with HIV. Mufindi District council has 13 health facilities providing CTC services, 68 PMTCT, 68 PITCT and 14 CTC. Different services are provided including health education, HIV testing, care and treatment clinics, family index testing, outreach services and ART initiatives.

On the other hand Mufindi District Council continues to combat with TB infection with the aim of reducing it so as to meet the national goals of coming up with 528/100,000 patients per annum. In the year 2017 MDC enables to come up with 312/100,000 patients while 202/100,000 patients were discovered in the year 2016. MDC has attained the national goal of treating the TB patients by 84%. However, MDC continues to offer various services to TB patients by operating 13 preliminary sputum smear fixation and 12 discovering centers.

2.2.6.10 Availability of Health Supporting Materials

Table 40: Health Services Supporting Materials

Health facilities	Required			Available				Shortage				
	Bed	Bed sheet	Matress	Delivery bed	Bed	Bed sheet	Matress	Delivery bed	Bed	Bed sheet	Matress	Delivery bed
Hospital	152	608	152	10	64	192	64	3	88	416	88	7
Health centre	400	1200	400	32	337	674	337	17	63	126	63	15
Dispensary	354	1062	354	118	239	717	239	65	115	793	115	53

Source: MDC DMOs Office (2018)

2.2.6.11 Environmental Health and Sanitation

Table 41: Number of Households Inspected

No of House holds	Households inspected	Type of toilet					
		Type A	Type B	Type C	Type D	Type E	Type X
59152	57377	29262	17786	8606	2868	0	1147

Source: MDC DMOs Office, (2018).

Key:

Type A: Traditional toilet (pit latrine)

Type B: Improved pit latrine

Type C: Toilet with pipe

Type D: Flashing system toilet

Type E: Ecology toilet

Type X: No toilet

Table 42: MDC Hotel inspection and Food vendor's inspection

Business type	Inspected	Registered by TFDA	Medical Examination
Bar/grocery	64	22	0
Food vendors	5	5	10
Hotel	1	1	2
Restaurant	22	8	8
Saloon	32	0	0
Food processing industries	418	37	56
Slaughter	8	0	0
Local brews clubs	136	0	0
Whole sale shops	26	13	0

Retail shop shops	132	61	0
Pharmacy/	113	113	0
Cosmetics	4	2	0
Supermarket	0	0	0
Butchers	13	13	16
Milling machines	3	3	0
Total	977	278	92

Source: MDC DMOs Office, (2018)

2.2.6.12 Key partners and their area of operation

Table 43: MDC Partners and their area of operation

Agency/Partner name	Program/Activity	Areas of Operation
UNICEF	Nutrition, Wash, RCH,	60 villages
BORESHA AFYA	TB and HIV, family planning	34 health facilities
AFYA WOMEN	HIV, family planning/TB	34 health facilities
GLOBAL FUND	TB and HIV	health facilities
CUAMM	Nutrition	56 village
TAHEA	Nutrition	60 villages
JSI	Improvement of health activities and social welfare	120 villages
BAYLOR	TB, HIV, Nutrition	30 villages
URC	Children living in highly risk environment	120 villages
CAMFED	Provide support to girls through education, against sexual harassment	-
COPE	Health activities	1 village
FOX	Children's settlement	10 villages
RC IRINGA-USOKAMI	Children's settlement	8 villages
KIZAZI KIPYA	OVCs	107 villages

RDO (Rural Development Organization)	Orphanage support	28 villages
PDF	Sanitation	4 wards

Source: MDC DMO Office, (2018).

2.2.6.13 Challenges

The Mufindi district council health department faces a number of challenges which hinder the effective deliver of quality services to the community. The following are among the challenges:-

- ✓ Limited budget allocation
- ✓ Unreliable transport facilities
- ✓ Inadequate medical supplies and equipments in health facilities
- ✓ Shortage of health skilled staff by 58%
- ✓ High prevalence rate of HIV/AIDS by 9.1%

2.2.7 Water Department

Water department is among of the 13 departments under Mufindi District Council. The Mufindi District Council has 121 villages in which 67 villages have water schemes and the remaining 54 villages have no water schemes. The main technologies used in supplying water to the community are gravity, pumping (Electrical, diesel and solar), boreholes and shallow wells. The current water supply coverage in the District is 60.6% i.e. 155,801 people out of 257,098 people.

The department is made up by three sections namely planning and designing section, construction section and as well as operation and maintenance section. Its core functions include:-

- ✓ Plan and preparation of budget for the water and sanitation activities in the District,
- ✓ Design and review of water supply project in the District,
- ✓ Provide technical support to villages and communities,
- ✓ Coordinate and supervise Water and Sanitation work being done in the District,
- ✓ Supervise and certify construction works and ensure quality standards,
- ✓ Supervision of the implementation of National Water Policy 2002 in the District,
- ✓ Establishment of Community Owned Water Supply and Sanitation Organization (COWSOs),
- ✓ Supervision of water sources and water catchment areas in the District,
- ✓ Preparation of quarterly and annually field activities reports

2.2.7.1 Categorical Roles of Water Sections

The Mufindi district council water department sections each has distinguished roles to save within the district council. The planning and designing section is responsible for pipeline design and water works structures design, plants designs, data collections, processing, information disseminations, training schemes monitoring and evaluation. While, the construction section is charged for construction of pipeline networks, water works wells, rainwater harvesting and dams, plants and environmental issues. Operation and maintenance of all rural water projects on which gives technical

support to COWSOs is the prime function of operation and maintenance section.

2.2.7.2 Water Department Staff

The water department has total of 5 staff consisting of 2 water engineers, 1 water technician and 2 assistant water technicians as shown in a Table 44 below.

Table 44: MDC Water Department Staff requirements and deficiency.

S/no.	Position	Required	Available	Deficit
1	Degree	4	2	1
2	Diploma	4	1	3
3	FTC	3	0	3
4	Form IV + Trade Test	3	1	2
5	STD VII + Trade Test	0	1	0
	Total	14	5	9

Source: MDC Water Department, (2018).

2.2.7.3 Mufindi DC Existing Water Situation

Mufindi DC has a population of 257,098 currently with growth rate of 1.1% where by water coverage is now estimated to be 60.6% equals to 155,801 people out of 257,098 people who get safe and clean water in rural areas.

2.2.7.4 Production & Productivity

Main source of water for MDC are gravity, pumping (Electrical, diesel and solar), boreholes and shallow wells.

Table 45: MDC Water sources

Type of Source	Total source	Functional	Non Functional
Gravity schemes	8	7	1
Pumping schemes (electrical, diesel and solar)	15	5	10
Deep Boreholes	39	39	0
Shallow wells	286	121	165
Total	348	172	176

Source: MDC Water Department, (2018).

2.2.7.5 Challenges

The Mufindi DC water department faces number of challenges including;

- a) Insufficient of funds for construction of water infrastructures,
- b) Allocation of funds which does not meet the requirement of the investments,
- c) Insufficient of funds for supervision of water projects,
- d) Long logistics in contract procedures and approval,
- e) Shortage staff especially water technicians,
- f) Shortage of working facilities.

2.2.8 Agriculture, Irrigation and Cooperative Department

Agriculture, Irrigation and Cooperative Department is among the 13 departments of Mufindi District Council. It was established in 2011 after the separation of the Agriculture, Cooperative and Livestock Development Department as per Prime Minister's directives. Its core functions include; provide extension services to farmers, facilitate availability of input supply, conduct and organize campaigns against

disease, pests and vermin, make sure that farmers and extension workers comply to the Laws, Guidelines, Policies and directives from the Government and Council as well as conduct researches in collaboration with Agricultural Research institutions and disseminate the results to farmers.

2.2.8.1 Agriculture Department staffing level

Currently, the department has 58 staff which serves 27 wards and 121 villages. The distribution of staff includes 9 staff at Headquarter and 19 staff they are at ward level as well as 30 at the village level.

Table 46: MDC Agriculture Department staffing level

No.	Professional	Required	Available	Deficit	Work place
1	Agricultural Officers	6	6	0	5 at District level and 1 at ward level
2	Irrigation Engineers	2	1	1	District level
3	Cooperative Officers	6	2	4	District level
4	Agro mechanization Officers	5	2	1	Ward level
5	Irrigation Technician	12	6	6	Ward level
6	Agricultural Economists	1	0	1	District level
7	Agricultural Field Officers	121	38	83	Village and Ward level
8	Horticulturists	3	3	0	1 District level and 2 at ward level
Total		155	58	98	

Source: MDC Agricultural Department, (2018).

2.2.8.2 Land for agriculture

Mufindi DC comprises a total area of 617,000 Ha of which available land for cultivation is 450,400 Ha (73% of total land area) and area under Cultivation is 250, 718 Ha (57% of total arable land), suitable land for irrigation is about 67,560 Ha and area under irrigation is 1,445 Ha. (15% of total suitable land).The Council population is 246,090 (Census 2012) while the total number of farmers is 78,748 (32% of total population).

2.2.8.3 Crop Production

The produced food crops includes Maize, Beans, round potatoes, sweet potatoes, Wheat, Garden peas, Finger millet, Cowpeas, Cassava, Groundnuts, Bananas, and Paddy. While Cash crops include Tea, Pyrethrum, Sunflower and coffee. Also, the District produces Horticultural crops such as Chinese cabbage, amaranthus, cabbage, mustard, solanum, tomatoes, pumpkin leaves and number of green vegetables.

Table 47: MDC Crop production

S/No	Type of crop produced	Area (ha)	Productivity (tones/ha)	Estimated production (tones)	Actual production (Tons)
Food crops					
1	Maize	165,000	2.5	412,500	410,400
2	Beans	50,200	1.5	75,300	73,794
3	Round Potatoes	6,500	10	65,000	49,400
4	Sweet Potatoes	6,400	8	51,200	59,840
5	Wheat	7,500	1.5	11,250	10,500
6	Garden peas	7,600	1.5	11,400	8,664
7	Finger millet	3,000	1	3,000	1,920

S/No	Type of crop produced	Area (ha)	Productivity (tones/ha)	Estimated production (tones)	Actual production (Tons)
8	Cowpeas	650	1.2	780	455
9	Cassava	70	10	700	441
10	Groundnuts	550	1.2	660	385
11	Bananas	170	8	1360	1700
12	Paddy	230	1.5	345	290
Cash crops					
1	Tea	5,970	3.2	19,183	18,930
2	Pyrethrum	167	0.6	100	100
3	Coffee	57	0.3	18	3
4	Sunflower	7668	1	8,000	7668
Horticultural crops					
1	Chinese Cabbage	130	1.5	195	120
2	Amaranthus	90	1.2	108	84
3	Cabbage	270	15	4,050	225
4	Mustard	65	1.5	98	75
5	Solanum	10	5	50	32.5
6	Pumpkin leaves	80	4	320	280
3	Tomatoes	210	15	3,570	2,520

Source: MDC Agriculture Department, (2018).

2.2.8.4 Implements for agriculture

Mufindi district council has 118,122 hand hoe accounts for 85% of the implement used by farmer within MDC. It has 163 Power tillers equal to 75% of the requirements and 155 tractors equal to 15%. Also, Mufindi DC has 365 milling machines account for 80% of the requirements.

Table 48: MDC Agricultural Implements

Type of implement	Number available	% of utilization
Tractors	156	15%
Power Tillers	163	75%
Hand Hoes	118,122	85%
Milling Machines	365	80%

Source: MDC Agriculture Department, (2018).

2.2.8.5 Cooperatives

The Mufindi district council has 55 Cooperative Union, 31 saving and credit cooperative societies (SACCOS), 24 AMCOs. Members of cooperative societies are 11,946 (male 6,832, female 5,114), 820 Cooperative groups with total Share of TZS 653,168,931.00. Savings is TZS. 1,261,825,673.00. Loans provided by Cooperative societies are about TZS. 6,492,829,654.00.

2.2.8.6 MDC Agriculture Infrastructure

The Mufindi district council is well resourced with some agricultural infrastructures available in the district. The district council has 4 irrigation schemes namely Igomaa, Mgololo ,lkweha and Nundwe. Moreover, MDC has 4 Crop markets namely Mtambula , Igowole , Makungu and Ihowanza as well as 35 storage facilities/warehouse.

2.2.8.7 Challenges

Currently the agriculture sector faces number of issues that affects development of agriculture, irrigation and cooperatives within MDC including; loan Portfolio At Risk (PAR) in Mufindi district is 18.4%, but the required amount for any Financial institution must be less than 5% of the outstanding loan.

2.2.8.8 Critical Issues

The major critical issue includes:

- ✓ Shortage of Extension Officers,
- ✓ Shortage of working tools,
- ✓ Accommodation for Extension Officers.

2.2.9 Works Department

The works Department has 2 running sections, namely; buildings and machines (vehicles and generators) sections, its core functions include;

- + Provide quarterly monitoring for building projects,
- + Design and drawings for buildings projects,
- + Plan and preparation of budget for council buildings,
- + Preparation of quarterly and annually field activities,
- + Coordinate and supervise all buildings projects done in Mufindi District Council.

2.2.9.1 Works Department staffing level

The Mufindi District Council works department has a total number of 4 staff with different level of qualifications and professionals.

Table 49: MDC Works Department staffing level

S/no.	Position	Required	Available	Deficit
1	Principal engineer I	1	0	1
2	Civil engineer	3	0	3
3	Technician I mechanical	2	1	1
4	Technician I electrical	3	2	1
5	Quantity surveyor II	1	0	1
6	Technician II carpentry	2	1	1
7	Technician II plumbing	1	0	1
	Total	13	4	9

Source: MDC Works Department, (2018).

2.2.9.2 MDC Road Network

Mufindi District has road network of 1030.96 kms, out of which 14.97 are paved roads, 159.33 are gravel roads and 856.66kms earth roads. 345.0 kilometers of this road stretch are currently in fair condition, whereas 523.90 kms are passable throughout the year (Table 50).

Table 50: MDC road conditions

Road Surface Type	Road Condition (Km)				Remarks
	Good	Fair	Poor	Total	
Tarmac	195	0	0	195	Good condition
Paved	15.17	0	0	15.17	Good condition
Gravel	108.03	30.0	21.30	159.33	Good condition
Earth	400.70	315	140.72	856.42	Good condition
Total	718.90	345.0	162.02	1030.92	Good condition

Source: MDC Works Department, (2018).

Table 51: MDC status of road network by category

Category	Surface Type	Road Condition, Km			Total, Km	Remarks
		Good	Fair	Poor		
Regional roads	Tarmac	75	20	0	95	Good condition
	Paved	365	23	0	388	Good condition
District roads	Tarmac	195	0	0	195	Good condition
	Paved	15.17	0	0	15.17	Good condition
	Gravel	108.03	30	21.30	159.33	Good condition
	Earth	400.70	315	140.72	856.42	Good condition

Source: Works Department, (2018).

2.2.9.3 Road Set Compact

The status of MDC roads including 50 bridges, 150 culverts, and 500 meters lined ditches.

Table 52: MDC Road Set Compact

Element	Unit	Requirement	Available	Deficit
Bridges	No.	80	50	30
Culverts	No.	300	150	150
Lined ditches	Meter	800	500	300
Street Lighting	No.	30	0	30
Road/Construction Equipment and Plants.	Motor grader	1	0	1
	Vibrating roller	2	0	2
	Excavator	1	0	1
	Wheel loader	1	0	1
	Water bowser	2	0	2
	Low bed	2	0	2

Source: MDC Works Department, (2018).

2.2.9.4 Challenges

The works department is constrained by several challenges including;

- ❖ Insufficient of funds for construction of roads and buildings,
- ❖ Allocation of funds which does not meet the requirements of projects,
- ❖ Shortage of staff,
- ❖ Shortage of working facilities,
- ❖ Insufficient of funds for supervision,
- ❖ Delay of funds.

2.2.10 Community Development Department

Community Development Department is among the 13 Departments in Mufindi District Council, the department has head of department

and other assisting staff whom are divided into different units as follows:- Research, Statistics and planning, gender, and children. Also there are programmes which are coordinated under the department such as TASAF, HIV/AIDS, Women development fund, Youth development fund, supervise and registration of NGOs, CBOs and FBOs. The Core functions of the department include;

- i. To mobilize community to initiate, planning, implementation and monitoring and evaluation their community projects,
- ii. To mobilize community to participate fully on their self-help projects,
- iii. To coordinate Non Governments Organization,
- iv. To conduct training, meeting on Community Sanitation, Nutrition, CHF,
- v. To conduct Village Government training on their roles and responsibilities,
- vi. Provision and follow up of loans to Women and Youth groups,
- vii. Training on Gender issues, norms and entrepreneurship skills,
- viii. Identification of poor households and grants fund,
- ix. Identification of Most Vulnerable Children and link with support agents,
- x. Formulate economics groups of youth, women and PLHIV/AIDS,
- xi. To facilitate Village Government to establish their by-laws,
- xii. Monitor and evaluate sector performance.

2.2.10.1 Research program and statistics

The research program and statistics section is one among of the seven (7) sections charged under the community development department. The core activities of the section include;

- To conduct research on family headed and household and their economic status towards the community,
- To conduct research and statistics on group owned Income Generating Activities (IGA) and its market share,
- Research on poverty reduction on youth and women development fund,
- Custody of vulnerable children on gender based violence,
- Number of women and youth involved in income generating activities,
- To collect statistics on social and economic data,
- To collect information of all socio-economic groups.

2.2.10.2 Economic empowerment desk

The economic empowerment desk section is one among of the section charged under the community development department. Its core activities include;

- To supervise and monitor economic empowerment activities conducted in council wards and villages/streets.
- To translate and supervise national policy and regulations on economic empowerment and the national strategies of economic empowerment within the council.
- To collect data on different research and advice the district executive director on matters concerning economic empowerment.
- To ensure annual budget allocation for implementing economic empowerment activities.
- To ensure that the council addresses environmental issue as concern of global environmental changes, in the district

development plans so as to improve the environmental crucial to agricultural livestock keeping and fishing.

- To create and identify resources for empowerment activities within the council
- Coordinate and motivate formation of new income generating groups and strengthening of available economic group such as SACCOS, VICOBA, and other registered group from district level to national level.
- To submit activity reports to the council empowerment committee and after approval to the sent to the regional economic empowerment council.
- To motivate income generating groups and community based groups to seek official registration and produce quality goods with TBS and /or TFDA standards and get a barcode.
- To prepare progress reports on cooperatives especially SACCOS and income generating groups such as VICOBA within the council
- To create different investment opportunities in the council.
- To conduct follow up on availability of markets for economic goods
- To advice on improvement of small business centers on villages and town authority.

2.2.10.3 Youth development

The youth development section is one among of the section charged under the community development department. Its core activities include;

- To coordinate and supervise implementation of youth policy
- To mobilize youth to improve self help sprit
- To coordinate youth Development Fund

- To plan, mobilize and coordinate youth training on life skills and youth health
- To collect different statistics concerning youth
- To coordinate different activities done with NGOs concerning youth
- To prepare youth plan regarding youth protection
- To mobilize employee and stakeholders to contribute on youth activities
- To improve and sustain youth talent
- To plan and mobilize youth to start their small project
- To coordinate Uhuru torch

2.2.10.4 HIV/AIDS coordination

The HIV/AIDS coordination section is one among of the section charged under the community development department. Its core activities include;

- ✚ Ensuring that lower-level committees are established and operate according to the guidelines,
- ✚ Assessing the HIV and AIDS situation in the areas,
- ✚ Setting strategies for HIV response,
- ✚ Ensure that HIV and AIDS stakeholders' plans are incorporated into the Comprehensive Council Plan,
- ✚ Encouraging councils to set aside funds from internal sources for HIV interventions,
- ✚ Coordinating, monitoring, and evaluating implementation of HIV and AIDS activities,
- ✚ Providing quarterly HIV and AIDS reports,

- ✚ Ensuring an updated inventory of stakeholders on the HIV and AIDS response.

2.2.10.5 NGOs coordination

The NGOs coordination section is one among of the section charged under the community development department. Its core activities include;

- To review the applications for Certificate of NGOs Registration at district levels;
- To facilitate partnership between NGOs and other institutions at district levels.
- To facilitate the District NGOs Assistant Registrars to effective facilitate registration.
- To maintain and update the District NGOs Coordination Database.
- To ensure NGOs programs reach the beneficiaries
- To monitor and evaluate NGOs activities

2.2.10.6 TASAF

The TASAF section is one among of the section charged under the community development department. Its core activities include;

- Coordinate and supervise implementation of targeting and enrolment.
- Coordinate and supervise implementation of Conditional Cash Transfer (CCT).
- Supervise community sessions implementation
- Ensure that subprojects funds are disbursed to the communities without delay.

- Ensure safeguards compliance and climate change checklist in Public Works Programs (PWP) and Targeted Infrastructure Development subprojects applications.
- Review and verify cash transfers generated pay lists of beneficiary households.
- Coordinate preparation of multi-year plans for public works
- Review and compile PWP application files
- Review and compile targeted infrastructure Development application package and monitor involvement of respective sector experts at Project Area Authority (PAA) level
- Compile attend and report grievances
- Prepare and submit implementation reports
- Validate compliance data
- Verify and compile beneficiary households data updates and claim forms

2.2.10.7 Community Development staffing level

The Community Development Department has 18 staff, whereby 8 staff at Ward level, 10 staff at District level. However, the department has a deficit of 19 community development officers at ward level and 0 construction squad unit officers (Table 53).

Table 53: MDC Community Development staffing level

S/N0	Position	Required	Available	Deficit
1.	DCDO (PGD)	1	1	0
2.	Research and Planning	1	1	0
3.	Statistics	1	1	0
4.	Gender	1	1	0
5.	Children	1	1	0
6.	Women	1	1	0
7.	other program under comm. development	1	1	0
8	TASAF	1	1	0
9	HIV/AIDS	1	1	0
10	Under five years registration	1	1	0
11	Ward Community Development officer	27	8	19
TOTAL		37	18	19

Source: MDC Community Development Department, (2018).

2.2.10.8 Community Development status

The Mufindi DC Community Development department advocates formation of Non State Organizations to work within the council for the purpose of economic empowerment of the people. So far, the department works with 15 NGOs, 10 FBOs, 1 CBOs, and 93 VICOBA. Also, there are 752 registered women economic groups, 141 registered youth economic groups and 83 PLHIV economic groups.

Table 54: MDC Composition of Non State Actors

No	Name	Total
1	NGOs	15
2	FBOs	10
3	CBOs	1
4	VICOBA	93
5	Registered women economic groups	752
6	Registered youth economic groups	141
7	PLHIV economic groups	83
	Total	1,095

Source: MDC Community Development Department, (2018).

2.2.10.9 Gender Desk

The Mufindi district council economic empowerment desk under community development department has been facilitated in providing loans amounting TZS 84,700,000.00 to 109 women economic groups with total members of 1,103 from 2011/2012 to 2015/2016. This fund is generated from 5% of total collection of own source and revolving funds (from women development funds). The aim is to improve women from marginalized state of economic life, as well as to improve their standard of living.

Table 55: MDC Empowered Women Economic Groups

Year	Amount of loans (TZS)	Number of Groups	Total members
2011/2012	20,000,000.00	17	95
2012/2013	0	0	0
2013/2014	31,500,000.00	39	288
2014/2015	28,000,000.00	47	568
2015/2016	5,000,000.00	6	62
Total	84,700,000.00	109	1,013

Source: MDC Community Development Department, (2018).

2.2.10.10 Youth

Youth Development Fund, Total TZS 38,200,000.00 has been provided to 41 Youth economic groups with total members of 583 from 2011/2012 to 2015/2016. This fund is generated from 5% of total collection of own source, this had the aim to improve youth from marginalized state of economic life, as the result to improve their standard of life.

Table 56: MDC Empowered Youth Economic Groups

Year	Amount of loans (TZS)	Number of Youth Groups	Total number of members
2011/2012	8,000,000.00	4	33
2012/2013	0	0	0
2013/2014	20,200,000.00	26	434
2014/2015	5,000,000.00	5	40
2015/2016	5,000,000.00	6	76
Total	38,200,000.00	41	583

Source: MDC Community Development Department, (2018).

2.2.10.11 HIV and AIDS

The Department has been supporting 25 MDC employees living with HIV by providing them monthly supplementary food allowance up to year 2014/2015, also the department continue to support 83 groups of PLHIV with knowledge about HIV/AIDS new infections, entrepreneurship skills, capital for income generating activities, and drug adherence up to date.

Table 57: MDC PLHIV Empowered Economic Groups

Year	Number of PLHIV/AIDS Groups	Total Amount Received (TZS)	Source
2013/2014	13	10,400,000.00	TACAIDS
2014/2015	10	6,000,000.00	TACAIDS
2015/2016	10	6,000,000.00	TACAIDS
TOTAL	33	22,400,000.00	TACAIDS

Source: MDC Community Development Department, (2018).

2.2.10.12 Challenges

The MDC community development department faces number of challenges including;

- ✚ Shortage of staff,
- ✚ Lack of transport facilities,
- ✚ Shortage of working facilities; such as office, equipment as computers,
- ✚ Insufficient budget.

2.2.11 Environment and Solid Waste Management Department.

Environment and Solid Waste Management department is among of 13 departments in Mufindi District Council. It was established in 2012, following restructuring of department, previous its roles were performed by the department of health, community development, gender, elderly, and children. Its core functions are; Environmental Conservation and Biodiversity, Environmental pollution control (land, air, water, and sound), environmental impact assessment, cleaning of buildings, open space, roads, drainage and dumpsite management, promote environmental awareness to community on environmental protection and natural resources conservation, solid and liquid waste management, monitoring the preparation, review and approval of Environmental impact assessments for small projects, formulate, review and update environmental by-laws, environmental inspection, audit and monitoring for compliance with environmental policies, regulations, and guidelines, advice the Mufindi District Council on environmental related matters, prepare periodic reports on state of the environment, enforce Environmental laws and its regulations. Planting of trees, grass, flowers, pruning and beautification and supervise national tree planting campaign.

2.2.11.1 Environment and Solid Waste Management staffing Level

The department has 7 staff at Council Headquarter making a deficit of 23 staff which comprises the environmental management interventions at the lower level of government (i.e Village and Ward level) as indicated in Table 52 below.

Table 58: MDC Environment and Solid Waste Management staffing Level

S/N	Designation	Required	Available	Deficit
1	Environmental Health Scientists	4	2	2
2	Environmental Scientists	2	0	2
3	Natural Resource Management Scientists	5	2	3
4	Aquatic Environmental Conservation and Management scientists	4	0	4
5	Environmental Conservation and Management Scientists	4	0	4
6	Forestry Scientists	9	3	6
7	Gardeners scientists	2	0	2
Total		30	7	23

Source: MDC Environment and Solid Waste Department (2018).

2.2.11.2 Solid Waste Current Situation

MDC Currently produces almost 295.7 tones of solid wastes daily, whereby a single household produces almost 5 kg of solid wastes per day. Solid waste production has surpassed the ability of the district to carry solid wastes which is about 73.9 tones which are carried by wheelbarrows in 3 sub-urban wards whereby other 24 wards use refuse pits. The situation also is expected to be more serious due to population increase and solid waste production is in high rate.

2.2.11.3 Solid Waste Management

Solid and liquid management are organized by community leaders at village/ sub village/street level. There are about 3 dumpsites in 3 sub urban wards, in other 24 wards, they use refuse pits to dispose solid waste. The existing of 3 dumpsites are not properly managed. Solid waste from different sources are stored temporarily in bags, from generation points waste are transported to dumpsites by hired wheel barrows and vehicles.

Table 59: MDC Solid Waste Generation

S/N	Population Projection 2018	Solid Waste Generated /Day	Solid Waste Disposed Off/Day	% Of Solid Waste Disposed/Day
1	283,634	295,760kg	73,940kg	25%

Source: MDC Environment and Solid Waste Department, (2018).

2.2.11.4 Tree Nurseries

In implementing the Government initiative of planting trees, there are about 56 nurseries managed by 56 groups with the capacity of producing 20,000 seedlings per day while large scale produce 9 - 20 Million seedlings per year. Each year the council is planned to plant 30,000 trees. The council planted 30,000 trees from February to June 2017.

2.2.11.5 Equipment and Facilities for Solid Waste Management

The council has no solid waste collection vehicles. However, the council planed to establish solid waste management in its growing wards by providing waste collection points and dumpsites areas, small private vehicles will contract with the ward for waste collection in the streets.

Table 60: MDC Solid Waste Equipment

S/N	Item	Needed	Available	Deficit
1	Tipper Trucks	2	0	2
2	Tricycles	6	0	6
3	Gum boots (pairs)	8	4	4
4	Masks	16	16	0
5	Gloves	8	4	4
6	Uniforms	0	0	0

Source: MDC Environment and Solid Waste Department, (2018).

2.2.11.6 Environmental Conservation and Biodiversity

The Mufindi District Council environmental conservation and biodiversity include protection of water sources and forests, town beautification, pollution control, conducting environmental audit, environmental protection plan and environmental impact assessment, providing environmental education to the community and reducing, mitigating and adapting impacts of climate changes.

Challenges

The environment and solid waste management department faces various challenges including;

The environment and solid waste management department faces various challenges including;

- ✓ Shortage of staff,
- ✓ Lack of office equipments,
- ✓ Lack of office.

2.2.11.8 Critical Issues

The major critical issues are

- Enforcement of environmental impact assessments (EIAs), strategic Environmental impact assessments (SEIAs) and other environmental laws.
- Combating climate change and its impacts; by putting more emphasis on reduction of pollution emission.

2.2.12 Lands and Natural Resource Department

Lands and Natural Resource Department is among of the 13 departments in Mufindi District Council. There are 7 sub-sections in the department namely; Lands administration, Valuation, Surveys and Mapping, Town Planning, Forestry, Game and Tourism. Its core function includes;

- Survey plots and government institution
- Provide education, Land laws and procedures into villages
- Prepare customary Rights occupancy
- Conduct Valuation
- Prepare town planning drawings
- Prepare Mufindi DC Master plan
- Collect land rent and other fees
- Provide security to people against wild animals
- Promote tree planting
- Promote establishment of forest plantations
- Promote investments in forestry
- Promote and coordinate forestry extension services.
- Ensured sustainable supply of forest products and services by maintaining sufficient forest area under effective management;
- Ensured ecosystem stability through conservation of biodiversity
- Enable sustainable management of natural and artificial forests on public lands

- Town planning
- Management of wildlife inside and outside protected areas
- Controlling problem animals
- Promoting tourism (ecological and cultural)
- Settlement of land dispute

2.2.12.1 Lands and Natural Resources Department staffing level

The MDC lands and natural resources department currently has a total of 10 staff members with different level of education and qualification. The available staffs have been fruitful in fulfilling the vested functions of the department.

Table 61: MDC Lands and Natural Resources Department staffing level

Staff	Requirement	Available	Deficit
Land officer	2	2	0
Land assistant	3	0	3
Valuers	1	1	0
Town planners	2	1	1
Surveyors	2	1	1
Ass.surveyors	2	0	2
Cartographa	1	0	1
Documentary typist	1	0	1
Records officer	1	0	1
Forest officer	2	2	0
Forest assistant	7	1	6
Game officer	1	1	0
Game assistants	6	0	6
Tourism officer	1	0	1

Source: MDC Land and Natural Resources Department, (2018).

2.2.12.2 MDC Land Use Distribution

MDC has a total area of 617,000 hectares of land, which is subjected to various land uses, including; Agriculture, livestock keeping, Fishing, tree planting and hunting. Land in MDC contributes more than 50% of its own source revenue collection which is approximately TZS 2 billion. Also land provides employment opportunities through investment in various areas like forestry, industries, tree planting, and hunting.

Table 62: MDC Land Use Distribution

S/N	Land use	Area coverage (hectares)	Percentage of coverage
1.	Institution	26,531	4.3
2.	Residential (planned)	31,467	5.1
3	Residential (Informal)	48,743	7.9
4	Industrial	39,488	6.4
5.	Commercial	30,233	4.9
6.	Agriculture	72,189	11.7
7.	Forest reserve	56,764	9.2
8.	Dump site	33,935	5.5
9.	Open spaces	41,956	6.8
10.	Mining(Quarry)	13,574	2.2
11.	Power line buffer	20,978	3.4
12	Other uses (cemeteries, open spaces, water courses)	34,552	5.6
13	Road network	17,276	2.8
	Total	467,686	75.8

Source: MDC Land and Natural Resources Department, (2018).

2.2.12.3 Other related issues

2.2.12.3.1 Land Development Section

Mufindi District Council has a total area of 6,170 sq km with 121 villages. Out of these villages 120 have been surveyed. In the case of surveyed plots 900 plots have surveyed, 228 certificate of occupancy have been made and 1,784 certificate of customary right of occupancy have been issued. The District has continued to put budget from own source revenue for the preparation of land use planning every year. Our target is to have land use planning in all villages that will enable the exercise of customary right of occupancy to be easier.

Generally all socio-economic activities take place on land, as a result land as a resource is scarce in quantity and quality and there is a need to make the best use of it. Therefore planning, Survey and mapping, valuation and land management for future land use should be adopted to enhance efficient and effective distribution of activities in space and time in the district. All matters concerned with land are guided by the land policy of 1995 and its implementation is enforced by the land use planning Act of 2007. Information available (two year data), gives us an insight of the urban development for Mufindi District Council, records shows 5 planned areas in sub towns of Igowole, Nyololo njiapanda, Malangali, Mabaoni and Kibao with more than 900 surveyed plots and 83 villages out of 121 having right of occupancy. Despite of 5 planned areas, several potential sub towns remain unplanned in the council including Ifwagi, Mbalamaziwa, Nzivi and Ibatu.

2.2.12.3.2 Natural Resources Section

The section of Natural Resources comprises forestry, Tourism and Game sub sections. Forest sector has the major role of advocating establishment, management and sustainable utilization of forest resources for the benefit of present and future generation. Diversity of climates in the district ranging from mild-hot lower zone having two divisions (Malangali and Sadani) and humid in upland zone with three divisions (those are Ifwagi, Kasanga and Kibengu) which favors growth of both natural and exotic tree species. Tree farming in the upland is also favored by the fertile soil, good rainfall patterns and grassland suitable for tree planting because Mufindi District is sub grassland in natural. The council policy in forestry focuses, apart from emphasizing and promoting tree planting and conservation of natural forests also promote establishment of alternative income generating activities (IGA) as an incentive towards community economy empowerment for reducing poverty among tree growing communities. The council in collaboration with other development partners had already formed two Tree Growers associations (TGA) in Nundwe and Vikula villages whereby group members had been supported with extension services and over two times have been granted by Tanzania Forest Fund.

Environmentally, forestry plays a significant role in maintaining ecological balance, protect soils from erosion and conserve water and wildlife resources. For many years, forests and its products have remained useful and significant sources of domestic energy at household level and as industrial raw materials apart from provision of non-wood products. Forest products such as timber, poles and

charcoal contributed much to revenue for Central government and to Mufindi District Council from wood producers.

Mufindi District Council ranks the first for forest cover in the Region, having the forested land of about 301,880 ha equivalent to 42% of the District total area which is 712,300ha. Out of which 137,031ha is natural forest whereby 57,031 is forest reserves and about 80,000 is Miombo woodland which is found in the lower western side of the District. The forest plantations cover is 164,849 ha of the forested land of which 58,120 is the state owned, the Sao Hill forest plantation and the rest part is owned by companies, Institutions and individual people. All areas mentioned above are potential areas for investing Beekeeping due to the fact that they provide adequate bee fodder and presence of a lot of water in such areas.

Natural and plantation forests in the District is the major source of energy for domestic use (firewood and charcoal) it is estimated that more than 92% of its people depends on forest for their source of energy. However forests especially natural forests faced with severe pressure of human settlements, illegal harvesting, wildfire and shifting cultivation. Due to those mentioned above problems this part of the forest requires very intensive care to serve the available resources.

Apart from the above, Mufindi District endowed by vast and diverse potential of wildlife, this enable presence of WAGA wildlife management area (WAGA WMA) and also area for resident hunting. So far more than 12 potential sites have been identified in five divisions, most of these cultural resources are not fully exploited and little has been done to rescue the situation. With that consideration, the district council has started to allocate funds from own source

revenue for the purpose of promoting and advertising them. The identified tourist attraction sites in Mufindi District Council are grouped under three categories as follows:-

- Antiquities and cultural tourisms
- Ecotourism and biodiversity tourism
- Business relating tourism.

2.2.12.4 Land for Institutions

About 4.3 percent of unplanned area of Mufindi District is covered by Institutions which mostly are primary schools found in almost all villages and secondary school available in some villages.

2.2.12.5 Industrial and Commercial Land

About 5 percent of total surveyed area of Mufindi District is used for industrial and commercial purposes which are mostly found at Igowole and Kibao planning areas.

2.2.12.6 Forest Reserved Land

About 9.2 percent of the total land of Mufindi District Council is covered by forest reserve.

2.2.12.7 Open Space Land

Mostly open spaces are found in planning area such as Igowole, Kibao, Nyololo, and Mabaoni where there is Town planning Drawing which shows the planning of those areas.

2.2.12.8 Future Land Use

Most of reserved Land for future are under village authorities in which they left them for Future use. Villages such as Lugema left one of their areas for future use during Land use planning process.

2.2.12.9 Plots Acquisition

There are two mainly way to acquire land by Mufindi District council. The first one is for those areas owned by Mufindi District Council, once the district want to use it , it take it and use it.Example the area owned by Mufindi District at Igowole was taken in use in 2011 by surveying plots and selling them. The second way is to acquire Land by compensating Land owners. In villages individuals acquire Land by buying, Giving from relatives etc.

2.2.12.10 Challenges

The Land and Natural Resources department faces number of challenges such as:

- Uncontrolled wild fire especially in dry season
- Deforestation
- Low priority in natural resources management issues
- High rate of environmental degradation
- Poverty among communities.
- Ineffective enforcement of by-laws.
- Harvesting of juvenile (immature) trees.
- Land conflicts.
- Encroachment in general and reserved lands.
- Untimely disbursement of funds from the central government.

2.2.13 Livestock and Fisheries Development Department

Livestock and Fisheries Department, is among of 13 Departments in Mufindi District Council. The Department was established after splinted from the Department of Agriculture, Livestock and Cooperatives in 2016.

The Department is made up of four (04) sections, namely Livestock & Fisheries, Livestock Operations, Abattoir, and Fisheries

Operations. The department performs the following core functions namely:-

- i. To promote, facilitate and regulate the growth of modern livestock, fisheries and their products for sustainable socio-economic development.
- ii. To collect, process, analyze, store and disseminate livestock data and information.
- iii. To create an enabling environment for effective private sector participation.
- iv. To enforce legal and regulatory framework for the control of animal, pests and diseases.
- v. To regulate quality safety and standards of animal products and livestock feeds.
- vi. To improve and conserve livestock genetic resources.
- vii. To promote development appropriate livestock extension packages.
- viii. To conduct training for Livestock keepers.
- ix. To promote livestock and value added livestock products and marketing.
- x. To promote production, utilization and conservation of animal feed resources (pasture and forage).
- xi. To monitor and evaluate sector performance.

2.2.13.1 Livestock and Fisheries Development Department staffing level

Table 63: MDC Livestock and Fisheries Development Department staffing level

S/no.	Position	Required	Available	Deficit
1.	DLFO (MSc)	1	1	0
2.	Veterinary Officer (BVM)	1	1	0
3.	Livestock Officers(Degree)	7	0	7
4.	Livestock Field Officers (Diploma)	27	15	12
5.	Livestock Field Officers (Cert. Agric &Livestock Production)	121	4	117
6.	Fisheries Officer(Degree)	1	0	1
7.	Fisheries Field Officer (Diploma)	9	1	8
Total		167	22	145

Source: MDC Livestock and Fisheries Department, (2018).

2.2.13.2 Livestock

Mufindi District Council has 3,539 dairy cattle; 68,988 indigenous cattle; 14,844 goats; 4,709 sheep; 175,257 chickens; 524 cats; 21,721 pigs; ducks 4,595; rabbits 11,307; dogs 7,216; 89 guinea fowls; 5,994 guinea pigs; 321 donkeys and the products were meat (547.7 tons), milk (9,908,466 liters), eggs (7,944587), Hides (2,591) and Skins (1,090)

Table 64: MDC Livestock Population

S/no.	Ward	Livestock population				
		Dairy Cattle	Indigenous cattle	Goats	Sheep	Chicken
1	Maduma	05	3101	593	73	7711
2	Kasanga	141	2068	159	105	16326
3	Ikongosi	993	1803	896	84	7896
4	Ifwagi	260	440	376	193	3867
5	Itandula	33	4714	1246	531	25900
6	Ihanu	61	154	406	0	708
7	Igowole	152	3005	1016	336	4186
8	Mbalamaziwa	40	4175	1272	569	6567
9	Ihowanza	11	5349	521	214	28448
10	Idunda	2	5215	759	493	1838
11	Mapanda	48	198	274	67	4573
12	Malangali	6	3969	750	526	8230
13	Igombavanu	0	2258	933	126	5021
14	Mtambula	23	3138	524	289	11546
15	Makungu	434	1471	268	46	9307
16	Mtwango	762	438	1581	527	22,000

S/no.	Ward	Livestock population				
		Dairy Cattle	Indigenous cattle	Goats	Sheep	Chicken
17	Mninga	238	1014	456	190	5557
18	Ikweha	00	9850	2600	510	15800
19	Nyololo	70	3252	556	26	6307
20	Kibengu	00	1886	1013	366	8496
21	Kiyowela	16	3629	161	16	1932
22	Luhunga	43	00	11	00	8298
23	Idete	00	1529	153	14	2791
24	M/tazara	00	20	15	4	828
25	Mdabulo	116	72	239	61	6143
26	Sadani	09	4777	1152	163	10900
27	Ihalimba	76	1463	911	294	15038
	Total	3,539	68,988	14,844	4,709	175,257

Source: MDC Livestock and Fisheries Department, (2018).

Table 65: MDC Livestock Population Others

S/no	Ward	Livestock population - others							
		Pigs	Ducks	Rabbits	Dogs	Cats	Guinea Pigs	Guinea Fowl	Donkeys
1.	Maduma	272	106	39	206	03	00	00	07
2.	Kasanga	691	121	34	314	12	1315	14	00
3.	Ikongosi	946	50	125	121	00	00	00	00
4.	Ifwagi	555	65	64	213	00	00	00	10
5.	Itandula	246	432	16	487	00	46	00	45
6.	Ihanu	18	0	0	0	21	0	0	0
7.	Igowole	484	0	89	361	37	0	11	0
8.	M/maziwa	667	280	287	431	21	11	00	17
9.	Ihowanza	269	165	87	496	101		00	4
	Idunda	235	34	36	78	25	82	24	23
10.	Mapanda	766	0	72	226	32	67	00	15
11.	Malangali	430	432	286	220	11	120	00	56
12.	Igombavanu	879	0	132	69	21	00	00	49
13.	Mtambula	231	76	195	232	27	3	00	67
14.	Makungu	1050	133	104	706	32	00	00	9
15.	Mtwango	7355	2058	8792	415	105	5097	00	00
16.	Mninga	996	52	148	388	00	00	00	03

S/no	Ward	Livestock population - others							
		Pigs	Ducks	Rabbits	Dogs	Cats	Guinea Pigs	Guinea Fowl	Donkeys
17.	Ikweha	11	0	0	210	0	0	0	0
18.	Nyololo	354	32	88	160	33	489	00	8
19.	Kibengu	1683	00	109	44	00	136	00	00
20.	Kiyowela	72	11	34	88	00	00	00	00
21.	Luhunga	397	54	34	182	00	00	00	00
22.	Idete	105	00	22	250	27	00	00	00
23.	Mpanga/tzr	10	35	6	143	16	00	00	00
24.	Mdabulo	1064	272	154	235	00	00	00	00
25.	Sadani	904	95	99	580	00	00	00	00
26.	Ihalimba	1031	92	255	361	00	00	40	8
Total		21,721	4,595	11,307	7,216	524	5,994	89	321

Source: MDC Livestock and Fisheries Department, (2018).

2.2.13.3 Livestock production

Table 66: Livestock production

Year	Types	Number	Product	Planned	Actual yield	Demand
2015/2016	Lactating cow	2,815	Milk liter	8,585,750 -12,878,625 litres/year (10- 15litres/cow/day)	5,151,450 – 6,439,313 liters/year (6 -7.5 litres /cow/day)	200 L/person/year
	Layers	9,218	Egg(Trays)	92,180 trays	59,260 trays	300/person/year
	Cattle	3,603	Meat(Tons)	631tons	450.4 tons	50kg/person/year
	Cattle	3,603	Hide (Piece)	3,603 pieces	2,591 pieces	-
	Goat and sheep	1,767	Skin (Piece)	1,767 pieces	1,090 pieces	-
	Goat and sheep	1,767	Meat (tons)	44 tons	10 tons	-

Source: MDC Livestock and Fisheries Department, (2018).

2.2.13.4 Grazing Land

MDC has facilitated allocation of Grazing lands in the 27,740.8 villages being utilized as communal grazing lands. However, only 3 out of 121 villages have managed to prepare and register their Land Use Plans.

2.2.13.5 Livestock Infrastructure

Table 67: MDC Livestock infrastructure

Name of the infrastructure	Total
Cattle dips	
Working cattle dips	41
Cattle dips not working	05
Total	46
Milk collection centers	2
Slaughter slabs	4
Livestock markets	3
Fish ponds	1,308
Permanent crushes	4

Source: MDC Livestock and Fisheries Department, (2018).

Dairy farms

Table 68: MDC Dairy Farms

S/no.	Name of dairy farm	Where available (village)	Ownership
1	Imu saohil	Itulavanu	Government
2	Gereza la isupilo	Ikongosi	Government
3	Nyagawa dairy farm	Ifupira	Private
4	Bimbiga dairy farm	Ikongosi	Private
5	Iuquman dairy farm	Kihanga	Private

Source: MDC Livestock and Fisheries Department, (2018).

2.2.13.6 Fisheries

Livestock and Fisheries Department in MDC has facilitated in raising the status of fishing in the District by involving different activities which includes:-

- i. Training of Fish farmers on construction of fish ponds, development of fish farming and marketing of fish.
- ii. Registration of fishers, fishing vessels and fishing license Certificates
- iii. Collection of fishing fees
- iv. Development of natural dams where 4 dams planted with fingerlings and 5 other natural dams identified but not yet planted.
- v. Collection and providing fishing information
- vi. Establishment of fishing farmer Groups
- vii. Fisheries patrol

2.2.13.7 Fish Production

It has been estimated that, the MDC has the potential of harvesting about 158,580 kgs of fish per year from 1,350 fish ponds and 4 natural dams.

2.2.13.8 Challenges

The livestock and fisheries development department faces a number of challenges which affect development of the sector and these includes;

- i. Low Livestock production and productivity. Mufindi District Council has a large livestock resources comprising different

species majority of which are indigenous type kept in the traditional systems that are not commercially oriented in terms of availability of quality Dairy animals for milk production, fast growing meat animals for production of quality meat, and lack of availability of improved Pigs and Chickens.

- ii. Prevalence of livestock diseases.
- iii. Lack of development of quality pasture, pasture seeds; knowledge on pasture production and conservation.
- iv. Lack of Livestock/ aquaculture Infrastructures including cattle dips, water dams and Livestock markets.
- v. Lack of weighing balance for weighing live animals in the livestock markets.
- vi. Unimproved available Livestock Markets.
- vii. Inappropriate Livestock data collection and reporting system.
- viii. Shortage of fish ponds.
- ix. Unimproved available fish ponds.
- x. Lack of fisheries and aquaculture technologies to Fishing farmers.
- xi. Lack of transport facilities.
- xii. Shortage of working facilities.
- xiii. Shortage of staff.

2.2.14 Legal Unit

Legal Unit is a crosscutting unit in the Council as it deals with legal issues concerning all departments in the Council. It is a unit which used to advice the Council on all matters pertaining to legal issues especially on all contracts between Council and other Stakeholders and other related issues. Its core functions include;

- ✓ Advise and assist the council in all legal related issues.
- ✓ Drafting and review the by-laws of the council.
- ✓ Represent the council to the courts of law.
- ✓ Review village by-law bills.
- ✓ Prepare, review and conduct vetting to contracts to ensure comply with relevant laws and take into account interests of the council and the general public at large.
- ✓ Train, coordinate and supervise the Ward and Village Tribunals

2.2.14.1 Legal Unit staffing level

The MDC legal unit currently has 2 staff with legal qualification and legal knowledge (Table 69).

Table 69: MDC Legal Unit Staffing Level

No.	Title	Requirement	Available	Deficit
1.	Head Of Legal Unit	1	1	0
2.	Legal Office I	1	0	0
3.	Legal Office II	2	1	1

Source: MDC Legal Unit, (2018).

2.2.14.2 Legal Current Situations

Currently the Mufindi district council has 6 cases in which have been instituted against the council and 4 other cases of the villages. The villages are supervised by the council therefore the legal unit represent them to the court in case there is any case against the village council.

Table 70: MDC Cases

S/no.	Case name	Court	Case status
1.	Tumpe Mgoni vrs Mufindi DC, Civil Case No. 13/2016	Mufindi District Court	Judgement
2.	Mufindi DC vrs Matekeleza Chang'a, Land Application No. 93/2017	District Land and Housing Tribunal- Iringa	Hearing
3.	Abel Kadege vrs Mufindi DC, Civil Case No 24/2017	Mufindi District Court	Hearing
4.	Iramba Village Council vrs Ayub Ng'elenge, Application No. 06/2018	District Land and Housing Tribunal- Iringa	Hearing
5.	Leonard Lunyali vrs Ugesa Village Council, Application No. 07/2018	District Land and Housing Tribunal- Iringa	Hearing
6.	Richard Mbilinyi v/s Itengule Village Council, Application No. 47/2017	District Land and Housing Tribunal- Iringa	Hearing

S/no.	Case name	Court	Case status
7.	Mufindi DC v/s Azania Bank, Civil Case No. 4/2017	Mufindi District Court	Hearing
8.	Maswi Drilling Ltd v/s Mufindi DC, Commercial Case No. 53/2017	High Court,Dar es Salaam	Hearing
9.	Nazareth Sanga v/s Kibao Village Council, Application No. 73/2017	District Land and Housing Tribunal-Iringa	Hearing
10.	Augustino Mkalimoto v/s Mufindi DC, Civil Case No. 15/2017	High Court, Land Division, Iringa	Mention

Source: MDC Legal Unit, (2018).

2.2.14.3 Village and Ward Tribunals

Mufindi district council has managed to establish 27 Ward Tribunals in the district. Legal unit has given training to 7 Ward Tribunals up to now and still there is continuation of building legal capacity to all the Ward Tribunals as well as the Village Tribunals.

2.2.14.4 Challenges

The Legal Unit faces number of challenges including;

- Inadequate budget allocated to the unit by the council.
- There are no reliable working tools especially a specific car for legal unit.
- Lack of documents to be used as evidence in the court as there is no proper records keeping and leads the council to lose cases because of no enough evidence.

2.2.15 Procurement Management Unit

Establishment of all respective organs for procurement in Mufindi District Council as required by PPA of 2011, and regulations of 2013 and its amendments of 2016.

The procurement unit is the responsible for the acquisition of supplies, services and construction works in support of the Procuring Entity's business. The Procurement Management Unit is the entity within both Procuring Entity Authorized to issue invitations to bid, requests for proposal, request for quotations and issue contracts. The Procurement Management Unit issues purchase orders, develops terms of contracts, and acquires supplies and services. The Procurement Management Unit also disposes of all surplus property and equipment.

The Procuring Entity's management clearly understands the importance of the procurement function and has tasked the Procurement Management Unit with the responsibility of accomplishing the following Objectives.

- ✚ Prepare required services, materials, equipment and construction while ensuring that quality, safety and cost – effectiveness are achieved.
- ✚ To obtain the best value for money spent
- ✚ To assure equity for all parties involved in the procurement process
- ✚ To ensure that procurement transactions are conducted in a manner providing full and open competition whenever practicable.
- ✚ To solicit the participation of all qualified and responsible contractors and suppliers in the procurement process.

2.2.15.1 Purpose of Procurement Management Unit

Procurement Management Unit is among of the 6 units of Mufindi District Council; its core functions are:-

- ✓ To play the role of chief Advisor to the director general on all matters pertaining to procurement, Logistics and supplies of the institute.
- ✓ To prepare Annual procurement plan
- ✓ To procure supplies of the institute in Accordance with the approved procurement plan and provision of the law for the time being enforced.
- ✓ Plays the role of secretariat of the Tender Board
- ✓ Ensure creation and maintenance of proper record of the institute's supplies of Assets and properties.
- ✓ Prepares periodic procurement, Logistics and supplies Reports
- ✓ Prepares replies of Audit queries pertaining to stores.

2.2.15.2 PMU staffing level

Table 71: MDC PMU staffing level

S/no.	Position	Available	Required	Deficit
1.	HPMU	1	1	NIL
2.	Senior (so)	1	1	NIL
3.	Supplies officer	1	3	2
4.	Ass. supplies officer	2	2	NIL
5.	Stores assistant	1	1	NIL
Total		6	8	2

Source: PMU Office, (2018).

2.2.15.3 Challenges

The Procurement Management Unit faces number of challenges including;

- ✓ Lack of knowledge on Procurement Management Information System (PMIS) among PMU Staff.
- ✓ Shortage of procurement staff
- ✓ Shortage of funds to facilitate procurement activities due to scarce ceiling of PMU.
- ✓ Lack of knowledge of public procurement Act No 7 of 2011 and its Regulations GN 446 of 2013 and its Amendments made on 2016 and 2017. To lower level (ward and village level).

2.2.16 Internal Audit Unit

The internal audit unit is one among 6 units and 13 departments in Mufindi District Council. It is an independent, objective assurance and consulting activity designed to add value and improve an

organization's operations. It helps accomplish council's objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes (International Professional Practices Framework (IPPF) 2009). The internal audit unit was established in according to section 48 of the Local Government Finance Act, 2001 and order 14 (1-2) of Local Authority Financial memorandum, 2009. These requires "every local authority to employ its own internal auditors who shall work closely with Head of Departments and shall be an independent appraisal of internal control within a Local Government Authority done by examining and evaluating the effectiveness and adequacy of such control. The Internal Auditor shall report directly to the Accounting Officer. The main functions of the internal audit unit include;

- Prepare annual risk based audit Plan
- Prepare audit charter
- Review and assess the adequacy and reliability of financial and nonfinancial, management and performance systems, and quality of data that support the controls (including those for risk management and corporate governance) established for the proper administration of the Council's activities.
- Review and assess the effectiveness of internal controls and make recommendations to improve where appropriate.
- Review and assess procedures to check that the Council's assets and interests are properly accounted for, adequately protected and risks are identified and effectively managed.
- Check for the extent of compliance with legislation, Council policies, plans and procedures to ensure that good standards of

management are maintained and that decisions taken by Council, its Committees and Management are correctly applied.

- Promote and assist the Council in the economic, efficient and effective use of resources in the achievement of its objectives. This includes the provision of any consultancy (advice, facilitation, and training) work as well as assurance services.
- Prepare four audit reports and submit them to the required authorities.

2.2.16.1 Purpose of Internal Audit Services

- i. Review and assess the adequacy and reliability of internal controls systems.
- ii. Prepare an Annual Risk Based Internal Audit plan.
- iii. Conduct Value for Money Audit.

2.2.16.2 Internal Audit Unit staffing level

Internal audit office comprised of qualified **1** Internal Auditors as shown in the Table 72 below:-

Table 72: MDC Internal Audit Unit staffing level

No.	Position	Requirement	Available	Deficit
1.	Chief Internal Auditor	01	01	Nil
2.	Senior Internal Auditor	01	0	01
3	Internal Auditor I	01	0	01
4	Internal Auditor II	02	0	02
	Total	05	01	04

Source: MDC Internal Audit Unit, (2018).

2.2.16.3 Challenges

The Internal Audit Unit faces number of challenges including; The Internal Audit Unit faces a number of challenges including;

- ✓ Inadequate number of staff
- ✓ Inadequate trainings
- ✓ Inadequate budget

2.2.17 Information, Communication, Technology and Public relations

The Information and Communication Technology and Public Relation Unit, is among of six (06) Units at Mufindi District Council. The Unit was established to accomplish the needs of information technology for enhancing working systems, but also to maintain positive Relations with people and Media houses as Government Organization. The Unit is buildup with two (02) sections, namely; Information and Communication Technology (ICT) and Public Relations (PR).

Core-functions of the information, communication and technology section

- To deal with all systems that operate within the council and to make sure all systems operates as required.
- To provide technical support to the Council staff about Information technology.
- To oversee ideologies , Strategies and directives which provided by the Government on how to deal with systems, Infrastructures and ICT working tools

- To supervise all ICT systems so as to make sure that it's helpful as well as supposed to be
- To provide technical support for electronics working tools which found in the organization.
- To offer support on all issues regarding Council's systems.
- To execute all duties and directives that will be assented by the head of the organization
- To Cooperate with Region ICTO Officer and the Ministry of Science and Technology with the aim of exchanging experience as experts

Core-functions of the public relation section

- To oversee ideologies, strategies and directives that made up by the Government which intend to screen on how to deal with Public Relations activities
- To publicize functions and projects that executed by the Council
- To create awareness for the identified investments sites through Council Website, Radio stations, Magazines and any other Media
- To insure that, the Council Website has new information at any time
- To publish Magazines that shall cover Council's issues
- To participate in Community discussion about the Council
- To Use Information Technology as channel to spread education to the Communities.

- To conduct press briefing of the Council
- To advise the Council regarding preparation, production and dissemination of documents to the diverse stakeholders
- To be the bridge or connections between the Council, Community and Media houses.
- To Cooperate with Region Information Officer and the Ministry of Information with the aim of exchanging experience as experts

2.2.17.1 ICT Staffing Level

S/N	POSITION	REQUIRED	AVAILABLE	DEFICIT
1.	Information and Communication Officers	06	02	04
2.	Information Officers	02	01	01
TOTAL		08	03	05

2.2.17.2 MDC ICT Infrastructure

Table 73: MDC ICT Infrastructure

S/no.	Type of Asset/Category	Asset Required	Asset Available	Deficit
1.	Desktop Computers		59	
2.	Laptops		45	
3.	Photocopier Machine		12	
4.	Printers		58	
5.	Typewriter Machine		-	
6.	Scanner		3	

S/no.	Type of Asset/Category	Asset Required	Asset Available	Deficit
7.	Fax Machine		1	
8.	Switch for network		4	
9.	Router		1	
10.	Network Cabinet		2	
11.	Mobile Electronic Device/Point of Sale(POS)	121	55	66
12.	Digital Camera		1	
13.	IC Digital Recorder		-	
14.	UPS		5	
15.	Wireless Access point		-	
16	Wide Screen 32"		-	
17	Mufindi Domain		1	
18	Mufindi DC Website		1	
19	LAN		1	
20	Video Camera		1	
21	USB Modem		-	
22	GPS		-	
23	Plotter Printer		-	
24	Projector		1	
25	Video Conference Facilities		-	
26	CCTV Camera		-	
27	Attendance software		-	

S/no.	Type of Asset/Category	Asset Required	Asset Available	Deficit
	system			
	Total		251	

Source: MDC ICT and Public Relation Unit, (2018).

2.2.17.3 Challenges

- ✚ Inadequate budget location
- ✚ Shortage of Staff
- ✚ Shortage of Working tools
- ✚ Lack of transport facilities.

2.2.18 Election Unit

The election unit is among of the 6 units which operate independently in Mufindi district council. Its core functions include; administration and supervision of election activities and good governance issues in the district. Its core functions include;

- Ensure that regular, free and fair elections and referenda.
- Organize, conduct and supervise elections and referenda in accordance with constitution
- Formulate and implement voter educational programs related to elections
- Hear and determine election complaints arising before and during polling
- Ascertain, publish and declare in writing under its seal the results of the elections and referenda.
- Compile, maintain, revise and update the voters register

2.2.18.1 MDC Political Parties

Mufindi District Council has 8 political parties namely; CCM, CHADEMA, ACT-WAZALENDU, ADC, CHAUMA, NRA, TLP and UDP. There are two (2) constituencies in Mufindi DC namely; Mufindi North constituency and Mufindi South Constituency. There are 122,436 officially registered voters, however during 2015 only 89,730 participated to vote the presidential category, at the constituency level (MP) and for councilors.

Table 74: MDC Political Parties Participated in 2015 Presidential General Election

S/no.	Registered Political party	Votes scored	Percentage (%)
1	ACT	762	0.85
2	ADC	348	0.39
3	CCM	66,889	74.54
4	CHADEMA	21,390	23.84
5	CHAUMA	186	0.21
6	NRA	48	0.05
7	TLP	46	0.05
8	UDP	61	0.07
	TOTAL	89,730	100

Source: MDC Election Unit, (2015).

Table 75: Political Parties Participated in 2015 MP General Election

S/no.	Registered Political party	Votes scored	Percentage (%)
1.	CCM	66,418	74
2	ACT-WAZALENDU	3,713	4
3.	CHADEMA	19,132	22
	TOTAL	89,263	100

Source: MDC Election Unit, (2015).

2.2.18.2 Challenges

The election unit faces number of challenges including;

- ✓ Inadequate fund for conducting training to community members,
- ✓ Shortage of workers,
- ✓ Inadequate of transport facilities.

2.2.19 Beekeeping Unit

2.2.19.1 Beekeeping Situation in Mufindi District Council

Beekeeping Unit was disaggregated from Land and Natural Resources Department since 2011. Beekeeping is one of 6 Units and 13 Departments in Mufindi District Council which report directly to a District Executive Director. The beekeeping unit has the following core functions namely;

- To implement beekeeping policy and institution of beekeeping Act,
- To administer establishment of beekeeping reserves,

- To promote and coordinate extension services on appropriate beekeeping to the community,
- To ensure sustainable production of quantity and quality of honey and other bee products,
- To coordinate documentation of beekeeping data and other beekeeping information,
- To plan and coordinate the development of beekeeping industry.
- To coordinate promotion of beekeeping investments and marketing of bee products,
- To ensured balanced ecosystem through conservation of forest biodiversity,
- To promote of joint efforts in production and marketing through strengthening and empowerment of beekeeping groups and associations,
- To introduce programs for community sensitization on harnessing the beekeeping resources for income generation to improve the beekeepers livelihoods.

2.2.19.2 Beekeeping Unit staffing level

Beekeeping unit comprises of qualified 1 beekeeping staff as shown in the table below:-

Table 76: MDC Beekeeping Unit staffing level

S/no.	Position	Requirement	Available	Deficit
1	Beekeeping Officer	1	1	0
2	Beekeeping assistants	5	0	5
3	Office attendant	1	0	1
	Total	7	1	6

Source: MDC Beekeeping Unit, (2018).

2.2.19.3 Existing working facilities in Beekeeping Unit

Implementation of beekeeping activities sector depends on availability of different facilities, like computers, printer, photocopier, furniture and transport equipments. In general beekeeping sector lack equipments which would help to facilitate performance of the targeted activities.

Table 77: Existing working facilities in Beekeeping Unit

Working facilities	Requirement	Available	Deficit
Computers	2	0	2
Printer	1	0	1
Photocopier	1	0	1
Office chairs	5	0	5
Office tables	2	0	2
Transport	1	0	1
Book shelves	1	0	1
Cabinet	1	0	1
Total	11	0	11

Source: MDC Beekeeping Unit, (2018).

2.2.19.3 Production and Productivity

Honey production in Mufindi District Council relies on the use of traditional and modern beehives and the mode mostly used by beekeepers is traditional. Currently the average production of honey is 2.8 Kg per bee hive and this low productivity is due to mainly use traditional bee hives. To attain good productivity, the Council is intensively encouraging the use of modern bee hives, use of protective gears, use of bee houses apiaries or bee cages apiaries and appropriate management of bee colonies by beekeepers.

2.2.19.4 Apiary in Mufindi District Council

In this Council, a total of 363 people are reported to be practicing beekeeping where as 229 are organized in 47 groups of beekeepers and and 134 are individual beekeepers. The mode is variable from scattered bee hives to bee houses. The table bellow explains in detail.

Table 78: MDC Beekeeping Apiary

No.	Apiary Manager/Owner	Groups of Beekeepers	No. of Hives	Site
1	Beekeepers groups	47	1,117	47
2	TFS	-	1,163	15
3	District Council	-	100	1
4	Green Resource (LTD)	-	200	4
5	NGO`S	-	120	1
6	Individuals		4,244	Scattered hives
Total		47	6,944	68

Source: MDC Beekeeping Unit, (2018).

2.2.19.5 Challenges

The beekeeping unit faces number of factors affecting Beekeeping Sector including;

- ✚ A large number of community members have lost interest in beekeeping endeavor.
- ✚ Lack of technical knowledge about beekeeping, for instance they have beehives but do not know how to exploit from it.
- ✚ Shortage of beekeeping apiaries suitable friendly environment for beekeeping practices
- ✚ Use of unimproved beehives
- ✚ Low income of beekeepers due to low productivity of honey and bee products
- ✚ Absence of use of colonies used for crop polination in agricultural crops.
- ✚ Ineffective enforcement of by-laws
- ✚ Inadequate statistical information to guide plan and operations for the development of the beekeeping sector.
- ✚ Shortage of facilities and equipment for collection, Storage and management of beekeeping data and information.
- ✚ Uncontrolled wild fire especially during dry season which cause reduction of bee colonies as well as bee fodders
- ✚ Development activities lead to deforestation
- ✚ Low priority in forest and beekeeping management issues
- ✚ High rate of environmental degradation
- ✚ Extreme poverty among rural communities.

2.3 External Environment

Preparation of Mufindi District Council five years strategic plan considered analysis of external environment for the purpose of mainstreaming it with national and global planning framework.

2.3.1 The National Five Year Development Plan 2016/17 – 2020/21

The Second National Five Year Development Plan (FYDP II) 2016/17-2020/21 implements the Long Term Perspective Plan (LTPP) which is the vehicle toward realization of Tanzania Development Vision 2025. The FYDP II has integrated frameworks of the first Five Year Development Plan (FYDP I, 2011/2012-2015/2016) and the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA II, 2010/2011-2014/2015) further extended to 2015/2016). This integration implemented a Government decision taken in 2015 to merge the frameworks. The objectives of integrating the two frameworks were to improve efficiency and effectiveness in implementation through organizing and rationalizing national resources under one framework, by addressing critical challenges, which beset implementation of the parallel frameworks. The challenges included existence of many similar priorities of varying scope and emphasis, leading to available resources being spread too thinly; weak coordination; and unclear division of responsibilities in monitoring, evaluation and reporting.

The theme of FYDP II “Nurturing Industrialization for Economic Transformation and Human Development” incorporates the main focus of the two frameworks, namely growth and transformation

(FYDP I) and poverty reduction (MKUKUTA II). FYDP II outlines new interventions to enable Tanzania industrialize in a way that will transform its economy and its society. It also incorporates unfinished interventions from the predecessor Plan and Strategy, respectively, deemed critical for realization of the aspirations of FYDP II. The FYDP II is built on three pillars of transformation, namely industrialization, human development, and implementation effectiveness. Specifically, the Plan aspires to:

- Build a base for transforming Tanzania into a semi-industrialized nation by 2025;
- Foster development of sustainable productive and export capacities;
- Consolidate Tanzania's strategic geographical location through improving the environment for doing business and positioning the country as a regional production, trade and logistic hub;
- Promote availability of requisite industrial skills (production and trade management, operations, quality assurance, etc.) and skills for other production and services delivery;
- Accelerate broad-based and inclusive economic growth that reduces poverty substantially and allows shared benefits among the majority of the people through increased productive capacities and job creation especially for the youth and disadvantaged groups;
- Improve quality of life and human wellbeing;
- Foster and strengthen implementation effectiveness, including prioritization, sequencing, integration and alignment of interventions;
- Intensify and strengthen the role of local actors in planning and implementation, and

- Ensure global and regional agreements (e.g. Africa Agenda 2063 and SDGs) are adequately mainstreamed into national development planning and implementation frameworks for the benefit of the country.

Among the outcomes associated with the attainment of these objectives, Plan will raise annual real GDP growth to 10 percent by 2021 (from 7.0 percent in 2015), per capita income to US\$ 1,500 (from US\$ 1,043 in 2014) and reduction of the poverty rate to 16.7 percent from 28.2 percent recorded in 2011/12. The Plan also envisages raising FDI flows from US\$ 2.14 billion in 2014 to over US\$ 9.0 billion by 2021; increase electricity generation from 1,501MW in 2015 to 4,915MW by 2020 and improving electricity connections to 60 percent of the population, up from 36 percent in 2015. On average, manufacturing sector will grow by over 10 percent per annum with its share in total exports increasing from 24 percent in 2014/15 to 30 percent in 2020. An under-five mortality rate reduction from 81 deaths per 1000 live births recorded in 2014/15 to around 45 deaths per 1000 live births; maternal mortality reduced from 432 deaths per 100,000 live births in 2014/15 to below 250 deaths per 100,000 by 2020/21. Also, access to clean and safe water in rural areas improved from 72 percent recorded during 2014/15 to 85 percent by 2020/21 and in urban areas to more than 90 percent. As a result, there will be improvement in national human development index from the value of 0.52 (2014) to 0.57 by 2021. The Mufindi District Council put into consideration mainstreaming the FYDP II 2016/17-2020/21 into its Strategic Plan 2016/17-2020/2021.

2.3.2 The Tanzania Development Vision 2025

The Vision is an articulation of a desirable future condition or situation which Tanzania envisages to attain and the plausible course of action to be taken for its achievement. The Vision was adopted by the Government in 1999 and its implementation started in 2000. The objective of the vision is to awaken, coordinate and direct the people's efforts, minds and national resources towards those core sectors that will enable us to attain our development goals. The aspects of Tanzania's Development Vision (TDV) 2025 which aspires to have Tanzania transformed into a middle income and semi industrialized nation by 2025, characterized by the year 2025: (i) high quality and sustainable livelihoods; (ii) peace, stability and unity; (iii) good governance and the rule of law; (iv) an educated and learning society; and (v) a strong and competitive economy. The Mufindi District Council played a fundamental role in mainstreaming the TDV 2025 into its Strategic Plan 2016/17-2020/2021.

2.3.3 National Public Private Partnership (PPP) Policy 2009

Over some years Tanzania's investments have increased from 17.6 percent of GDP in 1995 to 26.3 percent in 2008; while savings as a percentage of GDP remained at a low level of 15.4 percent in 2008. However, credit to the private sector has maintained an upward trend from 4.6 percent of GDP in 2001 to 13.8 percent in 2007, but it remains low compared to other developing countries. Foreign Direct Investment (FDI) has increased from USD 150.86 million in 1995 to USD 717.7 million in 2008. This growth of FDI is still very small when compared to global and Sub-Saharan Africa (SSA) average, as well as in terms of the big demand for the attainment of robust economic

growth. However, the achievement still face some number of challenges to attract more FDI include advancing of business environment and investment climate, including, improving and expanding the transportation system (i.e roads, ports, and railways), utilities (power, water and sanitation services) and legal and regulatory framework as well as financial services. Other challenges include inadequate competitiveness in productive and economic services sectors, other supply side constraints and market access.

Tanzania, like most other developing countries faces huge budgetary needs and therefore needs to address the constraint of a narrow domestic tax base so as to bridge the resource gap for realizing critical development needs. The investment requirements to attain high growth and reduce poverty are enormous and cannot be met from the public sector budget and Official Development Assistance (ODA) alone in a timely manner. Hence, the Government recognizes the role of private sector in bringing about socio-economic development through investments. Public-Private Partnership (PPP) frameworks provide important instruments for attracting investments. Indeed, Public-Private Partnerships (PPPs) have been identified as viable means to effectively address constraints of financing, managing and maintaining public goods and services. Additionally, PPPs can enable the Government to fulfill its responsibilities in efficient delivery of socio-economic goods and services by ensuring efficiency, effectiveness, accountability, quality and outreach of services. Therefore, the PPP policy has considered the purpose of creation and operation of an appropriate enabling environment to guide public and private sectors, donor community and other stakeholders in PPPs will go a long way in contributing to the

achievement of our development goals. Furthermore, the national PPP Policy will serve as an important intervention to accelerate economic empowerment by ensuring that Tanzanians are adequately empowered in various PPPs interventions.

The PPP policy vision is to have: Efficient and sustainable PPPs for the delivery of reliable and affordable socio-economic goods and services. The mission of PPP policy is: to Creating an enabling environment for promoting PPPs to achieve sustainable high and broad-based economic growth. The goal of the PPP policy is: Contribute to national poverty reduction objective through delivery of competitive and sustainable PPPs. The overall objective of the PPP policy is to promote private sector participation in the provision of resources for PPPs in terms of investment capital, managerial skills and technology. The specific objectives of the PPP policy are to: (i) develop an enabling legal and institutional framework to guide investments in PPPs; (ii) implement effective strategy showing specific obligations and rights for various stakeholders; (iii) introduce fair, equitable, transparent, competitive and cost effective procurement processes for PPPs; (iv) adopt operational guidelines and criteria for PPPs; (v) attract resources for development of PPPs; (vi) develop institutional capacities for technical analysis and negotiation of PPPs and associated contracts; and (vii) enhance efficiency and quality in implementation of PPPs. Hence; Mufindi District Council played a great role in mainstreaming the PPP policy (2009) into its strategic plan 2016/17-2020/21.

2.3.4 Sustainable Development Goals (SDGs)

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member head of states adopted global Sustainable Development Goals from 25th September, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member of state has committed to achieve 17 goals by 2030 deadline. Therefore, Mufindi District Council strategic plan shall serve as one of the national vehicles in realizing the goals, thus it also deserves the global and national support in that endeavour. The Sustainable Development Goals which Mufindi District Council should contribute to achieve in long term are summarized below.

Goal 1: End poverty in all its forms everywhere

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

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

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

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

Goal 6: Ensure access to water and sanitation for all

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

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

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

Goal 10: Reduce inequality within and among countries

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

Goal 12: Ensure sustainable consumption and production patterns

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

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

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

Goal 16: Promote peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17: Revitalize the global partnership for sustainable development

The sustainable development goals (SDGs) have highlighted critical issue of major concern that has to be taken into board by any country or government organ. Therefore, Mufindi District Council does not operate in isolation, thus during preparation of its strategic plan 2016/17-2020/21 considered the SDGs.

2.4 SWOC and Stakeholders Analysis

2.4.1 SWOC Analysis

During preparation of Mufindi District Council five years strategic plan SWOC analysis was done to establish what potentials the council has to support it efforts as well as the bottlenecks that slowdown its efforts. SWOC analysis is very crucial in assessing the strategic position of district council. It enables the councils that want

to build on strengths needs to show up the weakness, capitalizing on the opportunities and recognize the challenges.

Table 79: MDC SWOC Analysis

Internal Environment	
Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Availability of qualified and skilled staff ✓ Existence of team work ✓ Availability of surveyed land for investment ✓ Existence of electronic revenue collection system ✓ reliable own source revenue system ✓ Availability of staff house ✓ Presence of transport facilities 	<ul style="list-style-type: none"> ✓ Inadequate of committed staff ✓ Lack of surveyed land for council headquarter ✓ Shortage of reliable transport facilities
External Environment	
Opportunities	Challenges
<ul style="list-style-type: none"> ✓ Availability of reliable of own revenue sources ✓ Presence of conducive climatic condition ✓ Existence of financial management system ✓ Existence of favourable government guidelines and policies ✓ Existence of web based planning 	<ul style="list-style-type: none"> ✓ Shortage of qualified and skilled staff ✓ Absence of Council administration building ✓ Existence of high uses hand hoe as an agricultural implement. ✓ Absence of district council hospital ✓ High price of agricultural farm inputs ✓ Presence of high rate of HIV/AIDS prevalence (9.1%) ✓ Unreliable market of farm produces.

management system	
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Source: MDC SWOC analysis report, (2018).

2.4.2 Stakeholders Analysis

Stakeholders' analysis was conducted in the course of preparation of the five years strategic plan of Mufindi District Council for the purpose to draw down the available potential stakeholders. Since the council has diverse number of stakeholders, which collectively with the council may promote or hinder development of the council. Therefore, understanding their interest, capacities as well as their group concerns were important.

Table 80: MDC Stakeholder Analysis

Name of stakeholder	Role of stakeholder	Expectation of stakeholder	Potential impact if expectation is not meet	Rank
Community	<ul style="list-style-type: none"> -Participating in planning and budgeting -Beneficially / implementer of project plans -Contribution in development project in terms of financial and manpower 	<ul style="list-style-type: none"> -Quality services -Empowerment (socially or economically) -Value for money -Transparency 	<ul style="list-style-type: none"> -Reluctance in support or contribution to the community project -Mistrust -Conflict 	High
Councilors	<ul style="list-style-type: none"> -Formulating council by-laws -Approve council budget and plans -Council decision makers 	<ul style="list-style-type: none"> -Good service delivery -Value for money -Conducive working environment 	<ul style="list-style-type: none"> -Termination of employment -Conflict with management -Mistrust of council staff 	High

Council staff	<ul style="list-style-type: none"> -To provide services to the people -To prepare council budget and plan -To interpolate and implement government guidelines and policies 	<ul style="list-style-type: none"> -Conducive working environment -Incentive payment -Capacity building -Timely payment of salary 	<ul style="list-style-type: none"> -Low job turnover -Low working morale -Sabotage 	High
Central government	<ul style="list-style-type: none"> -Providing policies and guidelines -Allocating resources -Providing budget ceiling 	<ul style="list-style-type: none"> -Integrity -Quality service -Value for money -Compliance with rule and regulations 	-Dismissal	High
Utility and Regulatory authorities	<ul style="list-style-type: none"> -Supply of utility and services -Provide guidelines and regulations 	<ul style="list-style-type: none"> -Compliance -Conducive working environment 	<ul style="list-style-type: none"> -Cut off services -Sued before court 	High
Financial institution	Provision of financial services	<ul style="list-style-type: none"> -Conducive business environment -Compliance 	<ul style="list-style-type: none"> -Mistrust -Termination of services -Financial insecurity 	High
CBO's and NGO's	To support socio-economic services	<ul style="list-style-type: none"> -Conducive working environment -Community support -Recognition 	<ul style="list-style-type: none"> -Withdrawal from service provision -Mistrust 	Medium
Development partners'	Financial assistance	<ul style="list-style-type: none"> -Value for money -Quality service -Transparency -Compliance 	<ul style="list-style-type: none"> -Withdrawal -Mistrust 	High
Potential investors	<ul style="list-style-type: none"> -Budget support -Source of income -Support development project 	<ul style="list-style-type: none"> -Quality service -Conducive investment environment -Value for money 	<ul style="list-style-type: none"> -Termination of service -Discourage of other investors -Decrease of revenue -Decrease of 	Medium

			development budget	
Faith organization (religious organization)	-Faith services (moral support) -Education services -Health services -Child care centre support -Peace and harmony support -Technical support	-Conducive working environment -Recognition -Appreciation -Quality services	-Withdrawal of services -Mistrust	Medium
Service providers	-To supply services and goods	-Economic gain -Trust -Compliance -Transparency	-Mistrust -Sue -Withdrawal	High
Political parties	-Sensitization in development -Execution of political leadership -Watchdog of government performance	-Quality of services -Transparency -Compliance -Value for money	-Conflict -Mistrust -Sue -Job termination	High
Military institution	-Assurance of peace and security -Social support	-Recognition -Appreciation -Compliance	-To implicate -non compliance	Medium

Source: MDC Stakeholder analysis report, (2018).

CHAPTER THREE

PERFORMANCE REVIEW OF MUFINDI DISTRICT COUNCIL FIVE YEARS MEDIUM TERM STRATEGIC PLAN 2011/2012-2015/16

3.1 Introduction

The performance review of Mufindi District Council was based on assessment of the implementation of the previous five years' strategic plan. The major focus of the performance review was to see how so far Mufindi District Council managed to achieve its targets, as well as possible factors that constrained the achievements. The performance review was vital towards development of the next Mufindi District Council five years' strategic plan. The review of the previous year strategic plan was done in line with available result areas (service departments/units) of Mufindi District Council.

3.2 Results Area

3.2.1 Result Area: Human Resource and Administration Department

Strategic Objective

B: National Anti-Corruption Strategy Enhanced and Sustained

C: Access to Quality and Equitable Social Services Delivery Improved

E: Good Governance and Administrative Services Enhanced

Objectives	Targets	Achievement	Constraints	Way forward
E: Good Governance and Administrative Services Enhanced	Efficient and Effective community participation enhanced by June 2017	All meeting was facilitated, Council Chairman was facilitated to travel on duty in and outside of the council		To be sustained in the next five years strategic plan
	Capacities of Council Leaders and Staff enhanced by June 2017	Facilitation was not implemented	Shortage of funds	Solicit funds in the next five years strategic plan
	Conducive working environment to Administration Staff by June 2017	Administration -Staff leave travel on was facilitated, Utilities to DED's and DHRO's Office was facilitated and hospitality to 50 Visitors was facilitated		To be sustained in the next five years strategic plan
	Conducive working environment to Administration Staff by June 2017	DED travel Inside and Outside of the Council on the duty was facilitate, DHRO, HROs, RMAs, PSs, Drivers, WEOs, VEOs to travel on Duty inside and outside the Council was not facilitated	shortage of funds	Solicit funds in the next five years strategic plan

3.2.2 Result Area: Finance and Trade Department

Strategic Objective

E: Good Government and administrative Services Enhanced

Objective	Target	Achievements	Constraints	Way forward
E: Good Governance and Administrative Services Enhanced	Council own source revenue increased from Tshs 1,820,916,255 in 2011 to Tshs 12,000,000,000 by June 2016	Own source revenue collection has been increased from Tsh.1,820,916,255 in 2011/12 to Tsh.3,233,548,976 by June 2017 The introduction of electronic revenue collection system	Reductions of some revenues sources due to establishment of Mafinga Town council, Down flow of timber market country wide Scattered timber market within the council causes many lorries to pass without paying their dues	The target should be enrolled to 2016/17 – 2020/2021 strategic plan. Fasten approve of new council By Law capturing new sources of revenue of surveyed Timber market centers in the next five years strategic plan

3.2.3 Result Area: Planning, Statistics and Monitoring Department

Strategic Objective

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievement	Constraints	Way forward
E: Good Governance and Administrative Services Enhanced	Comprehensive achievable Council Plans and Budget Coordinated in 121 villages and 27 wards by June 2016	121 village plans and 27 ward plans was incorporated in the Council Plan and Budget	Shortage of financial resources to implement plans.	The target should be enrolled to 2016/17 – 2020/2021 strategic plan.
	Monitoring, evaluation and reporting of 98	The department in collaboration with	Unfavorable roads condition and	In the next phase of strategic plan,

	development projects conducted in 121 villages and 27 wards by June 2016. The analysis	stakeholders monitored, supervised and evaluated 85 projects in 27 wards	shortage of transport vehicles compromised on time monitoring of development projects.	additional of transportation vehicles is important
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3.2.4 Result Area Primary Education Department

Strategic Objective

A. Services improved and HIV/AIDS infection reduced

C: Access to Quality and Equitable Social Services Delivery Improved

D: Quantity and Quality of Socio-Economic services and infrastructure increased

G. Improve Emergency and Disaster Management

E: Good Governance and Administrative Services Enhanced

OBJECTIVE	TARGET	ACHIEVEMENT	CONSTRAINTS	WAY FORWARD
E: Good Governance and Administrative Services Enhanced	Working environment of education staffs improved from 85% in 2015 to 89% for 15 education staffs by June 2017	Working environment of education staffs improved from 85% in 2015 to 86%.	Shortage of fund released	Carried forward in the next five years strategic plan
	Managerial and leadership skills for education staffs developed from 81% staffs in 2015 to 91% by June 2017	Managerial and leadership skills for education staffs developed from 81% staffs in 2015 to 82%.	Shortage of fund released for capacity building	Carried forward in the next five years strategic plan

OBJECTIVE	TARGET	ACHIEVEMENT	CONSTRAINTS	WAY FORWARD
C: Access to Quality and Equitable Social Services Delivery Improved	Primary school teachers supported in various expenses from 68% in 2015 to 85% by June 2017	Primary school teachers supported in various expenses from 68% in 2015 to 70%.	Shortage of fund released for capacity building	Carried forward in the next five years strategic plan
	Culture, sports and games activities enhanced from 56% of primary schools in 2017 to 71% by June 2017	Culture, sports and games activities enhanced from 56% of primary schools in 2015 to 75%.	Shortage of fund released for sports activities	Carried forward in the next five years strategic plan
	Pass rate increased from 80% in 2015 to 90% for STD VII and 85% in 2015 to 95% for STD IV by June 2017	Pass rate increased from 80% in 2015 to 84.26% for STD VII and 85% in 2015 to 99.04% for STD IV.	Shortage of teachers	Carried forward in the next five years strategic plan
D: Quantity and Quality of Socio-Economic services and infrastructure increased	Primary schools classrooms increased from 1111 classrooms in 2015 to 1266 by June 2017	10 Primary schools classrooms constructed	Shortage of fund released	Carried forward in the next five years strategic plan
	School teachers' houses increased from 852 in 2015 to 1072 by June 2017	4 Primary schools teachers houses constructed	Shortage of fund released	Carried forward in the next five years strategic plan
	Primary school desks increased from 25275 in 2015 to 30742 by June 2017	1573 Primary schools desks constructed	Shortage of fund released	Carried forward in the next five years strategic plan

OBJECTIVE	TARGET	ACHIEVEMENT	CONSTRAINTS	WAY FORWARD
	Pit latrines to 147 primary schools increased from 2047 in 2015 to 2347 by June 2017	60 Primary pit latrines constructed	Shortage of fund released	Carried forward in the next five years strategic plan
	Enrolment of 8-13 years old children increased from 358 in 2015 to 458 and 14-18 years old from 605 in 2015 to 731 under COBET BY 2017	50 children 8-13 years old children and 63 children of 14-18 years old Enrolled	Shortage of fund released	Carried forward in the next five years strategic plan

2.3.5 Result Area: Secondary Education Department

Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

D: Quantity and Quality of Socio-Economic services and infrastructure increased

E: Good Governance and Administrative Services Enhanced

Objectives	Targets	Achievement	Constrain	Way Forward
E: Good Governance and Administrative Services Enhanced	Working environment of education staffs improved from 85% in 2015 to 89% for 15 education staffs by June 2017	Working environment of education staffs improved from 85% in 2015 to 86%.	Shortage of fund released	Carried forward to another 5 financial years
	Managerial and leadership skills for education staffs developed from 81% staffs in 2015 to 91% by June 2017	Managerial and leadership skills for education staffs developed from 81% staffs in 2015 to 82%.	Shortage of fund released for capacity building	Carried forward to another 5 financial years

Objectives	Targets	Achievement	Constrain	Way Forward
C: Access to Quality and Equitable Social Services Delivery Improved	Secondary school teachers supported in various expenses from 68% in 2015 to 85% by June 2017	Secondary school teachers supported in various expenses from 68% in 2015 to 70%.	Shortage of fund released for capacity building	Carried forward to another 5 financial years
	Culture, sports and games activities enhanced from 65% of secondary schools in 2015 to 85% by June 2017	Culture, sports and games activities enhanced from 65% of secondary schools in 2015 to 90%.	Shortage of fund released for sports activities	Carried forward to another 5 financial years
	Pass rate of Form II Increased from 85% to 95%, Form IV increased from 60% to 85% and Form VI 90% to 95% by 2017	Pass rate of Form II Increased from 85% to 97%, Form IV increased from 60% to 77% and Form VI 90% to 98%	Shortage of science teachers	Carried forward to another 5 financial years
Access to Quality and Equitable Social Services Delivery Improved	Secondary Schools classrooms Increased from 489 to 545 by June 2017	14 secondary schools classrooms constructed	Shortage of fund released	Carried forward to another 5 financial years
Access to Quality and Equitable Social Services Delivery Improved	Secondary School Teachers" Houses increased from 204 to 305 by June 2017	8 secondary schools teachers houses constructed	Shortage of fund released	Carried forward to another 5 financial years
Access to Quality and Equitable Social Services	Students Pit Latrines increased from 711 to 760 by June 2017	79 Primary pit latrines constructed	Shortage of fund released	Carried forward to another 5 financial years

Objectives	Targets	Achievement	Constrain	Way Forward
Delivery Improved				
Access to Quality and Equitable Social Services Delivery Improved	Secondary Schools Laboratories increased from 43 to 99 by June 2017	43 laboratories completed	Shortage of fund released	Carried forward to another 5 financial years
Access to Quality and Equitable Social Services Delivery Improved	Secondary School dormitories increased from 31 to 81 by June 2017	2 secondary school dormitories constructed	Shortage of fund released	Carried forward to another 5 financial years

2.3.6 Result Area: Health Department

Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

Objective	Target	Achievement	Constraints	Way Forward
Access to quality and equitable social services delivery Improved	To reduce maternal mortality rate from 40/100,000 live birth in 2015 to 10/100,000 live birth by June 2016	Maternal Mortality rate reduced from 40/100,000LB to 4/100,000LB by December 2016	-shortage of staff -low skilled staffs knowledge -some facilities are located in remote areas -few HFs provides CEMONC services	should be maintained in the next five years strategic plan
	To reduce infant mortality rate from 11 % 2015 to 9.5% by June 2016	infant mortality rate reduced to 9.7% by June 2016	-shortage of staffs in health facilities -low skilled staffs --knowledge among	should be incorporated in the next five year strategic plan

Objective	Target	Achievement	Constraints	Way Forward
			communities -some facilities are located in remote areas -few HFs provides CEMONC services	
	To reduce neonatal deaths from 11% to 8% by June 2016	neonatal deaths reduced to 8.10% by June 2016	-shortage of staff -low skilled staffs -some facilities are located in remote areas -few HFs provides CEMONC services	should be incorporated in the next five year strategic plan
	HIV/AIDS/ prevalence reduced from 9.1% 2015 to 7.5% by June 2016	Prevalence of HIV and AIDS increased from 9.1% 2015 to 11% 2016	-social behavioral change communication -stigma among the community -low knowledge -bad cultural practice	should be incorporated in next five strategic plan
	to reduce HIV prevalence rate among pregnant women (PMTCT) from 12% 2015 to 4% by June 2016	HIV prevalence among pregnant women reduced to 4.9% by June 2016	social behavioral change communication -stigma among the community -low knowledge -bad cultural practice	should be incorporated in next strategic plan
	Number of children immunization coverage increased from 82% 2015 to 100% by June 2016	Immunization coverage maintained at 97% by June 2016	-low community awareness -long walking distance to health facilities	should be incorporated in the next five year strategic plan
	ensure availability of drugs and	Availability of drugs and medical	-shortage of some drugs in MSD	should be incorporated in

Objective	Target	Achievement	Constraints	Way Forward
	medical supplies from 40% to 90% by June 2016	supplies enhanced by 90%		the next five year strategic plan
	to reduce under 5 deaths due to Malaria from 14 2015 to 4 by June 2016	Under five deaths due to malaria reduced from 14 to 6 by June 2016	-low community awareness on ITN usage	should be incorporated in the next five year strategic plan
	Malaria prevalence rate reduced from 2% 2015 to 1% by June 2016	malaria prevalence rate reduced to 1.2% by June 2016	low community awareness on ITN usage	should be incorporated in the next five year strategic health plan
	TB incidence rate case detection increased from 136 /100000 2015 to 528/100000 by June 2016	TB incidence rate case detection increased to 312/100000 by June 2016	-low community awareness on TB	should be incorporated in the next five year strategic health plan
	To increase TB cases cure rate from 76% 2015 to 88% by June 2016	TB cases cure rate increased to 84% by June 2016	-low number of TB diagnosis center -lack of diagnosis equipments in health facilities	should be incorporated in the next five year strategic health plan
	To reduce malnutrition rate from 2% 2015 to 0.5% by June 2016	malnutrition rate reduced to 0.81% by June 2016	-poor feeding practice -bad cultural practice among communities -	should be incorporated in the next five year strategic plan

3.2.7 Result Area: Water Department

Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

D: Quantity and Quality of Socio-Economic services and infrastructure increased

Objective	Target	Achievements	Constraints	Way forward
C: Access to Quality and Equitable Social Services Delivery Improved	Number of people with access to clean and safe water increased from 55% to 70% by June 2016	The coverage has increased from 55% to 60%	Shortage of funds Shortage of staff Shortage of working facilities	Solicit and allocate more funds in the next five years strategic plan
	Number of community Owned Water Supply Organizations (COWSOs) increased from 17 to 32 by June, 2016	Community water entities has been increased from 17 to 24	Shortage of funds for establishment of water entities	Solicit and allocate more funds in the next five years strategic plan
	School WASH programme developed and strengthened in 24 primary school by June 2016	Community WASH programme has been developed and strengthened in 19 primary school	Shortage of funds for supervision Shortage of staff Shortage of transport	Solicit and allocate more funds in the next five years strategic plan
	Health care centers with access to sufficient WASH facilities improved by June 2016	Health care centers with access to sufficient WASH facilities has been increased from 5 to 10	Shortage of funds for supervision Shortage of staff Shortage of transport	Solicit and allocate more funds in the next five years strategic plan

3.2.8 Result Area: Agriculture, Irrigation and Cooperative

Department

Strategic Objective

D: Quantity and Quality of Socio-Economic services and infrastructure increased

Objective	Target	Achievement	Constraint s	Way Forward
D: Quantity and Quality of Socio-Economic services and infrastructure increased	Agriculture infrastructure and facilities in 121 villages improved from 58 to 95 by June 2017	Agriculture infrastructure and facilities improved from 58 to 61	Insufficient funds	Solicit and allocate more funds in the next five years strategic plan
	Food and cash crops production and productivity increased from 500,576 to 620,995 and from 26,401 to 27,520 Tons of food and cash crops respectively by June 2017	Food and cash crops production and productivity increased from 500,576 to 617,789 and from 26,401 to 26,987 Tons of food and cash crops respectively by June 2017	Weather condition (shortage of rainfall in 4 wards of Itandula, Ihowanza, Idunda and Malangali)	Development of irrigation schemes, use short term crop varieties and encourage timely planting of crops in the next five years strategic plan

3.2.9 Result Area: Works Department

Strategic Objective

D: Quantity and Quality of Socio-Economic services and infrastructure increased

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievement	Constrains	Way forward
E: Good Governance and Administrative Services Enhanced	DE's office equipped and supplied with needed equipment and other services by June 2017	DE's office has been facilitated by 85% on Various office services and equipment.	Shortage of working facilities	To be carried forward in the next five years strategic plan
	Conducive working environment to 35 staffs ensured by June 2017.	1 staff- attended short courses.	Lack of funds	To be carried forward in the next five years strategic plan
	15 Stakeholders capacitated in combating petty and grand corruption by June 2017	Activity implemented by 80%	Shortage of funds	To be carried forward in the next five years strategic plan
	Protection against fire to various resources in Mufindi District Council enhanced by June 2017	Fire extinguishers have not purchased due to lack of funds	Lack of funds	To be carried forward in the next five years strategic plan
D: Quantity and Quality of Socio-Economic	Kilometers of roads maintained by June 2017.	10kms have been maintained by 100%	Shortage of staff and funds	Drop out the target in the next five years strategic plan
	Environmental hygiene and sanitation strengthened by June 2017	Activity not yet implemented due to lack of fund	Shortage of funds	To be carried forward in the next five years strategic plan

Objective	Target	Achievement	Constrains	Way forward
services and infrastructure increased	District roads, feeder roads and bridges improved by making them passable throughout the year from 1176kms to 1426kms by June 2017	250kms have been constructed including 1km to the bituminous standard and 2 bridges have been constructed Road pass ability throughout the year increase 85-90% Supportive supervision conducted by 90%	Shortage of staff and funds	Drop out the target in the next five years strategic plan
	Council buildings increased from 404 to 409 by June 2017	Activity not yet implemented due to lack of fund	Shortage of staff and funds	To be carried forward in the next five years strategic plan
	Monitoring and evaluation of development projects strengthened from 85% to 95% by June 2017	Car not purchased due to lack of fund	Shortage of staff and funds	To be carried forward in the next five years strategic plan
A: Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS infection in workplace reduce by June 2017	Workplace HIV/AIDS program implemented by 80% Support provided to 2 PLHIV staffs by 80%	Shortage of funds	To be carried forward in the next five years strategic plan

3.2.10 Result Area: Community Development Department

Strategic Objective

A: Services Improved and HIV/AIDS Infection Reduced

F: Social Welfare, Gender and Community Empowerment Improved

Objective	Target	Achievement	Constraints	Way forward
A: Services Improved and HIV/AIDS Infection Reduced	District and community HIV AND AIDS responses strengthened in 125 villages and 30 wards by June 2016	A total number of 13,480 people (female 5818, and male 7662) from 77 villages were reached with education through HIV/AIDS Cinema, 21 WMAC and 3 VMAC were trained in 24 Wards, 430 leaders were capacitated at ward level and district level from the year 2013 to 2016, A total no of 232 Workers and 4572 people from IGA groups ward were reached with HIV/AIDs education	Inadequate local funding sources for HIV&AIDS activities	To be sustained in the next five years strategic plan
	Social support to PLHIV, MVCs and elderly in 125 villages and 16 vitongoji facilitated by June 2016	33 groups of PLHIV/AIDS from 33 villages were supported with fund amounting TZS 33,000,000.00 to establish IGA from 2012/2013 to 2015/2016, 83 groups of PLHIV from 83 villages were reached with trained entrepreneurship skills	Inadequate local funding sources for HIV&AIDS activities	To be sustained in the next five years strategic plan

Objective	Target	Achievement	Constraints	Way forward
	School based gender empowerment improved in 36 secondary schools by June 2016	35 Secondary teachers from 35 secondary schools were trained on life skills and HIV/AIDs education.	Inadequate local funding sources for HIV&AIDS activities	To be sustained in the next five years strategic plan
Social Welfare services improved	Gender equity and community empowerment improved by June 2016	Empowered of women leaders from 6 up to 17 women(VEO'S)and head of department in district council from 0 to 3 and 11 councilors, formation of children baraza in 19 wards and 70 villages	Shortage of funds	Solicit and allocate more funds in the next five years strategic plan
Women and Youth Development program	Community economic empowerment improved by June 2016	total amount of Tshs 84,700,000/= were given to 109 women groups with total members of 1.013 and total amount of tshs. 38,200,000 were given to 41 Youth economic groups, From the year 2011/12/- 2015/2016 the total of repayment loans were Tshs.86,487,000/= from 109 women economic groups and repayment loans from youth economic groups were tshs. 19,070,000	Insufficient of funds	Solicit and allocate more funds in the next five years strategic plan

3.2.11 Result Area: Environment and Solid Waste Management Department

Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

Objective	Target	Achievement	Constraint	Way Forward
C: Access to Quality and Equitable Social Services Delivery Improved				

3.2.12 Result Area: Lands and Natural Resources Department

Strategic Objective

D. Quantity and quality of social economic services and Infrastructure increased

G. Management of Natural Resources and Environment Sustained

Objective	Target	Achievement	Constraint	Way Forward
D. Quantity and quality of social economic services and infrastructure increased	DNRO's facilitated with transport, various equipment and tools for smooth delivery of service by June 2017	DNRO's supported by 58% to meet various operational costs such as Electrical charge, water bills and office consumables	Shortage of budget	Solicit and allocate more funds in the next five years strategic plan
G. Management of Natural Resources and environment sustained	Management of Game Animals in Mufindi District Council Improved and sustained by	Two patrols were conducted, and Community from Sadani and Makungu ward	Shortage of staff and limited budget	Solicit and allocate more funds in the next five years strategic plan

	June 2017	protected from dangerous wild animals		
	Trees planted in District increased from 34,252,150 to 37,522,150 and district Council Plantation areas from 1,100 ha in 2013 to 1950 ha by June 2017	36,692,470 trees planted in the District by various stakeholders. Total of 665.2 ha purchased in Ukami Village	Shortage of staff and limited budget	Solicit and allocate more funds in the next five years strategic plan
D. Quantity and quality of social services and infrastructure increased.	All land delivery in particular informal land market operators brought and helped to work together more efficiently by June 201	56 Customary Certificate of Right of Occupancy have been prepared and registered	Shortage of staff and limited budget	Solicit and allocate more funds in the next five years strategic plan
	Mufindi trading centers and townships plots surveyed by June 2017.	4 TP drawings have been prepared of 1820 Plots	Shortage of staff and limited budget	To prepare more town plans provided adequate budget

3.2.13 Result Area: Livestock and Fisheries Department

Strategic Objective

D: Quantity and Quality of Socio-Economic Services and Infrastructure increased

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievement	Constraint	Way Forward
D: Quantity and quality of social service and infrastructure increased	Livestock keeper groups involved in Production and productivity improvement increased from 105 to 150 by June 2017.	Livestock keeper groups in Production and productivity improvement increased from 105 to 182.		To be sustained in the next five years strategic plan
	Livestock infrastructures increased in 121 villages from 55% to 65% by June 2017.	Livestock infrastructures improved in 121 villages by 88 %.		To be sustained in the next five years strategic plan

3.2.14 Result Area: Legal Unit

Strategic Objective

C: Access to Quality and Equitable Social Service Delivery Improved

Objectives	Target	Achievements	Constraints	Way forward
Good Governance and Administrative Services Enhanced	conducive working environment to legal officer ensured by June 2017	The legal officer at least supported and provided his/her rights (Court Attire, Seminars etc)	Inadequate budget allocated to the unit by the council. Human Resources which	Solicit funds in the next five years strategic plan

Objectives	Target	Achievements	Constraints	Way forward
			bar the on time performances	
Services improved and HIV AIDS infection reduced	Work place HIV/AIDS program implemented in the Council by June 2017	Not implemented	Resources which bar the on time performances	The objective to be allocated at the Managerial level (HR, Health etc)
Effective implementation of the National Anti-Corruption Strategy enhanced and sustained	Work place on job training to 17 HoDs on the effect of petty and grand corruption by June 2017	The legal unit with the Prevention and Corruption Combative Bureau(PCCB) trained the HoD's on the Finance management through POS.	The inadequate knowledge on the electronic machine uses on finance management.	The Council to facilitate the training to all staff on the national anti-corruption strategy in the next five years strategic plan

2.3.15 Result Area: Procurement and Management Unit

Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

E: Good Governance and Administrative Services Enhanced.

Objective	Target	Achievement	Constrains	Way Forward
Good Governance and Administrative Services	Government procurement procedures to 13 departments, 6 sections, 27 wards and	HPMU's supported by 60% to meet the various operationa	Lack of financial resources to implementation plans	Solicit fund and allocated more budget in the next five years strategic plan

Enhanced	121 villages adhered and strengthened by June 2017	Low cost and annual procurement plan		
	Management of annual stocktaking in Mufindi District Council improved and sustained by June 2017	Annual stocktaking conducted	Shortage of staff and limited budget	Solicit fund and allocated more budget in the next five years strategic plan
C: Access to Quality and Equitable Social Services Delivery Improved	Conducive working environment to 6 procurement staffs improved by June 2021	Office working tools and consumables were obtained	Shortage of staff and limited budget	Solicit fund and allocated more budget in the next five years strategic plan

3.2.16 Result Area: Internal Audit Unit

Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievement	Constraints	Way Forward
C: Access to Equitable Social Services Delivery Improved	6 health centers and 30 dispensaries audited by 2017	6 health centers and 15 dispensaries audited	Inadequate budget Insufficient Number of staff	Increasing budget in the next five years strategic plan
	50 villages and 20 wards audited by 2017	20 Villages Audited by June 2017 10 Wards audited by June 2017	Inadequate budget Insufficient Number of staff	Increasing budget in the next five years strategic plan
E: Good Governance and Administrative Services Enhanced	Value for Money Audit in 10 development projects conducted by 2017	8 development projects audited by June 2017	Inadequate budget Insufficient Number of staff	Increasing budget in the next five years strategic plan

3.2.17 Result Area: ICT and Public Relations Unit

Strategic Objective

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievement	Constraints	Way forward
E: Good Governance and	Conducive working Environment	Activity implemented by 80%	Shortage of Funds and working	To be carried forward in the next five years

Administrative Services Enhanced	to 2 staff of ICT Unit enhanced by June 2021		Facilities	strategic plan
	Capacity building to 2 staff implemented by June 2017	Activity not yet Implemented	Shorted of Fund	Solicit and allocate funds in the next five years strategic plan
	Communication system at Mufindi District improved by June 2017	Activity implemented by 60%	Shortage of Staff and Working facilities	To be carried forward in the next five years strategic plan

3.2.18 Result Area: Election Unit

Strategic Objective

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievement	Constraints	Way Forward
E: Good Governance and Administrative Services Enhanced	Efficient and effective community participation enhanced by June 2017	Not implemented	Shortage of budget	Solicit fund in the next five years strategic plan

3.2.19 Result Area: Beekeeping Unit

Strategic Objective

E: Good Governance and Administrative Services Enhanced

D: Quantity and Quality of Socio-Economic services and Infrastructure Increased

Objective	Target	Achievement	Constraints	Way Forward
D: Quantity and Quality of Socio-Economic services and infrastructure increased	DBO's facilitated with transport, various equipment and tools for smooth delivery of service by June 2017	Not implemented	Shortage of budget	Solicit fund in the next five years strategic plan
G: Management of Natural Resources and Environment Improved	Enhance beekeeping development in Mufindi District Council and promoting honey and beeswax at Zonal, National and East Africa honey exhibitions by June, 2017	352 bee hives constructed and distributed to 16 formulated groups of beekeepers in 16 villages	Shortage of staff and limited budget	Consideration of staff deployment in the next five years strategic plan

3.3 Analysis of Recent Initiative

The analysis of recent initiative was considered during the preparation of Mufindi District Council strategic plan for the purpose to identify major concern that emerged along the way of

implementing the outgoing strategic plan. This process provided an avenue to measure how the council responded to the respective initiative as well as what achievement so far have been recorded and what considered being way forward over the issues.

3.3.1 Human Resource and Management Department

- Operation of Ghost Employees

Initiatives	Achievements	Further Action
Operation of Ghost Employees	103 ghost workers identified	To be sustained in the next five years strategic plan

3.3.2 Primary Education Department

- Construction of 81 Pre-Primary classrooms
- Fabrication of 3,864 desks in Pre and Primary schools

Initiatives	Achievement	Further Actions
81 Pre- Primary classrooms	66 Pre Primary schools classrooms constructed	Carried forward to the next five years strategic plan
3,864 Pre- Primary school desks	1,529 Pre - Primary schools desks constructed	2,335 Carried forward to next five years strategic plan

3.3.3 Secondary Education Department

- Fabrication of 602 desks in secondary school
- Construction of 99 science Laboratories

Initiatives	Achievement	Further actions
Fabrication of 602 desks	662 desks fabricated.	To be sustained in the next five years strategic plan
Construction of 99 Laboratories	43 laboratories completed and 56 uncompleted with debt.	Solicit funds in the next five years strategic plan

CHAPTER FOUR

THE PLAN 2016/17-2020/21

4.1 Overview

This Chapter presents the revitalized plan of Mufindi District Council. The chapter begins with the agreed vision, mission and core values that will provide guidance during execution of this strategic plan. Next, the chapter presents strategic issues that the districts councils considers most fundamental to be achieved in the specified duration of this plan. Also, the strategic objectives, services output, targets as well as strategies and performance indicators in every service department/units are clearly articulated under this chapter. Finally, the chapter shows also how various strategic interventions will be undertaken during the five (5) years of the strategic planning cycle that will contribute towards realization of National Five Year Development Plan 2016/17-2020/21, ruling part manifesto 2015-2020 as well as Sustainable Development Goals 2030.

4.2 Vision, Mission and Core Values

4.2.1 Vision

Mufindi District Council is to be “*The council with quality services and Conducive investment environment for sustainable livelihood*”.

4.2.2 Mission

Mufindi District council in collaboration with stakeholders is committed to “*deliver quality services and create conducive investment environment through effective use of available resource for sustainable livelihood*”.

4.2.3 Core Values

Mufindi District Council will implement its vision and mission through guidance of the following values:

- **Commitment**

Mufindi District Council staff will offer total dedication and engagement to deliver quality services.

- **Transparency**

In all its undertakings, the Mufindi District Council staff will uphold and act in the manner of clarity and acidity.

- **Accountability**

Mufindi District Council Staff will uphold themselves answerable, responsible and accountable in the execution of all undertakings in the council.

- **Integrity**

Mufindi District Council Staff will uphold and act in the manner of honest, sincerely and diligently.

- **Team work**

Mufindi District Council will embrace a collaborative and interdisciplinary approach towards services deliverance.

- **Patriotism**

Mufindi District Council staff will make sure that resources are utilized over the benefit of all individuals in the council.

- **Creativity and Innovation**

Mufindi District Staff aims at generating new and novel ideas and apply them during the implementation of the plan.

- **Customer Centered**

We are customer driven; in all endeavors the Council is sensitive and responsive to customer's needs and has high commitment to customer care and satisfaction

4.3 Strategic Issues Guiding Implementation of Council Plan

Mufindi District Council Strategic Plan 2016/17-2020/21 has identified key strategic issues that intend to achieve over the period of five years. The eye marked strategic issues are vital when achieved they will embrace significance changes within the council. The identified issues considered its multiple contribution both economic and social changes of the council. These include;

4.3.1 Construction of Mufindi District Council Modern Bus Stand and Car Parking Areas.

Modern bus stand is very important in the era of industrial economy and middle income country. Mufindi District Council is the hub of timber and tea crop that attract influx of people within and outside the country which leads to high rate of buses entering in the district. The MDC modern bus stand will act as a catalyst for revenue enhancement and support quality service delivery within the district council. Therefore, Mufindi District Council will strive to develop and construct a modern bus stand within this period of five years strategic plan.

4.3.2 Development of Irrigation schemes and Promote Modern Agriculture

Approximate 73% of the total area of Mufindi District Council suitable for agriculture with only 53% currently being cultivated. Also, approximately 67,570 Ha is suitable for irrigation agriculture with only

1,445 Ha currently being used. Since agriculture sector has a substantial share of employment within the district thus investing in the sector is fundamental. MDC will strive to improve irrigation scheme by directing a substantial share of its own sources over the period of implementation of this five years strategic plan.

4.3.3 Development of Surveyed Investment Areas

Mufindi District Council five years strategic plan has mainly mainstreamed the second five years development plan that focus on industrial economy. In order the district to implement the national plans by action need to have available surveyed land for investment, therefore during the implementation of this plan the main focus will be placed on allocating and surveying land for investment.

4.3.4. Development of Mufindi district council Hospital.

Realization of quality services requires healthier manpower in the district. Therefore, health services available is crucial in the district to support district quality services, thus during implementation of this five years plan the main focus will be placed in the construction of district hospital.

4.3.5 Development of timber market centres.

Timber products accounts for 72% of the total revenue of Mufindi district council. However, strategic timber markets has been a decade's problem that require strategic attention. Therefore, during the implementation of this five years strategic plan large part of the resources will devoted towards construction of timber market centres within the district.

4.3.6 Development of Mufindi district council headquarters.

Council staff requires a conducive working environment for effective services delivery to the Mufindi community. Presence of building with sufficient space is very important thus it gives staff and clients interact in comfort way. Therefore, during the implementation of this five years plan more resources will be directed towards construction of council headquarter.

4.3.7 Development of Mufindi District council modern livestock market centre

Livestock sector accounts one among of largest contributing sectors to district revenue. However, the livestock market environment in the Establishment of Mufindi district council broadcasting centre. Information is the most powerful vehicle towards development of any society.

4.4. Strategic Objectives, Strategic Service Outputs, Targets, Strategies and Performance Indicators

In the five years planning cycle Mufindi District Council has adopted nine (9) national harmonized strategic objectives that are to be realized. The objectives are interrelated to National Five Year Development Plan 2016/17-2020/21, Sustainable Development Goals, CCM Election Manifesto 2015 and other Sector Policies. The adopted strategic objectives include;

- **Objective A:** Services Improved and HIV/AIDS Infections Reduced
- **Objective B:** National Anti-Corruption Implementation Strategy Enhanced and Sustained.
- **Objective C:** Access to Quality and Equitable Social Services Delivery Improved

- **Objective D:** Quality and Quantity of Social Economic Services and Infrastructure Increased
- **Objective E:** Good Governance and Administrative Services Enhanced,
- **Objective F:** Social welfare, Gender and Community Empowerment Improved
- **Objective G:** Management of Natural Resources and Environment Improved
- **Objective H:** Local Economic Development Coordination Enhanced
- **Objective I:** Emergence and Disaster Management Enhanced

4.4.1 Strategic Service Area 1: Human Resource and Administration Department

This service will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives **A:** Services Improved and HIV/AIDS Infections Reduced, **B:** National anti-Corruption Implementation Strategy Enhanced and Sustained and **E:** Good Governance and Administrative Services Enhanced.

HRA Service Outputs, Key Targets, Strategies and Performance Indicators

Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
A: Services Improved and HIV/AIDS Infections Reduced	Health of staffs enhanced	Staff healthy and safe working environment improved from 70% to 95% by June, 2020/21.	Construction of safe working environment, compensate workers, train staffs on health issues such as HIV/AIDS.	Percentage of improved safe work environment
B: National anti-Corruption Implementation Strategy Enhanced and Sustained.	Rule of law enhanced	400 Council staffs capacitated on Anti-Corruption by June, 2021	Conduct trainings, preparation of corruption leaflets, corruption leaflets dissemination to the departments and units.	Number of staffs capacitated on Anti – Corruption.
E: Good Governance and Administrative services Enhanced,	Complains among the community and public servants reduced	Complains among the community and Public servants reduced from 60% to 30% by June, 2021	Conduct statutory meetings, formulate suggestion boxes, complains desks, clients service	Percentage of reduced complains.
	Participation in decision making enhanced	Village and Wards meetings enhanced from 80% to 99% by June, 2021.	Conduct statutory village and wards meetings, facilitation of	Number of meetings facilitated.

Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
			statutory committees, formulate developed plan and budget	
	Transparency and accountability maintained	Council statutory meetings facilitation improved from 80% to 100% by June, 2021.	Conduct statutory meetings, provide welfare	Number of statutory meetings facilitated.
	Record management improved	Council records management improved from 65% to 90% by June, 2021.	Establish registry office update staff records, install necessary electronic systems	Percentage of record management improved.
	Conducive working environment improved	Conducive working environment by June, 2020/21.	Provide working facilities, facilitate trainings, orient new employees, provide statutory benefits, construct staff houses	Percentage of working environment improved
	Staff integrity enhanced	Awareness on public service rules, regulations, circulars and policy enhanced from 65% to 90% by June, 2020/21	Conduct training, perform disciplinary actions and orienting new staffs.	Percentage of staff integrity enhanced.
	Retention of employees	Retention status of employees improved	Orient, pay statutory	Number of employees

Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
	enhanced	from 70% to 95% by June,2020/21	benefits and promote.	retained
	Qualified skilled staffs increased	Recruitment of skilled staff improved from 70% to 95% by June, 2020/21	Attract and recruit staff, provide welfare.	Number of recruited staff with the qualified skills.

4.4.2 Strategic Service Area 2: Finance and Accounts Department

This strategic service area is responsible for implementation of the following strategic objective E: Good Governance and administrative services enhanced. The service area will contribute to the achievement of the council strategic issues as the service department.

Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Performance Indicators
E: Good Governance and Administrative services Enhanced	Own source revenue collection improved	Proportion of Actual revenue vs. Projections increased from 70% to 100% by 2021	Introduce new collection mechanisms, training to taxpayer, purchases of car, increase collection machine	% of revenue increased
		Trend of own source revenue collected increased from 60% to 90% by June 2021	Introduce new collection mechanisms, motivate staff, provide transport	% of revenue increased

Objectives	Service Outputs	Targets	Strategies	Performance Indicators
	Internal controls over expenditure enhanced	Number of Audit queries related to internal controls decreased by 30% in June 2021	Improve internal control, train staff,	Number of audit queries reduced
		Auditor's opinion of financial statements improved by 90% in June 2021	Conduct staff training, provide working tools and materials	Quality of financial reports produced
	Production of quality and timely financial reports improved	Compliance to Financial reports submission deadlines increased from 50% to 90% by June 2021	Provide working tools, coordinate data collection, conduct bank reconciliation	% of compliance in place
		Quality of financial reports increased by 90% in June 2021	Conduct staff training, conduct bank reconciliation	Number of quality report in place
	Business license provision system improved	Client's complaints related to business licenses reduced from 70% to 30% by June 2021	Maintain conducive working environment, conduct training to business men, provide working materials	Percentage of complaints reduced

Objectives	Service Outputs	Targets	Strategies	Performance Indicators
		Revenue from business licenses increased from 50% to 95% by June 2021	Provide revenue collection devices, conduct training to business men, sensitize businessmen's	Percentage of revenue increased
	Sound accounting system and safe keeping of all accountable documents enhanced	Funds distribution and accessibility by departments increased from 30% to 70% by June 2021	Increase number of staff, provide stable financial management system,	Percentage of accessibility increased
		Audit queries related to accounting system decreased from 70% to 20%	Maintain close supervision, fiber installation, active networking	Percentage of audited queries in place

4.4.3 Strategic Service Area 3: Planning, Statistics and Monitoring Department.

This service department is responsible for implementing the following strategic objectives E: Enhance good governance and administrative Services and H: Local Economic Development Coordination Enhanced. Through these strategic objectives the service area will contribute to the 8 Mufindi District Council strategic issue identified in this strategic plan by coordinating all sectors towards realization of the expected ultimate results by 2021.

Service Outputs, Key Targets, Strategies and Performance Indicators

OBJECTIVES	SERVICE OUTPUTS	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
C: Access to Quality and Equitable Social Services Delivery Improved	Planned activities/projects implemented and monitored	Monitoring and evaluation of development projects to 27 wards implemented by June 2021	Site visiting, Mobilize resources, conduct quarterly evaluation, report preparation	Number of wards monitored
	Community needs/priorities well addressed in council plans and budget	Comprehensive achievable council plan and budget for development projects in 27 wards enhanced by June 2021	Allocation of resources to projects, Implementing projects, involving stakeholders on budget implementation,	Number of lower level priority projects accommodated in the council budget
	Conducive working improved	Enabling working environment to 6 staff of Planning created by June 2021	Providing statutory benefits, facilitating working tools, Conducting short courses.	Number of staff with adequate working tools and skills
H: Local Economic Development Coordination Enhanced	Conducive environment for investment created	Demarcation of investment areas increased from 0 to 20 by June 2021	Identification of investment areas, Surveying of areas, Placing investment infrastructure	Number of plots demarcated
	Proper resources allocation enhanced	Community and individual investors financial support allocated to 60 ventures by June 2021	Conduct awareness, Identifying qualified candidates, Conduct training, Allocating funds.	Number of investors financed

OBJECTIVES	SERVICE OUTPUTS	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS
	Participatory planning and budgeting conducted	Coordination of plan and budget process in 121 villages and 27 wards enhanced by June 2021	Conduct meetings, conduct training, Initiating budget process, Consolidating sector budget, preparing plan document and budget document	Number of wards and villages coordinated

4.4.4 Strategic Service Area 4: Primary Education Department

This service area will utilize the following strategic objectives to contribute on the achievements of the council five years strategic plan C: Access to quality and equitable social services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased and E: Good Governance and Administrative services enhanced.

Service Outputs, Key Targets, Strategies and Performance Indicators

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
C: Access to Quality and Equitable Social Services Delivery Improved	Illiterate people reduced	Enrolment rate of STD One pupils increased from 98% in 2017 to 100% by 2021 and number of pre-primary schools increased from 144 to 147 by June 2021	Sensitize and conduct census of 0-13 years old children in 121 villages and create awareness to 1911 school committee members, Identification and provision of support to -- pupils with	% of illiterate people reduced

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
			Special needs	
	Illiterate people reduced.	Completion rate increased from 87 % in 2017 to 96% by 2021	Sensitize community on the essence of availability of school meals, fruits and vegetables to 147 primary school .To facilitate the establishment of self-Reliance projects in 147 schools	%Pupils and staff health's maintained, and number of school establishing projects increased
	Pass rate increased	Pass rate increased from 84% in 2017 to 95% for STD VII and 95% in 2017 to 100% for STD IV by June 2021	Site visiting, Organize training and seminars to primary teachers on complex topics. Conducting Mock examination and conducting quarter evaluation.	The % of pass rate increased
	Culture, sports and games activities enhanced.	Culture, sports and games activities enhanced from 75% of primary schools in 2017 to 85%.	To facilitate sports materials , conducting various sports competition/Bonana nza	% of culture, sports and games increased
E: Good		Working environment of education staffs improved from 85% in 2017 to 95% for 11	Training and supporting education staff moving and levee	% of working environment improved

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
Governance and Administrative services enhanced		education staffs by June 2021	expenses	
	Efficient/Effective Management and leadership..	Managerial and leadership skills for education staffs developed from 91% staffs in 2017 to 97% by June 2021	Providing relevant and adequate stock of knowledge and professional skills to teachers.	Improved leadership and administration in schools
	Improved leadership and administration in schools	Managerial skills to Primary school teachers and school Supervision increased from 40 in 2011 to 110 by June 2026	Conduct one day training to 30 WECs and 60 Head teachers on management skills	Number of teachers Improved on leadership and administration.
D: Quantity and Quality of Social Economic Services and Infrastructure Increased	Primary school teachers supported in various expenses.	Primary school teachers supported in various expenses from 85% in 2017 to 95% by June 2021	Improving working environment, appraising motivating high quality performance and rewarding.	% Improving Performance
	Conducive Teaching and Learning Environment	Primary schools classrooms increased from 1139 classrooms in 2017 to 1469 by June 2021	Improving quality human and fixed assets. Construction , rehabilitation and maintenance of primary school	Number of classrooms in place

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
			infrastructures	
	Conducive Teaching and Learning Environment	School teachers' houses increased from 947 in 2017 to 1389 by June 2021	Construction , rehabilitation and maintenance of primary school infrastructures	Number of teacher's house constructed.
	Conducive Teaching and Learning Environment	Primary school desks increased from 25547 in 2017 to 25895 by June 2021	Purchase and maintenance of primary school finitudes	Number of desks available in primary schools
	Conducive Teaching and Learning Environment	Pit latrines to 147 primary schools increased from 2119 in 2017 to 2525 by June 2021	Construction , rehabilitation and maintenance of primary school infrastructures	Number of pit latrines constructed.

4.4.5 Strategic Service Area 5: Secondary Education Department

This department service area is responsible for the following strategic objectives C: Access to quality and equitable social services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased.

Service Outputs, Key Targets, Strategies and Performance Indicators

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
C: Access to Quality and Equitable Social Services Delivery Improved	Illiterate people reduced	Enrolment rate of form one student increased from 85% in 2017 to 100% by 2021	Sensitize and collect projection of enrolment from 147 primary schools	% of illiterate people reduced
	Illiterate people reduced.	Completion rate increased from 87 % in 2017 to 96% by 2021	Sensitize community on the essence of availability of school meals, fruits and vegetables to 33 secondary school, facilitate establishment 33 self reliance project	Completion rate in place
	Pass rate increased	Pass rate of Form II Increased from 97% to 100%, Form IV increased from 77% to 90%	Site visiting, Organize training and seminars to secondary teachers on complex topics. Conducting Mock	Pass rate in place

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
		and Form VI 99% to 100% by 2021	examination and conducting quarter evaluation,	
	Culture, sports and games activities enhanced.	Culture, sports and games activities enhanced from 75% of secondary schools in 2017 to 85%.	Facilitate sports materials , conducting various sports competition/Bonananza	Percentage of culture, sports and games in place
E: Good Governance and Administrative services enhanced	Conducive working environment improved	Working environment of education staffs improved from 85% in 2017 to 95% for 11 education staffs by June 2021	Training and supporting education staff moving and leave expenses	% of improved working environment in place
	Efficient/Effective Management	Managerial and leadership skills for education	Providing relevant and adequate stock of knowledge	Percentage of managerial skills in place

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
	and leadership..	staffs developed from 91% staffs in 2017 to 97% by June 2021	and professional skills to teachers.	
	Improved leadership and administration in schools	Managerial skills to Secondary school teachers and school Supervision increased from 10 in 2015 to 33 by June 2021	Conduct one day training to 33 Head of schools on management skills	Number of teachers with leadership and managerial skill in place.
	Secondary school teachers supported in various expenses.	Secondary school teachers supported in various expenses from 85% in 2017 to 95% by June 2021	Improving working environment, appraising motivating high quality performance and rewarding.	% of secondary school teachers supported
D. Quantity and Quality	Conducive	-Secondary schools	Improving quality	Number of classrooms

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
of Social Economic Services and Infrastructure Increased	Teaching and Learning Environment	classrooms increased from 489 classrooms in 2017 to 545 by June 2021	human and fixed assets. Construction , rehabilitation and maintenance of secondary school infrastructures	in place
	Conducive Teaching and Learning Environment	-School teachers' houses increased from 213 in 2017 to 305 by June 2021	Construction , rehabilitation and maintenance of secondary school infrastructures	Number of teacher's house constructed.
	Conducive Teaching and Learning Environment	Science Secondary school's laboratories increased from 43 to 99 by June 2021	Solicit funds, sensitize community	Number of science laboratories in place/increased
	Conducive Teaching and Learning Environment	Pit latrines to 33 secondary schools increased from 760 in 2017 to 800 by June	Construction , rehabilitation and maintenance of secondary school	Number of pit latrines constructed.

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
	ment	2021	infrastructures	

4.4.6 Strategic Service Area 6: Health Department

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan
A: Services Improved and HIV/AIDS Infection Reduced
C: Access to Quality and Equitable Social Services Delivery Improved
F: Social welfare, Gender and Community Empowerment Improved

Service Outputs, Key Targets, Strategies and Performance Indicators

Objective	Service Output	Target	Strategies	Performance Indicators
A: Services improved and HIV/AIDS infections reduced	Communicable diseases Managed and Controlled	Prevalence rate of HIV/AIDS infections reduced from 5% to 3% by June 2020	CTC outreach services, prevent new infection by provision of health education, assessment and audit the CTC data	Rate of HIV/AIDS infection reduced
	Communicable diseases Managed	Incidence rate of HIV/AIDS infections reduced from	transportation DBS , financial support to health workers	Incident rate of HIV/AIDS reduced

Objective	Service Output	Target	Strategies	Performance Indicators
	and Controlled	7.5% to 6% by June 2020.	who living with HIV/AIDs	
C: Access to Quality and Equitable Social Services Delivery Improved	Organizational structure and institutional management at all levels strengthened	organization structure and institutional management at all levels strengthened from 60% to 65% by June 2021	pay utilities, repair and maintenance	Rate of managerial increased
Access, quality and equitable social service delivery	Medicines /Medical supplies/Medical equipment/laboratory reagents and vaccines services improved	Shortage of medicine, medical equipment and diagnostic supplies reduced from 40% to 15% by June 2021	Procure medicine, Diagnosis and Diagnostic supplies	Rate of equipment availability
	Medicines /Medical supplies/Medical equipment/	Shortage of medical equipment and apparatus in 41 public	Procure medical equipment and apparatus	Rate of equipment availability

Objective	Service Output	Target	Strategies	Performance Indicators
improved	laboratory reagents and vaccines services improved	Health facilities reduced from 52% to 40% by June 2021		
	Human Resource for health in terms of number professional Mix at all levels improved	Shortage of skills and mixed human resource for health reduced from 69% to 60 June 2021	Train unskilled staffs, Request for new health employees, Motivate the present employees, statutory benefit, health providers to attend health professional annual meeting of different cadres	Rate of skilled Health workers available
	Health promotion services at all levels improved	Coverage of supportive supervision increased from 40% to 70% by June 2021	Procure diesel for supervision, Conduct preventive maintenance of vehicles	Rate of supervision routs conducted

Objective	Service Output	Target	Strategies	Performance Indicators
	Health promotion services at all levels improved	Maternal Mortality rate reduced from 79/100000 to 65/100000 by June 2021	Train health worker on the ways of reducing maternal death, Procure delivery Kits, Conduct refresher training on providing Comprehensive Emergency Maternal and Obstetric neonatal Care (CEMOC) services	Number of maternal death reduced
Quality and Quantity of Socio-Economic Services and Infrastructure	Health promotion services at all levels improved	Maternal Mortality rate reduced from 89/100000 to 87/100000 by June 2021	Conduct review on RMNCH indicators, conduct mentoring and coaching to CHW, carry monitoring review of PMTCT and	number of maternal death reduced

Objective	Service Output	Target	Strategies	Performance Indicators
Increased			RMNCH program	
	Health promotion services at all levels improved	Infant mortality rate reduced from 12/1000LB to 8/1000LB by June 2021	training low performing health facilities for strengthening REC , outreach service, immunization micro plan implementation	number of infant death reduced
	Health promotion services at all levels improved	Neonatal mortality rate reduced from 6/1000LB to 4/1000LB by June 2021	KMC training, procure and supply equipment	number of neonatal death reduced
	Health promotion services at all levels improved	Under five mortality rate reduced from 2/1000LB to 1/1000LB by June 2021	Conduct training on C4D roles, Conduct mobile clinic	number of under five death reduced
	Health promotion	Prevalence rate of VAC	refresher training DCPT	number of VAC cases

Objective	Service Output	Target	Strategies	Performance Indicators
	services at all levels improved	reduced from 30% to 20% for girls and from 20% to 10% for boys by June 2021	member, training to members ward protection committees on CP and GBV intervention,	
C: Access to Quality and Equitable Social Service Delivery Improved	Health promotion services at all levels improved	Prevalence rate of Malaria case reduced from 7.4% to 5.2% by June 2021	mentoring and coaching on, Management of Malaria cases	Rate of malaria reduced
	Health promotion services at all levels improved	Prevalence rate of Pneumonia reduced from 8.2% in to 3% by June 2021	Create awareness, provide training	Rate of prevalence reduced
	Health promotion services at all levels improved	Management on environment health and sanitation in health facility enhanced from 45% to 75% by June	Procure environmental clean material, Orient health providers on adherence to National Infection Prevention	Rate enhanced

Objective	Service Output	Target	Strategies	Performance Indicators
		2021	Guideline	
C: Access, quality and equitable social service delivery improved	Health promotion services at all levels improved	Prevalence of oral diseases among OPD cases reduced from 4.9% to 4.5% by 2021	Create awareness, conduct training	Rate of cases reduced
	Health promotion services at all levels improved	TB case detection increased from 90% to 95% by June 2021	provide advocacy to the community	Rate of detection increased
	Traditional and alternative medicine services improved	Identification and registration of traditional healers reduced from 36.4% in 2017 to 11% June 2021	map and register alternative health practitioners, medicine	Rate of services in place
		Rate of patient with complications associated with	Conduct annual review meeting with Traditional	Number of patient referred from

Objective	Service Output	Target	Strategies	Performance Indicators
		traditional medicine and alternative Healing practice reduced from 2% to 1% by June 2020	healers to discuss performance, challenges and come up with way forward in their practice, Conduct advocacy meeting with political	traditional healers
	Health promotion services at all levels improved	Incidence rate of neoplasm reduced from 0.1% to 0.06% by June 2021	Conduct sensitization	Rate of incidence reduced
Quantity and quality of economic services and	Health promotion services at all levels improved	Health facility infrastructure at all level reduced from 40% to 25% by June 2021	Construct dispensaries and health centers Rehabilitate	Rate of health services in place

Objective	Service Output	Target	Strategies	Performance Indicators
infrastructure improved			dispensaries	
	Traditional and alternative medicine services improved	Health facility staff houses at all level reduced from 30% to 15%	Construct houses staffs Rehabilitate houses staffs	Rate of houses in place
Social welfare, gender and community empowerment improved	Family and Children Care, Protection and Support ensured	Access of social services and protection raised from 40% in 2015 to 70% by June 2020	Establish adolescents friendly sexual and reproductive health clinics	% in place
Emergency preparedness and disaster management				
	Disaster preparedness responses enhanced	Capacity on management of emergency/disaster preparedness and response strengthened from 30% to 40% by June	Conduct meeting, conduct training to health providers, procure kits of buffer stocks and medical	Rate of preparedness in place

Objective	Service Output	Target	Strategies	Performance Indicators
improved		2020	supplies	
C: Access to Quality and Equitable Social Services Delivery Improved				
	Health promotion services at all levels improved	Community participation and involvement in health promotion actions strengthened from 60% to 70% by June 2021	Provide working tools to CHWs, supportive and supervision	Rate of involvement in place
	Health promotion services at all levels improved	Sanitation facility coverage increased from 60% to 75% by June 2020	procure of cleansening equipments, environmental competition to all health care facilities	Rate of coverage in place
	Health promotion services at	Health care waste management	construction of placenta pit and burning	Rate of improvement in place

Objective	Service Output	Target	Strategies	Performance Indicators
	all levels improved	at facility improved from 45% to 60% by June 2020	chambers,	

4.4.7 Strategic Service Area: Water Department

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objective **C**: Access to quality and equitable social services Delivery Improved

Service Outputs, Key Targets, Strategies and Performance Indicators

STRATEGIC OBJECTIVES	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
Improve access, quality and equitable social service delivery	Planned activities/projects implemented and monitored	Access to clean and safe water increased from 60% to 85% by June 2021	1. Involvement of Government, Donors, community, water committee, community development department 2. Mobilizing resources, design of water	Number of people with access to safe and clean water

STRATEGIC OBJECTIVES	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
			scheme, conservation of water sources	
Improve access, quality and equitable social service delivery	Planned activities/projects implemented and monitored	Number of community Owned Water Supply Organizations (COWSOs) increased from 24 to 40 by June, 2021	1.Involvement of Government, community, water committee, community development department 2.Training of existing COWSOs	Number of COWSOs established
Improve access, quality and equitable social service delivery	Planned activities/projects implemented and monitored	Supervision and Monitoring of Rural Water Supply and Sanitation Projects enhanced by June 2021	Site visiting, mobilizing resources, conduct quarterly evaluation, report preparation	Number of water supply project monitored
Improve access, quality and equitable social	Planned activities/projects implemented and monitored	School WASH programme developed and	Involvement of Government, Donors, community	Number of schools with WASH facilities as per

STRATEGIC OBJECTIVES	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS
service delivery		strengthened in 40 primary school by June 2021	and water and sanitation experts	guideline
Improve access, quality and equitable social service delivery	Planned activities/projects implemented and monitored	Health care centres with access to sufficient WASH facilities improved by June 2021	Involvement of Government, Donors, community and water and sanitation experts	Number of health care centres with WASH facilities as per guideline

4.4.8 Strategic Service Area 8: Agriculture, Irrigation and Cooperative

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives D: Quantity and Quality of Social Economic Services and Infrastructure Increased, G: Emergency and Disaster Management improved

Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
D. Quantity and Quality of Social Economic	Food Security, health status	Food and cash crops production and productivity	Facilitate 121 villages in farmer field School (FFS),	-Number of tons in place/produced

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
Services and Infrastructure Increased	and Income improved	increased from 620,995 tons to 701,274 tons of food crops and from 27520 tons to 29,385tons of cash crops by June 2021	Facilitate participation of 121 Farmers and 4 Extension Officers in Nanenane Exhibition, facilitate agriculture Routine Data System, conduct monitoring, support vulnerable groups	
	Agriculture infrastructure improved	Agriculture irrigation schemes increased from 4 to 5 by June 2021	Conduct feasibility study, sensitize community, solicit funds	Number of irrigation schemes in place/increased
	Agriculture infrastructure	Agriculture infrastructure storage facilities	Area identification, sensitize	Number of storage facilities in

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	ure improved	increased from 35 to 37 by June 2021	community, provide funds, provide training	place
	Agriculture infrastructure improved	Agriculture Wards Resource Centers increased from 3 to 10 by June 2021	Sensitize community, provide training, solicit funds	Number of Ward Resource Centers in place
C: Access to Quality and Equitable Social Services Delivery Improved	Agriculture extension services improved	Cooperative societies increased from 55 to 60 by June 2021	Sensitize community, provide training, facilitate registration	Number of cooperative societies registered
	Agriculture extension services improved	Management capacity of 43 cooperatives societies strengthened by June 2021	Conduct training, conduct inspection	Number of cooperatives societies strengthened

4.4.9 Strategic Service Area 9: Works Department

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives D: Quantity and Quality of Social Economic Services and Infrastructure Increased.

Service Outputs, Key Targets, Strategies and Performance Indicators

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATOR
D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Planned activities /projects implemented and monitored	Quality council buildings increased from 60% to 90% by June 2021	Preparation of BOQ, Design and drawings, site visiting, conduct quarterly monitoring, report preparation, involvement of stakeholders.	Percentage of quality buildings in place
	Revenue enhancement infrastructure increased	Council modern bus stand constructed by June 2021	Preparation of BOQ, Design and drawings, site visiting, conduct	Number of bus stand in place

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGET	STRATEGIES	KEY PERFORMANCE INDICATOR
			quarterly monitoring, report preparation.	
	Revenue enhancement infrastructure increased	Monitoring of council vehicles and Plants enhanced by June 2021	Conduct quarterly monitoring, report preparation.	Number of vehicles and plants monitored
	Conducive working environment improved	Working environment to 5 Works staffs ensured by June 2021	Motivation and short courses, provide working tools and resources	Number of staffs facilitated

4.4.10 Strategic Service Area 10: Community Development

Department.

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives **A:** Services Improved and HIV/AIDS Infections Reduced, **F:** Social welfare, Gender and Community Empowerment Improved

Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
A: Services Improved and HIV/AIDS Infections Reduced	HIV&AIDS related Stigma and discrimination among community members Reduced	HIV&AIDS stigma and discrimination among community members, employees, and PLHIV reduced in 27 Wards by July, 2021	sensitize group formation in 121 Villages, conduct training on human rights, sensitize PLHIV/PLAs groups on HIV&AIDS issues	Number of Wards reached
	HIV&AIDS related Stigma and discrimination among community members Reduced	HIV prevention and sexual reproductive education for adolescence and young people in 27 wards improved from 45% to 90% by June, 2021.	Provide training, create awareness	%of improvement in place

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	HIV&AIDS related Stigma and discrimination among community members Reduced	Social support to PLHIV/AIDS, MVCS in 121 villages strengthened in by June 2021	Provision of capital for PLHIV/affected families, Strengthen economic support for vulnerable affected by HIV&AIDS.	Number of villages supported
F: Social welfare, Gender and Community Empowerment Improved	Children abuse reduced	Council children barazain increased from 19 to 27 in Wards and from 50 to 121 in villages by June 2021	Solicit funds, sensitive community, conduct training	Number children baraza formed
	Conducive working environment improved	Working environment to 18 CD staff ensured by June 2021	Provide incentives, facilitate holidays benefits	Number of staff supported
	Community sustainability projects enhance	Sustainability of community project in 121 villages enhanced by June 2021	Solicit funds	Number of projects monitored
	Women	Access to	Facilitate	Number of

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	and Youth groups Access to loans Increased	capital for women and youth economic groups improved from 450 to 650 by June 2021.	loan provision, provide training, group formation	youth and women economic groups received loans from the council

4.4.11 Strategic Service Area 11: Environment and Solid Waste Management Department

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objective **G: Management of Natural Resources and Environment Improved**

Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service outputs	Targets	Strategies	Key performance indicators
G: Management of Natural Resources and Environment Improved	climate change improved	Training on Climate change and adaptation to 27 Village councils provided by June 2021	facilitate training on impacts of climate change and adaptation measures to Village	Number of village councils trained

Objectives	Service outputs	Targets	Strategies	Key performance indicators
			councils	
	environmental cleanness improved	knowledge on pollution to 2 village environment committees and 2 village health committees provided by June 2021	facilitate training on environmental sanitation	Number of Village committees trained
	solid waste management increased	6 collection points at growing towns of Igowole (2),Mgololo(2) and (2) Nyololo for solid waste management constructed by June 2021	construct collection points	Number of collection points constructed
G: Management of Natural Resources and	Environmental Conservation and Biodiversity improved	4 council's nurseries established and maintained by	Solicit fund, identify areas for establishment of	Number of council's nurseries established

Objectives	Service outputs	Targets	Strategies	Key performance indicators
Environment Improved		June 2021	nurseries	d
	Environmental Conservation and Biodiversity improved	Environmental samples collection for laboratory analysis improved from 0% to 30% by June 2021	Allocate fund, provide environmental monitoring equipment.	Percentage of Environmental samples collected and analyzed.
	Cleaning of buildings, open space, roads, drainage.	Streets cleanliness improved from 40% to 60% by June 2021	Solicit fund, employ casual laborers, enforce environmental by laws	Percentage improvement of Streets cleanliness.
	Dumpsite management improved	Management of dumpsites improved from 0% to 40% by June 2021	Allocate fund, conduct training, and employ casual laborers.	Rate of dumpsite management in place
	Community	Community	Provide	Rate of

Objectives	Service outputs	Targets	Strategies	Key performance indicators
	awareness on environmental protection and natural resources conservation improved	awareness on environmental protection and natural resources conservation improved from 40% to 65% by June 2021	health education in villages general assembly, prepare leaflets	environment awareness in place
	Prepare periodic reports on state of the environment improved	Timely preparation of periodic reports on state of the environment improved from 50% to 80% by June 2021.	Allocate fund, conduct refresher training for environmental experts	Percentage of Timely periodic reports on state of the environment prepared.
	Enforcement of Environmental laws and its regulations improved	Enforcement of Environmental laws and its regulations	Allocate fund, provide environmental laws,	Rate of environment enforcement in

Objectives	Service outputs	Targets	Strategies	Key performance indicators
		improved from 50% to 70% by June 2021.	conduct refresher training to law enforcers	place
	Cemeteries management improved.	Management of cemeteries improved from 20% to 50% by June 2021.	Allocate budget, employ casual laborers, education to religion owned cemetery on how to manage cemetery.	Rate cemeteries in place
	Cesspit emptying service improved.	Cesspit emptying service improved from 20% to 40% by June 2021.	Allocate fund, procure one cesspit emptying vehicle, and employ casual	The rate of improvement in place

Objectives	Service outputs	Targets	Strategies	Key performance indicators
			laborers.	

4.4.12 Strategic Service Area 12: Lands and Natural Resources

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives **C**: Access to quality and equitable social services Delivery Improved, **D**: Quantity and Quality of Social Economic Services and Infrastructure Increased

Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
G. Management of Natural Resources and environment sustained.	Land infrastructure services improved	Capacity building to 5 district staffs, 4 extension workers, 16 community leaders and 80 VNRC conducted by June 2021.	Conducting trainings, organize workshops and seminars	Number of staff and community leaders trained
	Land infrastructure services improved	Management of District Natural Forest in 5 wards improved by June 2021	Carry out patrols, Prepare Forest Management Plans	Number of ward with Management Plans prepared
	Land infrastructure services improved	Training on land laws to 10 villages council conducted by June 2021	Mobilize resources, facilitate transport logistics, conduct trainings	Number of villages council trained on Land Law
	Land	District Council	Declare	Number of

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	infrastructure services improved	properties in 27 wards surveyed by June 2021.	land survey, solicit fund, conduct survey	wards surveyed
	Land infrastructure services improved	Nzivi Town Plan drawing for Mufindi District Council Headquarter prepared by June 2021	Solicit funds,	Town plan drawing in place
	Land infrastructure services improved	20 plots at Nzivi Mufindi District Headquarter surveyed by June 2021	Allocate and solicit funds, procure surveying equipment	Number of plots surveyed
	Land infrastructure services improved	20 industrial plots and 50 plots for other use at Nyololo njiapanda and Igowole surveyed	Compensate land owners, allocate funds,	Number of industrial and other plots surveyed.

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
		by June 2021		
	Land infrastructure services improved	Community Land use plan in 121 villages prepared by June 2021.	Sensitize community, solicit funds, facilitate survey	Number of villages with Land use plans
	Land infrastructure services improved	450 customary certificate right of occupancy to 116 villages and 100 granted certificate right of occupancy to 5 planning areas prepared by June 2021.	Sensitize community, solicit funds,	Number of CCRO'S and granted certificates prepared
		Mufindi district council Land use master plan prepared by June 2021	Sensitize the community, solicit and allocate funds	District Land use master plan prepared.
		Squatter settlement in 5 developing townships reduced	conduct designin g,	Number of plots designed

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
		by June 2021.	conduct survey	and surveyed.

4.4.13 Strategic Service Area 13: Livestock and Fisheries Department

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objective **D: Quantity and Quality of Social Economic Services and Infrastructure Increased**

Service Outputs, Key Targets, Strategies and Performance Indicators

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATOR
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Livestock production and productivity increased	Livestock keeper groups involved in Production and productivity improvement increased from 105 to 150 by June	Provide training, provide improved breeding Bulls	Number of groups involved

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATOR
		2021.		
	Prevalence of livestock diseases reduced	Prevalence of livestock diseases in 121 villages controlled by June 2021.	-Procurement of Vaccines of CBPP, Newcastle and Rabies	Number of livestock vaccinated
	Livestock infrastructures improved	Livestock infrastructures in 121 villages increased from 55 to 65 by June 2021.	Conduct survey, build livestock infrastructure, rehabilitate	Number of livestock infrastructure in place
	Livestock infrastructures improved	5 Livestock infrastructure in 5 villages rehabilitated/ improved by June 2021.	Allocate fund, solicit fund, sensitize community	Number of cattle dips tanks rehabilitated.
	Appropriate fisheries and aquaculture infrastructure developed and	10 Fisheries and aquaculture infrastructure in 10 villages	Allocate fund, solicit fund, sensitize community	Number of fisheries and aquaculture in place

STRATEGIC OBJECTIVE	SERVICE OUTPUT	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATOR
	strengthened.	developed and strengthened by 2021.		
	Livestock extension services improved	Livestock extension services in 121 villages delivered and improved by June 2021.	Allocate funds, provide training, facilitate transport facilities	Number of villages with improved extension services
Good Governance and Administrative Services enhanced.	Conducive working environment improved	Enabling working environment to 21 Livestock Extension officers working in 27 wards improved by June 2021.	Provide office equipments, Facilitate transport facilities, provide incentives	Number of staff supported

4.4.14 Strategic Service Area 14: Legal Unit

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objective E Good Governance and Administrative Services Enhanced

Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
E: Good Governance and Administrative services Enhanced	Rule of Law Enhanced	Good Governance and human rights implemented in 27 Wards by June 2020	Conduct training, solicit funds	Number of Wards trained
	Rule of Law Enhanced	2 Legal officers Conducive working environment sustained by June 2021	Facilitate benefits, provide working equipments	Number of legal officials supported

4.4.15 Strategic Service Area 15: Procurement Management

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objective E Good Governance and Administrative Services Enhanced

Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
E: Good Governance and administrative Services Enhanced	Transparency and Accountability maintained Record management improved.	Public procurement procedure s to 13 departments, 6 Units, 27 ward and 121 villages adhered and strengthened by June 2021	Training Conduct follow up Adherence of PPRA guideline. Provide office equipment (Furniture, Computers, Printers, Photocopier etc) Provide fund	Number of plans adhered
	Record management improved.	96 Public notifications on procurement events	Prepare advertisements Notify the stake holders	Number of notification in place

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
		enhanced by June, 2021		
C: Access to Quality and Equitable Social Services Delivery Improved	Qualified skilled staff increased.	Conducive working environment and Social welfare for 6 PMU staffs improved by June 2021.	Provide fund Conduct training need assessment	Number of staff supported
	Awareness to Stakeholders enhanced	Service delivered to 167 stakeholders on Procurement issues enhanced by June, 2021	Conduct training Recruit staff Provide fund	Number of stakeholders capacitated

4.4.16 Strategic Service Area 16: Internal Audit Unit

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan **C: Access to Quality and Equitable Social Services Delivery Improved**, **E: Good Governance and Administrative Services Enhanced**.

Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	Assurance of Internal Controls Systems for financial management Enhanced	Value for Money Audit in 10 development projects conducted by 2021	Reviewing contract terms and condition and physical execution of projects	-Audit report
E: Good Governance and Administrative services Enhanced	Administrative Support to Internal Audit Staff provided by June, 2021	Conducive Working Environment to 5 Staff improved by June 2021	identifying the needs of the unit	Purchased working tools -annual leaves undertaken

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	Assurance of Internal Controls Systems for financial management Enhanced	Risk Based Audit executed by June 2021	reviewing internal controls reviewing banking procedures	-Audit report
	Qualified skilled staffs increased	Administrative Support to Internal Audit Staff provided by June, 2021	Preparing training needs	Number of trainings attended
	Assurance of Internal Controls Systems for financial management Enhanced	Council Clean Audit Report Acquired annually by 2021	- reviewing internal control systems.	Clean audit report
	Assurance of	Value for	Reviewin	-Audit report

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
	Internal Controls Systems for financial management Enhanced	Money Audit in 10 development projects conducted by 2021	g contract terms and condition and physical execution of projects	

4.4.17 Strategic Service Area 17: Information, Communication Technology and Public Relation Unit

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan **C:** Access to Quality and Equitable Social Services Delivery Improved, **D:** Quantity and Quality of Social Economic Services and Infrastructure Increased, **E:** Good Governance and Administrative Services Enhanced, **I:** Emergence and Disaster Management Enhanced

Service Outputs, Key Targets, Strategies and Performance Indicators

strategic objective	service output	target	strategies	key performance indicator
Good Governance and Administrative Services Enhanced	Planned activities/ Projects Implemented and Monitored	Conducive working Environment to 3 staff of ICT Unit enhanced by June 2021	Provide Utilities. Provide Working tools and resources	Numbers of staff facilitated
	Planned activities/ Projects Implemented and Monitored	Communication system at Mufindi District improved by June 2021	Install LAN to 13 department s/ Units Protect Computers Software from Virus in 13 Departments/ Unit	Communication installed in various Office

	ICT infrastructur e improved	District broadcastin g center established by June 2021	Solicit fund, secure consent, sensitize community	Broadcasting center in place
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4.4.18 Strategic Service Area 18: Election Unit

This service area will utilize the following strategic objective in contribution to the achievements of council five years strategic plan E: Good Governance and Administrative Services Enhanced.

Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
E: Good Governance and Administrative services Enhanced	Participation in decision making enhanced	Efficient and effective community participation in general and by elections enhanced by June 2021	Create awareness, provide brochures	Number of citizens participated in elections

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
	Participation in decision making enhanced	Conducive working environment to 1 election officer ensured by June 2021	Provide incentives, facilitate staff benefits	Number of staff supported

4.4.19 Strategic Service Area 18: Beekeeping Unit

This service area will utilize the following strategic objective in contribution to the achievements of council five years strategic plan

G: Management of Natural Resources and Environment Improved

Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
G: Management of Natural	Increase quantity and quality of social services and infrastructure	Transport facility, various equipment and tools for smooth delivery of service to DBO,s facilitated by June 2021	Procurement of motorcycle, lap top computer and printer and office furniture for smooth delivery services to	Number of items procured

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
Resources and Environment Improved			the community	
	Increase quantity and quality of social services and infrastructure	Villagers participating in appropriate beekeeping increased from 678 to 900 by 2021	Provide training to women and youth on appropriate beekeeping	Number of trainees trained on appropriate beekeeping
	Increase quantity and quality of social services and infrastructure	Bee hives increased from 6944 to 7800 by June 2021	Sensitize community, provide training, solicit funds	Number of bee hives in place
	Increase quantity and quality of social services and infrastructure	Beekeeping micro income generating projects through O & OD plans in 80 villages established by June 2021	Sensitize community, provide training, solicit funds	Number of villages with beekeeping micro projects

CHAPTER FIVE

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

5.1 Overview

The chapter outlines the implementation, monitoring and evaluation (M&E) of the Mufindi District Council. It also features review framework and assumptions that should be taken care of, for sustainability of the intended impacts. It presents a review mechanism to monitor the progress and appraise outcomes compared to the original objectives, targets and expected results.

5.2 Implementation

The Mufindi District Council Management Team (CMT), staff and the community at large is charged with the implementation of this strategic plan and the District Planning Officer (DPLO) shall coordinate activities related to the implementation of the Strategic Plan. The implementation will be done through annual plans and budgets where Departments and Units shall prepare their plans and budgets in line with the MDC wide strategic plan. Planning Department on the basis of individual Units and Departments will prepare a centre level annual work plan (operational plan) to guide the implementation of the corporate strategic plan annually. Clearly the annual operational plan will show all the activities to be implemented by each department and units within a particular year.

5.3 Monitoring

Monitoring reports at all levels (Departments and Units) will comprise:

- i. A narrative Strategic Plan implementation report prepared every three/six months.

- ii. Contents of the narrative report will include but not be limited to:
- An extract of the respective SP showing in summary form the approved Strategic Objectives, Targets and Strategies.
 - An approved Operational Plan for the year under reporting.
 - Achievements in terms of actual outputs versus the planned activities and outputs in the operational plan. Achievements should reflect both the qualitative and quantitative achievements.
 - Constraints in the implementation of the Strategic Plan and any internal and external factors which affected implementation.
 - Proposed remedial actions and the way forward for solving the problems faced, indicating clearly the planned activities to be carried out in the next period (three/six months, or one year depending on the nature of the report).

Quarterly progress report matrix on strategic plan implementation

S/no.	Strategic objective	Assigned target	Planned activities	Realized activities	Budgeted fund	Actual fund spent	Remarks-explaining any variance between the expected and actual situation and recommendations
	A:	01	001				
			002				
		02	001				
			002				

5.4 Evaluation

There will be two types of evaluation of the strategic planning process at MDC; one every two and a half years using internal evaluators, and the other once every five years using an external evaluation team working with internal evaluators. Prior to the coming of the external evaluators the internal evaluators will have to give their opinion on the progress of implementation of the Strategic Plan, the basis on which the external evaluators would wish to validate.

The internal and external evaluations will have similar Terms of Reference that aim at;

- Weighing the reasons for the success or failure of specific aspects of the Strategic Plan,
- Assessing whether the Strategic Plan is achieving its objectives,
- Finding out whether the effects of the Strategic Plan are contributing to a better fulfillment of the Mission and Vision of MDC,

- Establishing whether Mufindi District Council mobilize and utilize adequate resources to achieve the targets.

The evaluation reports will be discussed at all levels at the biannual progress meetings. The recommendations adopted will be implemented and included in the revised Strategic Plan. It should be noted that in both monitoring and evaluation ownership and participation of the stakeholders will be highlighted in order to improve the future plans.

5.5 Review

The plan is to carry out a total of five (5) formal reviews during the Strategic Planning Cycle. This will involve carrying out minor annual reviews. The reviews will be tracking progress on implementation of the milestones and targets on semiannual and annual basis.

The reviews will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, unknown or at risk. In addition, the reviews will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective heads of departments and units will take a lead in the review process.

During the second year (2017/18) there shall be a medium review and a major plan review after five (5) years. Additionally, the reviews to be conducted during the fifth year focus on determining whether the planned outputs over the five years period have been achieved against the indicators, and if not what could have been the reasons for the under achievement. The review will also assess as to what

extent the achieved targets have contributed towards achievement of five (5) years outcomes as well as issues, challenges and lessons learnt over the Five (5) years period.

The District Executive Director will take a lead in the review process on the completion of the strategic plan cycle.

5.6 Preconditions

The success of the Mufindi District Council Strategic Plan 2016/17-2020/21 depends on the major preconditions which are;

- Availability of sufficient and skilled staff
- Availability of working tools
- Consistence government by-laws and guidelines
- Consistence government subventions
- Revenue collected as per plan

5.7 Risk Management Plan

Mufindi District Council under the coordination of District Planning Officer will develop Risk Management Plan. The Risk Management Plan will spell out possible risks under each target developed in the Strategic Plan in every strategic service area. The Risk Management Plan will articulate possible impacts and mitigation measures as well as responsible person and stakeholders.

Example of Risk Management Plan Matrix

Identified risk	Impact on project	L	C	R	Risk management plan (mitigation measures)	Responsible person
Gender and disability not effectively mainstreamed in leadership	Decision making may compound current inequalities, contribute to further problems	4	3	2	<p>All decision making made with GoT agencies and other stakeholders will consider gender and disability as Cross cutting issues.</p> <p>•All staff and sub-contractors engaged on Partnership supported activities will be briefed on key gender equity</p>	HoD, and Other stakeholders

KEYS:

L= Likelihood (5=almost certain, 4=likely, 3=possible, 2=unlikely, 1=rare);

C= Consequences (5=severe, 4=major, 3=moderate, 2=minor, 1=negligible);

R=Risk Level (5=extreme, 4=very high, 3=high, 2=medium, 1=low)