

UNITED REPUBLIC OF TANZANIA



**PRIME MINISTER'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**



TARIME DISTRICT COUNCIL

STRATEGIC PLAN

2014/2015-2019/2020

Tarime District Executive Director,
P.O. Box 16,
Tarime,
Mara
Tel. + 25528-2690518
Fax. +25528-2690144
Email: arimedc@pmoralg.go.tz

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EXECUTIVE SUMMARY

The local Government system in Tanzania was established under the Constitution of the Republic of Tanzania of 1977 under section 145 and 146. The operationalisation of the Local Government system is pursued through the District Councils Authorities. Tarime district council like any other Council in Tanzania operates with statutory powers and in line with legislation and regulations enacted by the parliament under the Local Government Act No. 7 of 1982. This strategic plan therefore provides a framework for improving performance of service delivery in the District through the established priorities for efficient and effective allocation of resources. The strategic plan is divided into six chapters. The first chapter introduces the background information based on the general profile of the district. Second chapter provides the Analysis of internal and external environment of the district, where the internal environmental scan gives the situational analysis report in 18 service areas and identifies issues of major concern impeding the performance of the District. While the external environmental scan furnish the analysis of national sectoral policies and international goals or conventions which the district council will be operating under. Third chapter provides analysis on the assessment of the implementation of the previous 2006-2011 strategic plan; it identifies key issues to be rolled in the succeeding strategic plan. Fourth chapter provides analysis of stakeholders, SWOC and core values, where the implementation of this strategic plan will be guided by integrity, accountability and transparency, provision of high quality services to meet client satisfaction and good working spirit of District council officials. Fifth chapter describe the vision, mission, strategic objectives, key targets, strategies and performance indicators. The Vision of Tarime District Council is to have a peaceful and poverty free community by 2025. The Mission of Tarime District Council to provide high quality services to its community through good

governance, effective and efficient use of available resources for sustainable development. The sixth chapter describes implementation, monitoring, evaluation and review frameworks. The successful implementation of the strategic plan will be the responsibility and accountability of the District Executive Director (DED), who is the Chief Executive Officer of the Council. With respect to this strategic plan, DED will be an overseer for the strategic plan implementation process. DED shall be responsible and accountable for the implementation of the Tarime District Council's (2014/2015 – 2019/2020) Strategic Plan. The DED with the support of the Management team shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

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LIST OF ABBREVIATIONS AND ACRONYM

DED	District Executive Director
LGRP	Local Government Reform Programme
GDP	Gross Domestic Product
HCMIS	Management of Human Capital Information System
WEO	Ward Executive Officer
VEO	Village Executive Officer
SACCOS	Savings and Credit Cooperative Society

AMCOS	Agricultural Marketing Co-operative Societies
HIV	Human Immunodeficiency Virus Infection
AIDS	Acquired Immune Deficiency Syndrome
TAD	Transboundary Diseases
CWT	Chama cha Walimu Tanzania
TTC	Tarime Teachers College
NGOs	Non Governmental Organisations
FGM	Female Genital Mutilation
RAS	Regional Administrative Secretary
PMO-RALG	Prime Minister's Office Regional Administration and Local Government
NECTA	National Education Council of Tanzania
MOEVT	Ministry of Education and Vocational training
DEO	District Education Officer
COBET	Community Based Education
ICBAE	Integrated Community Based Adult Education
UMITASHUMTA	Mashindano ya Umoja wa Michezo na Taaluma kwa Shule za Msingi Tanzania
SHIMISEMITA	Shirikisho la Michezo la Serikali za Mitaa Tanzania
MVC	Most Vulnerable Children
PLHIV	People Living with Human Immunodeficiency Virus Infection
DCDO	District Community Development Officer
SWO	Social Welfare Officer
LAAM	Local Authorities Accounting Manual
LAFM	Local Authorities Financial Memorandum
LLG	Lower Level Grants
WTO	World Trade Organization

TRA	Tanzania Revenue Authority
ICTR	Information Communication Technologies and Relation
TTCL	Tanzania Telecommunication Company Limited
SENAPA	Serengeti National Park
HF	Health Facilities
FBO	Faith Based Organisations
PPP	Private Public Partnership
FDI	Foreign Direct Investment
SEZ	Special Economic Zone
FFYDP	First Five Years Development Plan
BRN	Big Result Now
LDDC	Least Developed Developing Country status
NSGRP	Growth and Reduction of Poverty
MDA	Departments and Agencies
SME	Small and Medium Enterprise
MDG	Millennium Development Goals
UN	United Nations

Statement of the District Council Chairman

The Tarime District Council's Strategic Plan for the year 2014/2015 to 2019/2020 provides the priorities of the District Council in the next five years. The plan provides the direction to achieve the overall national objectives stated in the National Vision 2015, The National Strategy for Growth and Reduction of Poverty II (MKUKUTA), The Tanzania Five years Development Plan 2011/2012 - 2015/16 and the Big Result Now (BRN) model. It is clearly stated and known to community members that the council is given wide-range of functions which includes: To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, To promote the social welfare and economic well-being of all persons within its area of jurisdiction; Subject to the national policy and plans for the rural and urban development and to further the social and economic development of its area of jurisdiction. In achieving the vision through executing its functions, the council is intending to meet 8 strategic objectives: Services improved and HIV/AIDS infections reduced, Enhance, sustain and effective implementation of the National Anti-corruption Strategy, Access and quality social services improved, Quantity and quality of economic services and infrastructure improved, Management of natural resources and environment improved, Emergence preparedness and disaster management improved, Social welfare, gender and community empowerment improved, Good governance and administrative services enhanced.

However, the success of the council in executing its core business depends on the collaboration of its community members through which a two way traffic communicative approach is required. Achieving the vision of the council is very challenging, dear esteemed District Council's staff, agencies and the community members at large; it is paramount to understand that having a

plan is one of the important aspects but its implementation is the most challenging obsession which requires tremendous commitment of all stakeholders. With this view, I call upon a wide range of stakeholders to actively get involved in implementing this strategic plan for promoting sustainable development of Tarime District.

.....
COUNCIL CHAIRMAN
TARIME DISTRICT COUNCIL

Statement of the District Director

The Five Years Strategic Plan for Tarime District Council provides an overall answer on why Tarime District Council exists? Where it came from? Where it is now? And where it intends to go? It also provides the Council's broad direction and the main actions to undertake in future. In the preparation of this strategic plan the council involved the management team and consultations with a wide range of stakeholders. It is believed that the implementation of this plan will provide an opportunity to address fundamental problems hampering the performance of the District Council. In achieving the contemporary reviewed district council's vision, the council has formulated targets to be achieved in each of the existing service areas which determine the client expectations from the council services delivery and how the council will measure its performance. The content of this plan presented to you, was a result of a thorough diagnosis of the existing situation of the District Council, consultations with experts and a divergent technical teams of the District Council, review of heterogeneous performance reports and discussions was done. It reflects the changed policy and environment of Tarime District Council, as well as the clearly laid out overall National vision, objectives and strategies.

The implementation of this strategic plan depends on the integrity of all council's staff and maximum participation of the community members. With respect to the capacity of the existing staff at the district council, it is believed that the strategic objectives and set

targets will be achieved within timeframe as planned. Hence this will result to improved and sustainable development of Tarime District. Therefore I am humbled to invite all stakeholders and development partners to become comprehensively amalgamated in implementing this strategic plan for better future of our community members in the District.

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DISTRICT DIRECTOR
TARIME DISTRICT COUNCIL

CHAPTER ONE

BACKGROUND INFORMATION AND STRATEGIC PLANNING PROCESS

1.0 Background Information

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

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

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

1.1 Location and boundaries

The District is situated in the North-West of Tanzania and lies between latitudes $1^{\circ}00''$ - $1^{\circ}45''$ S and longitudes $33^{\circ}30'$ – $35^{\circ}00'$ E, with a total area of 1,636.9 km². The District is boarded by Kenya (Trans-Mara and Kurya District) to the North, Serengeti District to the East Rorya District to the west and Musoma District to the south. About 270 km² of its area is covered by Serengeti National Park (Lamai Area).The district comprises of 4 divisions, 30 wards, and 95 villages with 415 hamlets.

Table: 1.1 Distributions of Divisions, Wards, Villages, Hamlets and Households

S/n.	Divisions	Wards	Number of wards	Number of villages	Number of hamlets	Number of households
1	Ingwe	Gorong'a, Kemambo, Matongo, Nyamwaga, Nyanungu, Itiryo, Nyasinja, Muriba and Nyarukoba	9	30	124	32,089
2	Inchage	Sabasaba, Nyamisangura , Bomani, Kibasuka, Turwa, Nyakonga, Ganyange, Nyarero, Kentare and Binagi	10	26	135	35,206
3	Inano	Bumera, Manga, Komaswa, Kiore and Nyandoto	5	16	74	10,922

4	Inchugu	Mwema, Susuni, Sirari, Nyamaranga, Mbogi and Pemba	6	23	82	19,968
Total			30	95	415	98,185

Source: Tarime District Council, 2014

1.2 Population, Settlements and Ethnic Groups

1.2.1 Population

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

Table 1.2: Population distribution

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

Source: Tarime District Council, 2014

1.2.2 Settlements

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

1.2.3 Ethnic groups

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

1.3 Ecology and Climate

1.3.1 Ecology

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

1.3.1.1 Highlands's areas

The highlands has an area of 549 km² situated at an altitude between 1500 m.a.s.l. – 1800 m.a.s.l; With rainfall between 1200 mm – 1600 mm. The zone covers Inchage division (excluding Kibasuka ward), Inchugu division and Ingwe division (excluding Kemambo and Matongo wards). This zone had 210,563 people with a population density of 383.36 per square kilometre in year 2002. In the year 2010 this zone is estimated to have 282,333 people with a population density of 514 per square kilometre.

1.3.1.2 Midland areas

The Midlands have an area of 635 km², situated at an altitude of 1300 m.a.s.l - 1500 m.a.s.l. with annual rainfall between 900mm - 1250 mm. The zone covers Inano division and Kibasuka wards in Inchage division and Kemambo and Matongo wards in Ingwe division. This zone had a population of 119,010 people with a population density of 53.25 per square kilometre in year 2002. In year 2010 this zone is estimated to have 83,352 people with a population density of 131 per square kilometre.

1.4 Soil types

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

1.5 Economic Development

Apart from agriculture and livestock keeping, other economic activities in the District are fishing, small and large scale mining, petty trade, formal employment, transport and communication, lumbering and small scale industries. Table 1.3 presents estimates of sector contribution to the District GDP by the year 2009/2010.

Table 1.3: Estimated sector contributors towards District GDP by year 2009/2010

No.	Sector	Contribution (TSHS)	GDP %
1	Agriculture (Crops)	33,912,267,000	21.7
2	Livestock	12,080,112,000	7.7
3	Fishing	9,723,870,000	6.2
4	Forestry	983,672,000	0.6
5	Trade and Industry	8,142,650,000	5.2
6	Transport & Communication		
7	Mining	61,589,224,105	39.3
8	Employment	4,063,071,236	2.6
9	Others	26,103,650,100	16.7
Total		156,598,516,441	100.00

Source: Tarime District Council, 2014

1.6 Strategic Planning Process

Collaborative approach was used during preparation of this strategic plan where participatory techniques were employed during the process. The process started by five days workshop which was conducted to provide training on strategic planning process to District technical team (Heads of Departments, Units and Sections). The training commenced on 3rd to 8th November 2014. The training aimed at building the capacity to all staff and management team to become well versed with strategic planning to enhance fully participation during planning process and also as a capacity building for the district team. During the workshop participants were trained on the concept and strategic planning processes. This followed by collection and analysis of heterogeneous data from miscellaneous service areas. Data were collected through reviewing different documents indicating

performance reports of specific service areas. The analysed data were used to prepare a situational analysis report which was the foundation for the proceeding steps.

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

CHAPTER TWO

ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT

2.0 Introduction

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

2.1 Analysis of Internal Environment

2.1.1 Human Resources and Administration

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

2.1.1.1 Human Resource

Human resource unit has four major functions which are: Recruitment process which involves (management of staff benefits, staff performance management and manage capacity building and training plan); Management of staff establishment (Management of Human Capital Information System (HCMIS) ; Translate and implement laws, regulations and service scheme of the employees (Promote discipline of the staffs), Management of personal emoluments budget (Management of staff records and council's information, coordinate and organize other departments within the council)

2.1.1.2 Administration

The core functions of administration unit are: to promote good governance and democracy, to facilitate and coordinate statutory and other council's meetings, management of council's inventories, organize and coordinate national festivals, To interpreted laws, rule and regulation governing administration of council and advice District Executive Director and various committees on matters related to administration of the council; to supervise wards and village administration and to supervise and oversee administrative functions of the council like employees attendance, supervision open and confidential registry activities, to prepares monthly, quarterly and annual report for administration section and to maintain complains register, to supervise the use of council hall, to supervise office cleaning and its surroundings, to supervise performance of the staffs under administration section.

(a) Secretariats Subsection

The function of secretariat subsection includes: to facilitate council meeting, its standing committees and Council Management Meetings, Minutes writing and record keeping; to prepare proposal for committee meetings such as schedule and coordinate its

implementation; to keep and maintain meetings attendance Register, to deal with councilors Affairs.

(b) Transport subsection

The major function of transport subsection is to supervise proper use of vehicles and plants through: maintaining all records concerning vehicles, supervising cars needs for various department and ensure proper utilization of cars and plants; preparing monthly, quarter, and annual report for the transportation sub section and ensuring all vehicles are in good condition (insures, services, repair, etc)

In terms of personnel, Human Resource and Administration requires a total 182 working staffs so as to meet council's objectives while currently the council has a total of 117 staff. This gives an implication that in general the district council has a deficit of 65 working staff (Table 2.1).

Table: 2.1 Availability Personnel in Tarime District Council

S/n	Section	Requirement	Available	Deficit
1.	Human Resource Officers	04	04	0
2.	Administrative Officer	01	01	0
3.	Record Management	07	04	03
4.	Personal Secretary	12	07	05
5.	Ward Executive Officers	25	18	07
6.	Village Executive Officers	88	58	30
7.	Security Guards	20	10	10
8.	Drivers	15	10	05
9.	Office assistants	10	05	05
Total		182	117	65

Source: Tarime District Council, 2014

For the case of working facilities, Human Resource and Administration department has a total of 260 working facilities of different category, while for smooth functioning it was supposed to have a total 668 working facilities, this implies that the department has a deficit of 304 working facilities of different category (Table: 2.2).

Table: 2.2 Working Facilities

Item	Available	Requirement	Deficit
Vehicles	0	2	2
Scanner Printer and computer accessories	04	06	02
Office table	06	121	55
Office chairs	73	143	70
Photocopy machine	1	2	1
Cabinet	2	9	7
Sound equipment sets	0	1	1
Conference chairs	50	100	50
Plastic chairs	50	100	50
Conference tables	8	20	12
Fail shaves	3	5	2
Motorcycles	0	2	2
Offices	63	113	50
Total	260	668	304

Source: Tarime District Council, 2014

The department is facing various issues of major concern which hamper the day to day performance of its staff these are: shortage of skilled man power, budget deficit, shortage of working facilities and communication barrier.

2.1.2 Planning Statistics and Monitoring

Planning, Statistics and Monitoring was established soon after establishment of Tarime District Council which was effected on first January, 1984. Planning, Statistics and Monitoring is among of 19 departments of Tarime District Council which comprises three sections namely: Planning and Administration, Statistics, Monitoring and Evaluation. The department forms a technical team of the council. The roles of Planning Department is to monitor preparation of sectoral development projects, to cooperate with other departments on preparation of development plans in regard to annual government directives from the Ministry of Finance, to conduct monitoring and evaluation of implemented development projects, to prepare implementation reports of all development activities/projects quarterly, semiannually and annually and submit them to different stakeholders, to conduct research and analyze socio-economic data/information for planning purposes, to supervise service delivery data collection and make sure that they are in council data bank, to conduct cost benefit analysis of community services delivery, to identify important areas for investment and preparation of Council strategic Plan, to prepare investment plan in important areas in cooperation with different stakeholders and to conduct seminars and workshops in order to collect data/information for planning purposes. Coordinating sector of development activities to the community also ensures that all development activities planned are implemented according to budget and shows actual value of money.

Planning Department as the brain and think tank of the District Council to date has planned and succeeded to implemented different projects such as construction of health facilities, construction of roads, construction of water infrastructures, provision of agricultural implements, construction of classrooms

and teachers houses for both primary and secondary schools, construction of Ward offices for WEO's, facilitation of availability of total station for conducting survey, construction of livestock infrastructures, and construction of education administration block at council headquarter. In terms of human resources, the department has a total of three staff, where there is one District Planning Officer, one Economist and one Statistician. This has resulted the department to face a shortage of two economists. The working facilities in the department are not satisfactory, the department has one vehicle, one Desktop Computer, three scanners, three Tables, six chairs and two offices. The department is facing inadequate working facilities as indicated on (Table 2.3).

Table: 2.3 Working Facilities in Planning Statistics and Monitoring department

S/N	Categories	Available	Required	Deficient
1	Vehicle	1	1	0
2	Desktop Computer	1	3	2
3	Photocopy Machine	0	1	1
4	Scanner	0	1	1
5	Tables	3	6	3
6	Chairs	6	12	6
7	offices	2	2	0
8	Landline Telephones	0	1	1

Source: Tarime District Council, 2014

2.1.3 Agriculture, Irrigation and Cooperatives

Agriculture is a very important economic sector in Tarime District council, about 85% of the district population depends on agriculture for food and income generation. The district has total arable land of 90,630 ha out of which 69,155 (76.3%) ha is under

cultivation. Tarime district has a total of 50,600 household practicing mixed farming systems. Agricultural implements mostly used by farmers for cultivation are plough, tractor and hand hoe used by 60%, 30% and 10% of farmers respectively. The district has two agro – ecological zone; Highland Agro ecological zone situated at an altitude between 1500 m.a.s.l. – 1800 m.a.s.l with average annual rainfall between 1200 mm – 1600 mm and midland zone which is situated at an altitude of 1300 m.a.s.l – 1500 m.a.s.l. with average annual rainfall between 900mm - 1250 mm. Major crops grown in highlands areas include: maize, finger millet, sorghum, banana, sweet potatoes, Irish-potatoes, Cassava, Beans, Onions, tomato, Coffee, Tea and Tobacco. Midland zone is also suitable for agriculture and major crops grown are maize, millet, finger millet, sorghum and sweet potatoes.

Generally, Agriculture, Irrigation and Cooperatives has the roles of, to ensure the entire farmer's community is acquiring the knowledge of producing crops with high quality in large quantity, to ensure food security, to improve livelihoods, to control crop pest and diseases, to improve extension services delivery mechanism, to provide cooperative knowledge, to guide, supervise and monitoring of activities done by cooperative societies, to provide irrigation skills to farmers and to align with research institution to disseminate new agricultural technologies.

Tarime District experience bi modal rainfall regimes whereas the first season begins from August to December and the second season starts from February to May with fertile arable land that contribute to high agricultural productivity. Crop production mostly depends on rain fed cultivation although 210 ha are under traditional irrigation schemes for horticultural crop production. The district produces enough food for domestic consumption and surplus for sale where by a total of 279,006.6 tons of food crops and 5,505.4 tons of cash crops are annually produced. Mostly the

crops produced are sold within the region, to neighbour regions and to neighbour countries.

Agriculture Department provides services to the agricultural and cooperative community in 25 wards. To ensure the service is provided to the community, the department has distributed its staffs (agricultural officers) to all 25 wards who are working beneath to the farmers. The services provided with department are agriculture extension, crop production, crop protection, irrigation and cooperative. Department has 51 agricultural officer and one cooperative officer out of 51 agricultural officer 42 are field extension officers.

Extension services are conducted at all levels of village, ward and district targeting to building capacity on proper crop husbandry to farmers. The service delivery is done in collaboration with other stakeholders through private public partnership. Agriculture extension service is provided to almost 85% of farmers in the district due the availability of extension staffs at community level. Currently, the department collaborates with 12 private sectors in provision of extension services to farmers.

In Tarime District Council, agriculture is constrained with lack of reliable markets for food crops, low production which caused by: inadequate use of proper crop husbandry, pest and diseases, technical knowhow, shortage of inputs /subsidy supply, land degradation which lead to low soil fertility, unpredictable weather condition; untimely cultivation (no proper use of crop production calendar) and lack of reliable market for food crops. Also extension workers are facing shortage of transport facilities.

2.1.3.1 Cooperatives

The district has 67 cooperative societies where by 41 cooperative societies are active and 26 cooperative societies are dormant. The types of cooperative societies in the district are: 31 SACCOS, 16

AMCOS, 15 mining Cooperative societies, 3 Industrial Cooperative Societies, 1 Livestock Cooperative Society and 1 Mining Cooperative Union. The cooperative societies have 10,514 members of who 6,719 male and 3,795 female with capital of Tsh 1,663,747,605 including share of Tsh 324,926,124 and saving of Tsh 1,338,821,481. Cooperative societies are facing: inadequate capital for SACCOS and AMCOS to buy farmers produce, inadequate knowledge on cooperatives, unstable leadership which cause dispute, conflicts and mistrust and inadequate cooperative staffs.

2.1.4 Livestock and Fisheries

Livestock and Fisheries Department is among of the departments providing services to community in Tarime District Council. The Department was established in 2012 following structural changes made by Ministry of Regional Administrative and Local Government aimed at bringing social services closer to the people, initially it was under the Department of Agriculture, Livestock Development and Cooperation. Livestock and Fisheries department has two major sections namely Livestock and Fisheries section. Livestock section is further subdivided into units namely: Poultry, Small Animals, Animal Identification and traceability, meats, hides and skins, veterinary services, animal pests, pasture and range management, livestock infrastructures and Dairy subsection. Fisheries section is subdivided into Aquaculture and fisheries, fish inspection, aquaculture medicine, fish marketing and traceability, aquaculture infrastructures.

The Livestock and Fisheries department has the following major functions: to improve livestock and fisheries farmers' knowledge and skills, to provide commercial livestock and fisheries keeping, use of livestock and fisheries as source of income and employment mostly in the rural and urban areas, control of livestock and fisheries diseases, supply of food security, proper

land use plan on feeding, forages and crop residues, livestock inputs, fisheries inputs, livestock and fisheries as an inflation free, store of value and investment channel, provides manure and draught power for sustainable agriculture, provides hides and skins, milk, eggs ,meat and other by products, provides cultural roles in the communities, safeguarding public health in the community, maintain herd health and production, to ensure sustainable livestock product processing and marketing, mainstreaming cross-cutting and cross-sectoral issues such as gender, HIV/AIDS, Land and environment, to enforce livestock and fisheries acts to the community, to safeguard public against trans boundary animal diseases (TADs), to ensure animal identification and traceability systems, and to ensure sustainable livestock and fisheries extension services provided to the community.

The district is divided into two ecological zones which are highland and midland. Highland receives biannual rainfall ranges between 1200 – 1600mm per annum while that of mid land receives biannual rainfall of 1000 – 1200mm. The highland zone since it receive high amount of rainfall has many economical activities such as livestock and fisheries keeping by pattern of zero grazing and the midland receives lower amount of rainfall patterning pastoral livestock keeping of large herds. Tarime district in terms of livestock population is a third ranked after Serengeti and Bunda District in Mara region. According to national census conducted in 2012, the district has indigenous cattle amounting to 148,278; exotic cattle 2402; indigenous goats 173746; exotic goats 207; sheep 34558; indigenous poultry 182,780; improved chickens 8,970; ducks 20431; Donkeys 1197; Dogs 14715; Cats 7104 and pigs 504. Tarime District Council earns Tsh 47,117,000 while the central Government under Ministry of Livestock and Fisheries Development earns Tsh 5,480,900 per annum from livestock. Types of animals kept are indigenous and modern types.

Indigenous animals kept in the district are cattle, indigenous goats, sheep, ducks, pigs, dogs, cats, donkeys and improved ones are dairy cattle, dairy goats and improved chickens. Livestock products produced are meat, milk, skin and hides, horns and manures. For the case of milk production, the average milk produced per year is 2,437,153 liters worth Tsh 1,354,471,680. The average of cattle meat 2,349,808 kg worth Tshs 1,463,846,000, goat meat 173,600 worth Tshs 1,754,851, Sheep meat 27,873 kg worth Tshs 123,524,000 and Pig meat 15260 kg worth Tsh 87,660,000 are produced annually. The average animals inspected for human consumption per year are 18224 cattle; 9135 goats; 1468 sheep and 291 pigs (table 2.3). The average of 11,520 cattle hides, 11,160 goat skins and 144 sheep skins worth Tshs 98,240,000 are produced per annum.

Livestock sector is among of the major economic sector in the district where sustainable livelihoods is ensured by livestock community. Livestock are valuable as worth guarantee, source of income, problem solving device and sustainable food security. Livestock keeping is one of the most important economic activities in the district. The major types of livestock keeping production systems practiced are; zero grazing, tethering and extensive grazing.

Table: 1 Livestock Market Statistics Per annum

S/N	Types of animals	Amount sold	Average Price	Total
1	Cattle	7320	375000	2,745,000,000.00
2	Goats	4012	70000	280,840,000.00
3	Sheep	845	60000	50,700,000.00
4	Pigs	291	200000	58,200,000.00
5	Chickens	2880	9000	25,920,000.00
6	Ducks	200	8000	1,600,000.00
Total				3,162,260,000.00

Source: Tarime District Council, 2014

Since the district receives high amount of rainfall, it has conducive environment for fisheries. The most dominant fishing ground are rivers (such as Mara, Mori, Tigite, Mchongocho), fish-ponds, wetlands (such as Ntarechagini and Komarera as well as various streams) . Type of fish raised are Nile tilapia and cat fish. An aquaculture production system is small scale fishing mainly practised for homestead consumption and small business.

For personnel, Livestock and Fisheries department has a total of 28 staffs as compared to requirements of 122 staff. Of who one (1) Veterinary Officers, four (4) Livestock Officers, 19 Livestock Field Officers, two (2) Livestock Field Auxiliary, one (1) Fisheries Officers, one (1) Veterinary Laboratory Technician. However, it is surprisingly that the District council has no Fisheries Field Officers (Table 3)

Table: 3 Staff for Livestock and Fisheries Department

S/N	Categories	Available	Required	Deficit
1	Veterinary Officers	1	2	1
2	Livestock Officers	4	8	4
3	Livestock Field Officers	19	85	66
4	Livestock Field Auxiliary	2	0	0
5	Fisheries Officers	1	2	1
6	Fisheries Field Officers	0	24	24
7	Veterinary Laboratory Technician.	01	2	1
	Total	28	122	97

Source: Tarime District Council, 2014

With respect to working facilities, the department has one (1) office, one (1) store, four (4) motor cycles, one (1) computer and printer, seven (7) tables, 10 chairs, one (1) veterinary kit and one (1) surgical kit. The department has no vehicle, photocopy machine, scanner and landline telephones (Table 2.5).

Table: 4 Working Facilities for Livestock and Fisheries Department

S/N	Categories	Available	Required	Deficit
1	Office	1	0	0
2	Store	1	1	1
3	Vehicle	0	1	1
4	Motorcycles	4	26	24
5	Computer and Printer	1	3	2
6	Photocopy Machine	0	2	2
7	Scanner	0	2	2
8	Tables	7	12	5
9	Chairs	10	20	10
10	Veterinary Kit	1	25	24
11	Surgical kit	1	25	24
12	Landline Telephones	0	1	1
	Total	26	118	96

Source: Tarime District Council, 2014

The District's infrastructures for Livestock and Fisheries department are not promising as the department has seven (7) Veterinary Crushes, 26 Cattle Dips, 12 Charcoals dam, 47 Fish Ponds, one (1) Abattoir, five (5) slaughter slabs, eight (8) Hides/Skin Banda, on (1) milk collection centre and one (1) Hides/Skin Processing Factory. The department is lacking veterinary health centres, veterinary clinics, veterinary laboratory, livestock stock route, and milk small factory, meat processing factory and fisheries markets.

Table: 5 Infrastructures for Livestock and Fisheries Department

S/ N	Categories	Available	Required	Deficit
1	Veterinary Health Centre's	0	5	5
2	Veterinary Clinics	0	2	2
3	Veterinary Laboratory	0	1	1
4	Livestock market	6	8	2
5	Livestock stock route	0	85	85
6	Veterinary Crushes	7	85	78
7	Cattle Dips	26	36	10
8	Charcoals dam	12	24	12
9	Fish Ponds	47	250	203
10	Abattoir	01	1	1
11	Slaughter slabs	5	85	80
12	Hides/Skin Banda	8	85	77
13	Milk collection Centre	1	4	3
14	Milk small Factory	0	1	1
15	Hides/Skin Processing Factory	1	4	3
16	Meat Processing Factory	0	1	1
17	Fisheries Markets	0	4	4
14	Total	114	681	568

Source: Tarime District Council, 2014

Generally, livestock and fisheries sector is constrained by different bottlenecks including: livestock diseases (East Coast Fever (ECF), Anaplasmosis, Heart water, Babesiosis, Mange, Diarrhea condition, Helminthosis, Trypanosmosis and black quarter); shortage of qualified staff, shortage of livestock and fisheries

infrastructures, shortage of working facilities, land use conflicts between livestock keepers and farmers.

2.1.5 Primary Education

Education Department is one of important departments responsible to ensure access and equity in the distribution and allocation of skilled human resources to various segments of the society and ensuring that the country produces the skills knowledge and attitudes needed for rapid Social and economical development. Primary school education is of seven (7) years of basic education after pre-primary. This education is universal and compulsory to all school age going children in Tanzania, and the media of instruction in schools is Kiswahili and English language. Tarime District council has a total of 114 Primary Schools, of which 104 are public/government primary schools and 10 are private primary schools. The implementation of all activities in primary schools is done through school committees. Other Stakeholders who collaborate with the department in implementation include TSD, (Teachers Service Department); District Inspectorate Office, CWT, District Social welfare committee and other institutions like training colleges i.e. Tarime Teachers College. NGOs which collaborate with Education Department are "Right to Play", who facilitates Trainings on sports; mind set-network, reproductive health education, child-marriage and FGM for girls. The Education Department relies on the directives and orders of implementation from DED, RAS, PMO-RALG, MOEVT, and NECTA for effective and efficient provision of education services to the community.

Tarime primary education department has three sub departments namely Administration, Adult Education, Cultural and Sports.

2.1.5.1 Primary Education Administration

Primary education administration as it has been highlighted above is among the sub-departments in education department. In Tarime District Council the primary education administration began in 1993 to date. Since its establishment it has been under the leadership of 15 District Education Officers. The functions of primary education administration are: Ensuring conducive working environment to all 14 administrative staff; conducting pre-primary and standard I enrolment by making sure it is maintained at 100%; prepare and submit quarterly reports; conduct departmental planning and primary education sessions; facilitate all rights and benefits of all workers in the department; receive directives, order and guidelines from higher level and disseminate them to school levels for effective implementation; and ensuring and facilitating implementation of Education Policy in the District.

Primary schools in Tarime District Council has a total of 75177 pupils, serviced by 1214 teachers. Categorically, the district has 9 Degree holder teachers, 53 Diploma holder teacher, 1140 grade IIIA teachers and 13 grade IIIB teachers (Table 2.8).

Table: 6 Primary Education Teachers

Grade	Male	Female	Total
IIIB/C	9	4	13
IIIA	777	368	1140
DIPLOMA	45	8	53
DEGREE	8	1	9
TOTAL	839	381	1215

Source: Tarime WECs, Head Teachers, 2014

For primary education infrastructures, the Council has a total of 1245 classes, 1638 teachers houses, 3194 pit latrines, 240 offices, 104 stares, 13905 Desks, 4295 tables, 369 cupboards, 45 school bands, 01 Library, 104 sports and games ground.

Table: 7 Primary Education Infrastructures

Type	Required	Available	Deficit	Percentage
Classes	2042	1245	797	39
Teachers houses	2042	1638	404	51.2
Pit latrines	4069	3194	2214	69
Offices	369	240	129	35
Stares	124	104	70	67
Desks	26810	13905	12905	48
Tables	4295	4066	217	5
Chairs	4295	4066	229	5.3
Cupboards	2455	369	2086	85.5
School bands	127	45	82	64
Libraries	30	01	29	97
Kitchen	104	0	104	100
Sports and games ground	416	104	312	75

Source: Tarime WECs, Head Teachers, 2014

2.1.5.2 Adult Education

Adult Education as primary education sub department it plays different functions which include: conduct census for Community Based Education (COBET), and Integrated community based Adult Education (ICBAE) classes, and supervise the Adult Education services; conduct promotion event of commemoration of Adult Education week; conduct training to school committees

and Ward Coordinator on roles and responsibilities; sensitize and create awareness on self reliance programmes in schools; ensure programmes of health services and health education in schools and community; promote and enhance establishment of post-primary technical schools/centers; ensure special needs programmes are facilitated and ensure visual aids and libraries are available in schools and in the community.

2.1.5.3 Culture Sports and Games

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

Generally, the primary education department is facing different problems including inadequate motivation for teachers, inadequate in-service training for teachers, inadequate fund for monitoring and supervision of the projects, Other problems are land use conflict among schools and Community, delays or no release of funds to effectively implement education programmes. There is high ill trace among the community; teachers and pupils are affected by HIV/AIDS.

2.1.6 Bee keeping

Beekeeping section is the new section which formerly was under the land, natural resources and environment department. Its importance came after realising the presence of favourable environment for bee keeping in Tanzania. Therefore, the section is committed on fully utilization of available apiary, increase contribution of micro and macro economy and improve beekeepers livelihoods. In the district about 15% of the population

is practicing beekeeping for food, medicine and income generation. Availability of major sources of water and plenty of natural vegetation which is a major source of bee-forage and food creates favourable environment for beekeeping in Tarime district. Bee-keeping activity in Tarime is practiced by several individuals and groups of farmers. The district has a total of 17 beekeeping groups which produces about 14.7 tons of honey and 1.7 tons of bee – wax per year. The beekeeping in Tarime district is done using traditional and commercial beehives. Currently there are 920 and 1095 commercial and traditional beehives respectively. The average production of honey per hive is 5 liters for traditional and 10 liters for commercial hives per annum. Mostly beekeeping activities are conducted in forest areas utilizing 380 hectare located in different part of the district. Sensitizing farmers to engage in beekeeping activities is one of the key functions of the section. Currently a district has total of 38,000ha of forest Reserves/Vegetation Cover and Open Forests, out of this only 1% is used for beekeeping.

The Beekeeping section is providing education of afforestation in rural villages for the purpose of conserving environment hence improving apiary for beekeeping. It also provides services to the beekeepers groups and individual in 25 wards. To ensure the service is provided to the community, the section needs four (4) staffs to deliver services at district and wards level. Currently the section has only one staff with no working facilities.

Generally the major functions of this section are:

- Promoting establishment of tree-nurseries, forestation and afforestation associates with beekeeping programmes exercise in the rural areas.
- Establishing and enforcing by-laws which would improve the management of existing forests and beekeeping.

- To provide knowledge to the community on forest conservation and beekeeping through establishing participatory forest management.
- Improving the quality and quantity of bee products and services to meet national and international standard.
- Incorporate beekeepers in cooperative societies.
- To disseminate technology and skills of beekeeping to the beekeepers
- To improve livelihoods of beekeepers community
- To control pest which deplete production of bee products
- To improve extension services delivery mechanism
- To guide, supervise and monitor activities done by beekeeping section

The section is facing low quality of bee products to meet international market standards, inadequate working facilities and staffs for providing extension services to the beekeepers, poor technology and skills used by the beekeepers in production, harvesting and processing of bee products, lack of enforcement of environmental conservation by-laws, increase in population lead to deforestation and environmental destruction, poor and low utilization of potential forest for beekeeping and poor agricultural practices (insecticide spraying) which lead to expel and kill bees.

2.1.7 Community Development, Youth and Social Welfare

Community Development Department is designated with the objective of facilitating the local community to identify problems, develop ideas, implement and monitor development projects that take place in their local areas by using the available resources so as to ensure sustainable development. Community development is the liaison department between other departments hence it coordinates a number of departments in its functions. It acts as an instrument for achieving the Council goals namely, good quality livelihood and cooperative economy capable of producing

sustainable growth, peace and unity. Community Development department has only 14 staff as compared to its requirement of 56 staffs (Table 2.9). For the case of working facilities, the department has three (3) tables, two (2) chairs, one (1) motorcycle, two (2) desktops two (2) printers and two (2) shelves.

Table: 8 Available Working Facilities Community Development Department

Working Facilities	Available	Needed	Shortage
Tables	3	7	4
Chairs	2	8	6
Motorcycle	1	1	0
Car	0	1	1
Desk top	2	2	0
Printer	2	2	0
Shelves	2	4	2
Total	12	25	13

Source: Tarime WECs, Head Teachers, 2014

The Department has three units namely: Community Development, Gender and Children; Social Welfare and Youth Development.

2.1.7.1 Community Development Gender and Children

The major role of this unit includes: Coordinate and manage HIV/AIDS interventions; Improve and facilitate appropriate community development technologies; Enhance income generating project for vulnerable groups; Create awareness on gender equality and involvement of men and women in development activities; Addressing inequalities of wealth and power; Promoting democracy, and building a sense of community; Promote participatory Planning, implementation,

monitoring and evaluation at the grass root; Form and maintain women groups and Improve social support for groups (MVCs, PLHIVs, Disabled and Widows).

2.1.7.2 Social Welfare

This section is responsible for Transporting abandoned neglected/children for settlement and care centers; Support disabled to attend various functions; Counseling and home visit for gender based violence victims; Home visit for offenders placed on probation and community service program and Visiting day care, children, disabled centers and prisoners.

2.1.7.3 Youth Development

The major role of Youth and Development unit include: Form and maintain youth's groups; Provide entrepreneurship skills and soft loans to Youth's Groups; Provide reproductive health and environmental knowledge to youths (Teenagers); Conduct supportive supervisions to youth's income generating activities.

Table: 9 Availability of Staff in Community Development Department

Human resource	Available	Needed	Shortage
DCDO	1	1	0
SWO	1	25	24
CHAC	1	1	0
Gender Officer	1	1	0
CDT	2	2	0
ACDO	6	24	18
YDO	1	1	0
Planning and statistic officers	1	1	0
Total	14	56	42

Source: Tarime WECs, Head Teachers, 2014

Generally, the department is facing different constraints which include: Unfavorable working condition lack of reliable transport, lack of assistant community Development Officers, lack of fund contributions from central government and council contributions to facilitate loan provision to youth and Women groups, no social welfare officers at Ward level, Existence of FGM practitions, Existence of gender based violence; No safe home for gender based violence victims, Lack of budget allocation for social welfare and Youth development, Loan repayment is not satisfactory, Most groups misallocate their loans hence not attain the intended results.

2.1.8 Finance and Trade

The Department of Finance and Trade plays a great role in collecting, recording and keeping council's revenue. This department comprises of four (4) main sections which are: Revenue, Expenditure/salaries, Final accounts and Trade and Markets sections. The department is responsible for collection of council revenues for both own source and Government Grant, payments to the different payees, safe guards of all council property including fixed assets. Also it is responsible for personal emoluments and developments grant as well as receiving grants from other donors for development activities. This department processes all payments for council's financial obligations and prepares all required financial statements. It is the one which makes sure that the revenue and payments goes as per approved budget that means the finance and trade Department take control of the council budget and leading in preparation of Budget (Council budget).

(a) Revenue Section

All issues related with revenues of the Council are versed to the revenue section. The section is responsible for:

- Monitoring and supervision of revenue collection from different revenue sources of the Council.
- Preparation of monthly, quarterly and annually revenue collection reports and submitting to relevant authorities.
- Conducting revenue sources potentiality research and set collection measures so as to maximize revenue collection from different sources.
- Organise meetings of businessmen and collection agents on rationale of collecting revenue of the Council.

(b) Expenditure Section

The section is the overseer of all expenditure of the Council. The implementation of any development projects in the council depends much on the efficient and effective allocation of council's financial resources. This section therefore is responsible for:

- Preparation of payments according to the budgets of different departments, Local Authorities Accounting Manual (LAAM), Local Authorities Financial Memorandum (LAFM), and other standards.
- Preparation of Council's employee's monthly salaries and submission of employee's data sheets, Salary arrears form timely to PMO-RALG, RAS-Mara and Treasury.
- Supervision of Lower Level Grants (LLG) to facilitate financial record keeping.
- Preparation of monthly, quarterly and annually expenditure reports and submit to the relevant authority.

(c) Final Accounts Section

The financial account section is responsible for:

- Preparation and submission of Council's yearly Final Financial Statements to relevant authorities.

- Preparation and updating of fixed assets register of the Council.
- Preparation of monthly bank reconciliation statements and submitting them to relevant authority.

(d)Trade and Markets section

Trade and market section is one of the sections within Finance and Trade Department. The section provides business related services to the community within the Council. Tarime District Council has 39 types of businesses with a total number of 1972 trading activities eligible to have licenses.

The key roles of the Trade and Marketing section are:

- To receive applications of business licenses, assessing if they comply with regulations before issuing the license to the applicant's.
- To conduct inspections of business license in the Council.
- To collect business records and maintain data base.
- To prepare reports and other documents related to business.
- To implement business policy and regulation under the agreement of World Trade Organization (WTO)
- To collect statistical data from various sources like TRA which are useful in trade section.
- To prepare statistical data of goods and services which are produced within the area of jurisdiction.
- To collect and compile Business policy and laws that help to provide good governance.
- To collect statistical data's related to business progress for the purpose of monitoring and evaluation within the boundaries of Tarime District Council.

- To seek statistical data from business people who export and import goods and service from external markets (e.g. E.A.C) for the purpose of decision making.
- To conduct awareness and seminars to business people on entrepreneurial skills, food processing and crops value addition.
- To create new sources of revenue within the area of jurisdiction.

Generally, this Department is facing various drawbacks including shortage of staff, offices, facilities and market infrastructures, inadequate funds for running the office, inadequate funds for conducting training, lack of transport and other office gadgets, unscrupulous traders and poor business trend.

2.1.9 Internal Audit

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operation. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance process. In Accordance with Section 48 of the Local Government Finances Act the Council shall employ its own internal Auditors who shall work closely with Heads of Departments and shall report directly to the accounting officer.

The Mandate of the Internal Audit Services is to assist the Accounting Officer in accomplishing objectives of the Council. The Public Finance Act, 2004 as amended 2010 and Local Government Authority Finances Act, 1982 provide internal auditors with a role of examining and evaluating the adequacy and effectiveness of internal control, risk management controls and governance processes in the Council.

According to IPPF as issued by IIA and ISACA respectively, the purpose of internal auditing is to add value by improving operations of the audited institution of Tarime District Council. This is done by assisting all levels of management to achieve their objectives through effective discharge of their responsibilities.

The internal Auditors in the Tarime District Council have the roles of: Performing audit assurances in an objectives and analytical manner, in accordance with International Professional Practice framework; and engage in Consultancy and furnishing management with analyses, appraisals recommendations and commentaries aimed at identifying avenues for improvement in risk management ,Control and Governance process.

The core functions of the Internal Audit Staff are:

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

- Conduct special reviews or studies as requested by the management or the Audit committee or Internal Auditor General.
- Ensure internal audits work is in accordance with the standards for the professional practices of internal auditing and internal Audit Code of Ethics as well as other professional auditing standards that may be applicable.
- Establish quality assurance programme.
- Maintain staff with sufficient knowledge.

The Internal Audit Department has only one staff this shortage led to delay of issuing audit report of an independent assignment and project .This is contrary to the requirement of schemes of services, which stipulate that the required minimum number of staff should be three. Limited capacity of the Department impair the internal Audit functions in the Council.. Apart from human resources the Department has inadequate infrastructure and working facilities such as office if their more than one staff. Existence of ad-hoc audit work that leads to inconsistency of doing planned audit and delay in issuing quarterly reports.

2.1.10 Procurement and Management Unit

Procurement and Management Unit is among of nineteen department and unit in Tarime District council Administration, it is equal prominence as department. Procurement and Supply Administration provides services to the community and all departments in the council. The Procurement and Supply Administration Unit perform the following core functions:

- To manage all procurement and disposal by tender activities of the procuring entity except adjudication and the award of contract.
- To support the functioning of the tender board.
- To implement the decision of the tender board.

- To provide secretariat services to the council tender board as per Public Procurement Act.
- To plan the procurement and disposal by tender activities of the procuring entity.
- To recommend procurement and disposal by tender procedures.
- To check and prepare statements of requirements.
- To prepare tendering documents.
- To prepare advertisements of tender of the opportunities.
- To issue approved contract documents.
- To maintain and archive records of the procurement and disposal process.
- To prepare monthly reports for the tender board.
- To prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan.
- Co-ordinate the procurement and disposal activities of all the department of the procuring entity.
- To prepare other reports as may be required from time to time.
- To maintain and update inventory of goods, supplies and material.
- Procure, maintain and manage supplies, materials and services to support the logistical requirement of the council
- Set specifications/standards for goods and services procured and monitor adherence to ensure value for money.
- Monitor adherence to procurement process and procedures as per Public Procurement Act.

To ensure the services are provided effectively, the unit consists of three sub-units which are: - Procurement section, Stock verification section and Warehousing section.

2.1.10 .1 Procurement section

The roles of procurement section are:

- To procure goods, works, consultant service and non – Consultant services
- To provides secretariat service to the council tender Board.
- Prepare and manage implementation of Annual procurement plan

2.1.10.2 Stock verification section

The roles of verification section are:

- Coordination of replies to stock verification reports.
- Handling of disposal procures for goods,
- Maintenance and updating of inventory and records of goods and assets of the council

2.1.10.3 Warehousing section

The roles of warehousing section are:

- Receipt, storage and distribution of goods to user departments
- To keep and maintain proper records of goods and supplies maintained in warehouses.

The unit has a total of five (5) staffs of who one is Supplies Officer and four are Assistants Supplies Officer. In terms of working facilities the unit has two Office rooms, one table, one chair, two File cabinets, one shelves, one computer, one shelves, one computer, one heavy duty printer. The unit lacks warehouse,

motor vehicle, Heavy duty Scanner, heavy photocopy machine and Heavy Duty UPS. The unit has inadequate funds and shortage of staffs.

2.1.11 Sanitation and Environment

Sanitation and environment is among of the council department which was established in 2012. The department has 10 staff where by one is environmental officer and nine are Health Officers (Table 2.4) for the case of working facilities the department has nine (9) bicycles , two (2) motorcycles, three (3) tables, four (4) chairs, two (2) office rooms, one (1) computer and one (1) printer. The department has no photocopy machine, cupboard, UPS and vehicle.

Table: 10 Staff Available in Sanitation and Environment department

S/N	Designation	Available	Required
1.	Environmental Management Officer	1	2
2.	Health Officer	1	1
3.	Ass. Environmental Health Officer	5	5
4.	Health Ass.	3	22
	Total	10	29

Source: Tarime District Council, 2014

The Department consists of two sections which are Sanitation section and Environment section. It is the current department which has merged officers from department of health and Environmental officers from formerly Lands, Natural Resources and Environment department.

(a) Sanitation Section

The sanitation sector is one of the sections dealing with provision of services to community such as diseases control, vector and pest control, solid and liquid waste control and environmental sanitation improvement. Currently most of local communities in Tarime district council are dumping their domestic wastes crudely; therefore sanitation section is responsible for providing knowledge and awareness to the community on all issues of sanitation and hygiene to the environment and to their homelands so as to ensure that the community is safe and free from diseases eruption. However, in terms of preventive measures for communicable diseases the sector is working hand in hand with health department.

Generally Sanitation section has the following functions:

- Monitoring and Supervision of quality and safety of food, medicines, chemicals and cosmetics.
- Facilitate the promotion of environmental health, personal hygiene, occupational health and safety at work place.
- Prevention and control of communicable and non communicable diseases, including deficiency nutritional disorders.
- Manage and minimize solid waste collection in rural areas and emerging sub urban centers.
- Participating in preparation of plans and budget related to department.
- Participating in preparation of District Environmental strategic plans and by Laws.
- Enforcing sanitation and hygiene by laws in the area jurisdiction

(b) Environmental Section

Tarime district land surface is divided into three agro-ecological zones which are the highland, midland and lowland zones. The highland zone has an altitude that ranges from 1,500 meters to 1,800 meters above sea level. The midland zone lies between 1,200 meters to 1,500 meters above sea level. The lowland zone includes areas which lie at altitude that ranges from 1,000 meters to 1,200 meters above sea level. The areas with the highest altitude which are the highlands and the hills runs Northwards while the plateaus surface and low lying valleys runs westwards with gentle sloping which is bounded by the various river valleys and the midland area which runs on the South West and South Eastern part of Tarime District. Generally, there are several highlands, midland areas, lowland and river-valleys in the district which also supports the production of tree seedlings as encourage the growth of forest plantation and favorable condition with enough rainfall that ensures survival of natural vegetation. Tarime district is not bordered with the Lake Victoria but is traversed by several rivers and streams which drains its waters into Lake Victoria (takes water/downstream towards the Lake Victoria). There are several rivers but the major rivers in the district are Mara, Tigite and Mori which runs from north to the south which drains its waters into Lake Victoria. Also, there are various swamps, wetlands, streams and many other rivers which drain their waters into Lake Victoria.

Currently most of Environmental degradation challenges in Tarime are caused by human activities such as unsustainable agriculture along the water catchment, fire outbreak, improper mining activities, bricks production, deforestation and planting of unfriendly trees in water sources. Law enforcement and awareness creation are among the options implemented in

shaping the community positively towards proper environmental management.

Generally the core functions of the section are:

- Ensure enforcement of Environmental Management Act and Policies.
- Advise the Environmental Management Committee to all matters related to environment.
- Promote awareness on protection and conservation of environmental resources.
- Gather and manage information on the environment and utilization of natural resources.
- Pollution and environmental degradation control within the District.
- To conduct monitoring and supervision of environmental impact assessment reports for Local Investment.
- Participate in preparation of plans and budget related to department.
- Participate in preparation of District Environmental strategic plans and by Laws for the District.

The department is facing with inadequate fund, staff, transport and working facilities hence impact execution of its duties. Other challenges are land degradation, encroachment of community members to national parks, environmental pollution and deforestation.

2.1.12 Information Communication Technologies and Relation (ICTR)

Information Communication Technology and Public Relations Unit is among the nineteen departments and units under Tarime District Council. As per administration Hierarchy, It has equal prominence like any other departments. The Unit was established in 2012 purposely due to the need and importance of ICT in the

councils' operations and effective use of the constructed National Fiber Optic Cable Network named as National ICT Broadband Backbone for local Government Authority.

To reduce the possibility of Tanzania for being further excluded from the global knowledge based society as well as the need to harmonize independence ICT related creativities, one of the key development is e-Government system that enabled the council to improve services such as financial system and human capital management information system that access from centralized system and now there is at least 8 information systems implemented in the council.

Availability of the internet and data network in the council normally changes, because of humble infrastructure that connected through copper wire DSL technology from Tanzania Telecommunication Company Limited (TTCL); the distance is about 1.6km from Tarime council head office to TTCL Office.

Information Communication Technology and Public Relations is the Unit dealing with delivering services to the community and all departments in the council. Currently the unit has one computer system analyst officer who is acting as the head of unit and one community development officer who act as a public relation officer. The area of coverage for head offices network are 50 rooms, 8 buildings in one location, although there are only 16 rooms that have Local Area Network. All Departments and Units at Council Headquarter have at least two computers. In the period of 2012/13 to 2013/14 the council has managed to acquire addition 28 computers (7desktop and 21 laptop), three photocopiers one scanner and four printers. Information Communication Technology and Public Relations ensures effective communication between the institution and the stakeholders to bridge the community gap. It is a distinctive

management function which helps to establish and maintain lines of communication between an institution and the public.

To ensure improved service is provided, the unit consists of three sub-units which are: - Information, Communication Technology and Public Relation.

(a) The Information Communication Technology

ICT has powered the new globe way of interaction, doing business and delivery service to the community. ICT is recognized as a tool that enabled the council to enhance its relationship with her clients. Also is a section that deals with technical aspects of the computer and network infrastructure, software and hardware tools within the council. This section organizes the installation of government-wide integrated communication network to the council. The core functions of Information Communication Technology therefore are:

- To provide technical advice and specification to the council on all Information and communication technology (ICT) matters. (Improving ICT Infrastructure)
- Provide user supports and training concerning the ICT usage, troubleshooting of ICT resources and maintenance. (Building capacity of employees in ICT)
- To develop (in-house or outsource) required information systems according to Council specifications. (Designing, Developing and making use of ICT Systems)
- To ensure that Network connection is available all the time and well maintained to ensure availability of network resources and Internet. (Developing ICT policies and standards)
- To ensure availability, integrity and confidentiality of server resources, databases, data and information storage, backup management and security.(

Implementing security measures in IT Systems within Organization)

- To provide day-to-day technical support and management of existing information systems resources, including hardware, Software, and other ICT facilities.(Providing Technical Support and Repair)
- To establish and coordinate use of electronic mail communication on LAN and WAN (filling systems)

(b) Public Relations Section

The Following are the functions of Public Relations Section.

- To plan, develop and implement Public Relation (PR) Strategies.
- Collecting and analyzing media coverage.
- Organizing events including press conference, exhibitions, open days and press tours.
- Maintaining and updating Media Information Services.
- Organizing study tour for management.
- Arranging an event such as inside and outside visits, client meeting or press briefing.

(c) Information Sub Unit

This sub section performs the following core functions.

- To prepare press, radio and television interviews for management
- Liaising with and answering enquiries from media, individual, stakeholder often via telephone and email.
- Writing and editing in house magazines, newsletter, speeches, articles and annual reports.
- To prepare and supervise production of publicity brochures, handouts, promotional videos, photographs and multimedia programs.

- Researching, writing and distributing press releases to targeted media.

Currently the Information Communication Technology and Public Relation Unit have only two staffs. For the efficient and effective performance of the unit's duties it requires minimum of seven staffs. Table 2.12 indicates available, required and deficiency of human resources in the ICT unit.

Table: 11 Availability of Human resource in I C T Department

S/N	Detail	Available	Required	Deficiency
1	Head of Unit	1	1	0
2	System Analyst	0	1	1
3	Network Administrator	0	1	1
4	Database Administrator	0	1	1
5	Technician	0	1	1
6	Public Relation Officer	0	1	1
7	Information Officer	0	1	1
Total		1	7	6

Source: Tarime District Council, 2014

The Department is facing acute shortage of working facilities as shown in the table 2.13, also lack of adequate and expertise in ICTR human resource, Inadequate service delivery infrastructure and disjointed delivery channel, low strength and security of ICT infrastructure, attitude and cultural challenges in the use of ICT, the risk of lightning (thunderstorm), inadequate Internal and external communication system

Table: 12 Working facilities in I C T Department

S/N	Detail	Available Resource	Required Resource	Deficiency
1	Office room	2	3	1
2	Store	0	1	1
3	Server & Data warehousing	0	1	1
4	Tables	1	6	5
5	Chair	0	7	7
6	File cabinet	0	2	2
7	Shelves	0	4	4
8	Computer's	1	8	7
9	Heavy duty printer	0	1	1
10	Heavy duty Scanner	0	1	1
11	Heavy duty Copier	0	1	1
12	OCR machine	0	1	1
13	Powerful Projector	0	1	1
14	Professional Camera	0	1	1
15	Cisco Switch	1	2	1
16	Server machine	0	1	1
17	Heavy Duty UPS	0	1	1
18	Wide screen monitor	0	1	1
19	ICT tool kit	0	1	1
	Total	5	43	38

Source: Tarime District Council, 2014

2.1.13 Legal

The legal unit is among of the council units' which were established under the Local Government Reform Programme II. The unit is composed by only one sector which is legal services sector. The legal unit is mostly involved in the representation of the council in courts of law whether the council is sued or sues. The following are the functions which are performed by the Tarime district council legal unit

- To provide legal advice to the Council
- To draft the Council bylaws and to ensure the implementation of existing bylaws.
- To enter and appear in Courts of law on behalf of the council and provide legal defense
- To provide reports of the legal disputes concerning the Council
- To assist on conduct of legal meetings at the village and ward level
- To establish and provide seminars to ward tribunals
- To assist on disputes resolutions mechanism at the village level
- To promote the rule of law in the Council
- To make follow-up on collection of various enacted laws, circulars and directives given by the higher authorities.

Generally, the legal unit in Tarime District Council has one staff who is the Legal Officer despite the fact that the required number is three staff. For working facilities, the legal unit has one Desktop Computer, one printer, two cabinets and 20 copies of volumes of the principal legislations and 20 copies of the subsidiary legislations. In performing its duties the Tarime district council legal unit is faced with several shortcomings which are inadequate

funds, staff, lack of transport facilities and lack of stationeries and offices in all ward tribunals.

2.1.14 Secondary Education

Secondary education department was established in July 2009 following structural changes which were made by the government, aiming at bringing social services closer to people. Secondary education department receives students who successfully complete standard VII education at the primary level (primary education to secondary education). It provides education services to students who join form one up to form IV/VI. At the Council level, the department provides all essential requirements that enable teachers to effectively provide the needed services. The department also supervises MOCK, National Terminal and Annual Examinations in all schools in the Council. It also monitors the purchasing of books in schools, the implementation of the school curricula and the discipline of teachers and students. Students, who successfully complete form IV education, join Advanced level studies, teachers' colleges and other disciplines.

Tarime District council has 26 government based secondary schools and one private school. According to registration of 2015 secondary education department In Tarime District has 9216 students, 367 teachers, 10 non teaching staff member, 180 classrooms, 260 toilets, 102 teachers' houses, one vehicle, and one driver. The schools revenue collection comes from the student's payment of the school fees and other basic contributions. It also comes from the government's capitation grant and the unreliable donors contributions.

Table: 13 Department's Basic Resource Needs

NO	Sector/Cadre/Area	Requirements	Available	Deficit
1	Teachers (ART S)	300	261	70
2	Classrooms	216	180	36
3	Teachers houses	540	102	438
4	Toilets	360	260	100
5	Administration block	30	8	22
6	Accountants/cashiers	30	3	27
7	Store keepers	30	-	30
8	Matrons/patrons	60	-	60
9	Laboratory technicians	90	-	90
10	Cooks	6	-	6
11	Watchmen	60	-	60
12	Mathematics teachers	115	27	88
13	Science teachers	200	79	121

Source: Tarime District Council, 2014

2.1.15 Lands and Natural Resources

Lands and Natural Resources is the department that mainly deals with land issues and natural resources management. Its concerns is how land as a factor of production and as an asset on which all other factors of production depends should be used and managed for the present and future generation. The department composed of two sectors namely; Lands sector and Natural Resource sector. The department has only three skilled staffs where there is one staff in land sector, one staff in Town Planning sector and one staff in forestry. The department requires 29 staffs. Table 2.15 presents requirement, available and deficit of human resources in the Department.

Table: 14 Distribution of staff in Lands and Natural Resource

No.	Section	Available	Required	Inadequate
1	Land	1	4	3
2	Valuation	0	4	4
3	Town Planning	1	2	1
4	Survey and Mapping	0	8	8
5	Forestry	1	6	5
6	Game	0	5	5

Source: Tarime District Council, 2014

For working facilities, the department has some reliable working tools such as Hand held GPS receiver, computer and others. However the department has no motor vehicle. These situations jeopardize the chance of effectively provision of the required service in the whole district.

(a) Land Sector

Land as its legal definition includes the surface of the earth and the earth below the surface and all substances other than minerals or petroleum forming part of or below the surface, things naturally growing on the land, buildings and other structures permanently affixed to or under land and land covered by water.

The sector deals with all issues concerning land and human settlements in the service area which include; enhancing rights and benefits of ownership of land, plan and manage the use of land, coordinate, manage and improve the human settlements, enhance the implementation of land policy and law's guidelines and to advice on issues concerning land ownership and charges.

The sector is further divided into four sections which are land, valuation, Town Planning and Surveys and Mapping.

(i) Land Section

This section mainly deals with

- *Land ownership*; is responsible for administering and controlling the ownership of land. It prepares and issues the certificates of rights of occupancies to legal owners of specific land parcel. In this, the land can be owned through Customary right or granted right depending on the type of land to be owned.
- *Land rent collection*; The land section collects all rents and other charges pertaining to ownership of land and taking legal measures to all those who fail to do so, and
- *Land conflict resolution* the section is responsible in resolving all land conflicts

(ii) Valuation section

The section is mainly concerned with: Valuation of interests on land, Preparation of valuation reports to be certified by the Chief Valuer, Advise on the value assessment of land and landed properties.

(iii) Town planning section

This sector deals with: Designing and planning of the urban settlements, Urban and Rural Land use planning and formalization of informal settlement

(iv) Surveys and Mapping section

It is mainly concerns with: Land inspection, Survey and demarcation of plots in urban areas, demarcation of Village land boundaries

(b) Natural Resource sector:

The sector mainly deals with all matters concerning with natural resources such as forestry and wildlife management. The sector is divided into two sections which are forestry and games.

(i) Forestry

This section mainly deals with management, coordination and improvement of forest resources in both rural and urban areas. In Tarime District Council there are local government owned forest reserves and community owned forests. The local government owned forest reserves include Bwiregi plantation forest reserve of 86.6 Ha and Nyabasi plantation forest reserve of 16.8 Ha. Making a total of 103.4 Ha.

The major functions of the forestry section include: Management of plantation forest reserves, Community sensitization in tree planting, Protection of forest reserves through conducting patrols in forest reserves against forest encroachers and Collection of forest royalties

(ii) Games

This section deals with the management and protection of wildlife in the area of jurisdiction. The wildlife is protected against illegal poaching from the surrounding communities and other people from different areas. It is also responsible for protecting human lives and properties against the escaping wild animals from the Serengeti National Park.

Generally, the department faces different challenges which make it difficult to effectively deliver needed services.

- Inadequate staffs; some of the sections of the department have no officers / staffs to carry out activities of the same.
- Lack of some of the working tools such as motor vehicle
- Land speculation especially along mining areas

- Establishment of new villages which further requires land survey
- Inadequate collaboration from the SENAPA members

2.1.16 Health

The Department of Health is working closely with various Stakeholders in provision of curative and preventive health services from primary to tertiary stage. The populations of Tarime District Council are served by a total of 29 health facilities (HF's) of which 19 HF's are public owned facilities (five Health Centers and 14 dispensaries), 10 HF's are Privately owned (one private HC, two FBO HC's, five FBO dispensaries and two-private dispensaries) There is neither Council nor Private Hospital.

Despite the available facilities, the council has a total number of 160 health human resources only out of the 407 health care workers required in order to effectively deliver the required services. For the details of available health worker see The Health Department is working to achieve the following key responsibilities:

- To reduce the burden of diseases, disability and mortality especially maternal, infant and under five child mortality and increase life expectancy.
- To ensure availability of medicines, equipment, medical supplies and reagents.
- To ensure availability of quality health facilities, transport and communication system.
- To ensure health and social welfare services are available and accessible to all people in the district.
- Monitoring and supervision of quality and safety of food, medicines, chemicals and cosmetics.
- To ensure availability of training/on job training that ensures availability of competent and skilled health staffs.

- To facilitate promotion of environmental health, personal hygiene, occupational health and safety at the work place.
- To improve social welfare services to high risk groups, through sensitization, promotion and safeguard their rights.
- Prevention of communicable and non communicable diseases.
- To improve care services and reduce new HIV/AIDS infection.
- To promote and sustain PPP in delivery of health services.
- To promote traditional medicines and alternative healing health system and regulate their practice

Table: 15 Availability of health staffs

Title (Cadre)	Staff Available	Staff Required	Deficit
Medical officer	1	6	5
Health secretary	2	2	0
Social welfare officer	1	2	1
Environmental Health Officer	1	1	0
Assistant Environmental Health Officer	5	9	4
Environmental Health assistant	3	25	22
AMO	2	5	3
Clinical officers	21	43	22
Assistant clinical officer	4	14	10
Nurse officer (NO)	3	7	4
Assistant Nurse Officer	6	12	6

(ANO)			
Enrolled nurse (EN)	41	122	81
Medical recorder	0	5	5
Medical attendants	41	68	27
Lab scientist	0	1	1
Lab technologist	1	6	5
Lab Assistant	15	24	9
Pharmacist	1	1	0
Pharmacy Technologist	2	6	4
Assistant Pharmacy Technician	0	5	5
Pharmacy Assistant	0	14	14
Dentist (DO)	0	1	1
Ass.Dental Officer	0	5	5
Dental therapist	0	5	5
Ass. social welfare officer	0	5	5
Social welfare assist.	0	33	33
Mortuary attendant	0	5	5
Dhobi	0	15	15
AMO Ophthalmologist	0	1	1
Optometricist	0	1	1
Total Health staffs	160	449	289

Source: Tarime District Council, 2014

Generally, the operationalisation of health activities is constrained by several bottlenecks including: shortage of staff, shortage of working facilities such as transport facilities for vaccination and shortage of immunization points, shortage of motorcycles for follow up, supervision and monitoring, evaluation of sanitation activities, diseases surveillance and data management activities.

2.1.17 Works and Fire Brigade

Works is among of 19 departments of Tarime District Council which comprises three sections namely: Roads, Building and Mechanical and Electrical. The Department forms engineering department team and is the think tank of the District Council in engineering related matters. The department is therefore responsible for development of roads, building, any other related construction works and mechanical and electrical works activities to the Council. To date the Council has 540.75 kilometers of road network which the department serves, 245.64 km are gravel road and 295.11 km are earth roads. These roads follow under two categories of 288.5km are district roads and 252.25 are feeder roads. The Department ensures that all construction development activities planned are implemented according to budget and shows actual value of money by making proper design and close supervision. Roads, Building and Mechanical and Electrical sections have four staffs one Head of Department, one Civil Engineer and two Civil Technicians. The department has one desktop computer, two printers, seven chairs, one car, three offices, two cabinets, five tables and one roller tape. However, the Department is facing shortage of staff, equipment and tools such as computer desk top, Lap top, scanner computers, tables, chairs, file cabinet, photocopy machine, motor vehicle and motor circle, poor management of information system, lack of motivation scheme to staff, inadequate fund for supervision of build works, minimal council budget ceiling and untimely disbursement of development funds from central government.

The core functions of the department are:

- To prepare roads fund budget.
- To prepare Bills of Quantities for the project
- To prepare annual road inventory within the District
- To prepare strips maps for roads project

- To design culverts and building
- To supervise construction projects
- To inspect and check value for money to the roads and building projects
- To prepare monthly, quarterly and annual reports
- To monitor road work with value for money Instrument.
- To update and maintain district and rural road
- Maintain good working spirit to all staff in the Department
- To administer staff matter in the Department.
- To build capacity to workers

Works Department is constrained by inadequate number of staff, since department is dealing with four units (Roads, Buildings, Electrical and Mechanical and Fire rescue services) it is difficult for available staff to perform the intended responsibilities effectively and efficiently. Other challenges to the department include lack of fire fighting hydrants, lack of water booster machine for fire truck, and lack of working tools.

2.1.18 Water

Water is one of the most important resources on earth, all plants and animals depend on water to survive. Water Department is among of 19 departments of Tarime District Council which comprises three sections namely: Planning and Design, Construction and Operation, and Maintenance. The department is responsible for planning, designing, construction, operation and maintenance of Village Water Projects and facilitating community to participate in planning, implementing and operation of their water projects.

Water situation in the Council is not promising, out of 273,555 council's total population only 54,800 (20 %) access safe and clean water. The dominant existing water infrastructures supplying water to community members includes: 177 Water Borehole with

Hand Pumps, five piped water supply projects, 64 Improved Traditional Water Wells and 110 Rain Water Harvesting Structure. The Department ensures that all planned water construction activities are implemented according to the budget and shows actual value for money through making proper design and close supervision.

For the department to work effectively to its responsibility require 28 competent staffs and several equipments. However, currently, the department is facing shortage of staff; there are only 4 staffs (See Table 1.2.16). Also has shortage of equipment and tools such as computer desk top, lap top, scanner computers, tables, chairs, file cabinet, photocopy machine, plumbing equipments, lack of motivation scheme to staff, minimal council budget ceiling and untimely disbursement of development funds from central government.

Table: 16 Existing staff, Working Facilities and requirement by sections

A: Head of water department

No.	Required Staffs	Required	Available	Shortage
1	Water Resources Engineer	1	1	0

B: Planning and design section

No.	Required Staffs/Qualification	Required	Available	Shortage
1	Water Resources Engineer	1	0	1
2	Water Technician (FTC)	2	1	1
3	Water Technician (FTC) with IT	1	0	1

No.	Required Staffs/Qualification	Required	Available	Shortage
	Knowledge			
4	Surveyor Technician (FTC/WRI Trade test)	1	0	1
5	Drafting Technician (FTC/WRI Trade test)	1	0	1
6	IT operators (FTC/WRI trade test)	1	0	1
Total		7	1	6

Source: Tarime District Council, 2014

C: Construction Section

No.	Required Staffs	Required	Available	Shortage
1	Water Resources Engineer	1	0	1
2	Community Development Officer	1	0	1
3	Environment Engineer	1	0	1
4	Water Technician (FTC)	2	0	2
5	Hydrogeology Surveyor Technician	1	1	0
6	Plumber Technician (FTC/WRI Trade test)	1	0	1
7	Pump Mech. Technician (FTC/WRI Trade Test)	1	0	1

8	Masonry Technician (FTC/WRI Trade test)	1	1	0
9	Hand Pump Technician (Trade Test)	1	0	1
Total		10	2	8

Source: Tarime District Council, 2014

D: Operation and Maintenance

No	Required Staffs	Required	Available	Shortage
1	Civil/Mechanical/Electrical Engineer	1	0	1
2	Water Technician (FTC)	1	0	1
3	Mechanical Technician (FTC)	1	0	1
4	Electrical Technician (FTC)	1	0	1
5	Lab Technician (FTC)	1	0	1
6	Plumber Technician (Trade Test)	1	0	1
7	Pump Mechanical Technician (Trade Test)	1	0	1
8	Electrical Technician (Trade Test)	1	0	1
9	Auto electrician Technician (Trade Test)	1	0	1
10	Welder Technician (Trade Test)	1	0	1
	Total	10	0	10

Source: Tarime District Council, 2014

E. Working Facilities

No.	Tools	Required	Present	Shortage
1	Supervision Car	2	2	0
2	Supervision Motor circle	3	3	0
3	Desk Top Computer	1	0	1
4	Lap Top Computer	2	1	1
5	Printers	1	1	0
6	Scanner	1	1	0
7	Office Table	5	3	2
8	Office Chairs	9	6	3
9	Photocopy Machine	1	0	1
10	File Cabinet	4	2	2
12	1" - 6" Die	2	0	2
13	Table Pipe Clamp	1	0	1
14	4,000Kg Chain Block	1	0	1

Source: Tarime District Council, 2014

2.1.19 General Election

Following the Presidential Commission known as the Nyalali Commission of 1992 which was given the task of collecting views of Tanzanians on whether or not Tanzania should continue with Single Party System, the Commission recommended the Multiparty System and the formation of an Electoral Commission which would be responsible for the conduct of elections. This resulted to the reintroduction of multi- party system in Tanzania in 1992. The Constitution of the United Republic of Tanzania, of 1977 was accordingly amended to cater for the same. The Political Parties Act of 1992 was thereafter enacted to regulate the formation and registration of Political Parties. This also necessitated to establishment of General Election Department at Council level. The overall functions of the department are to: To

assist District Executive Director in supervising and coordinating the registration of voters and the conduct of Presidential and Parliamentary Elections in the District. To collaborate with the National Election Commission to review the constituencies boundaries and demarcate the United Republic into various areas for the purposes of Parliamentary and Civil Elections. To provide voter education in the District and coordinate and supervise persons who conduct such education. Moreover, in fulfilling election related issues at District level, the department has the following core functions:

- To work in cooperation with electoral committee for planning general election
- To keep and update voters registration book
- To keep election records
- To supervise general or by-elections
- To ensure availability of election tools and materials
- To link between constituency and electoral committee
- To supervise implementation of committee/election activities and
- To control financial expenditure in accordance with election timetable

Currently, the department is not functioning smoothly since it has only one staff. There is lack of transport facilities for the department, shortage of working facilities and lack of election unit officers.

2.2 Analysis of External Environment

The general external environment of the Council goes beyond the nation's boundary to include the international environment. It is therefore important to review the external environment in order to understand the contextual setting envisaged in formulating strategic objectives for the District Council development for the

next three years. This will enable the Council to be responsive to the relevant and changing environment as well as the emanating complex and dynamic problems and challenges.

2.2.1 The Tanzania National Development Vision (2025)

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

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

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

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

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

- Attain self reliance driven by the psychological liberation of the mindset and the people's sense of confidence in order to enable the effective determination and ownership of the development agenda with the primary objective of satisfying the basic needs of all the people - men, women and children.
- Be a nation whose people have a positive mindset and a culture which cherishes human development through hard work, professionalism, entrepreneurship, creativity, innovativeness and ingenuity and who have confidence in and high respect for all people irrespective of gender. The

people must cultivate a community spirit; one which, however, is appropriately balanced with respect for individual initiative

- Be a nation with high quality of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.

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

2.2.2 Tanzania Mini- Tiger Plan

Mini-Tiger Plan 2020 gives Tanzania a golden opportunity to accelerate her economic growth to 8-10% from the current 7-7.5-6% by adopting the Asian Economic Development Model. The Model is focusing on employment creation by attracting Foreign Direct Investment (FDI) and promoting exports by developing Special Economic Zone (SEZ). Economic Miracle of Asian Economy is basically creating "Ponds" (SEZ) and attracting "Migrating Birds" (Investment especially FDI) - "Ponds and Birds" theory. Tanzania is still faced with many bottlenecks and problems for attracting FDI due to shortcomings such as underdeveloped infrastructure, weak banking system, weak entrepreneurs/venture spirit and weak manpower skills for developing modern industry. In order to overcome these problems and bottlenecks, "Ponds and Birds" theory offers a solution which has been successfully applied in the Asian countries including

ASEAN, China, India and more recently Vietnam. “Ponds and Birds” theory should work for Tanzania as well if Tanzania works diligently and quickly with the utmost efforts and enthusiasm from the President to Villagers. Tanzania Mini-Tiger Plan 2020 is to follow the success path of Asian Miracle by starting developing “Ponds” (SEZ) in the most promising areas and promising sectors.

Basic three stage strategy for accelerating to 8-10% annual growth includes: Build Special Economic Zones (EPZ) and aggressively promoting most promising industries (Primary, Light Industry and Tourism) by use of well proven SEZ Concept (Ponds and Birds Theory), Quickly improve the National Balance Sheet by expanding exports from \$1.0 billion to \$2-3 billion within 3-4 years by using “Ponds and Birds” theory and then, expand needed public projects in power/energy/water/transport sector by long-term borrowing from Multilateral and Bilateral development banks. The Tarime District Council has a vast area of 147 km². With its strategic location along the border with Kenya, the area can be strategically used to attract investment through private public partnership to promote the economic growth of the council and the nation at large.

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

This is an important milestone for Tanzania that a formal Five Year Development Plan is being unveiled.

Spanning from 2011/12 to 2015/16, the Plan is the formal implementation tool of the country's development agenda, articulated in the Tanzania Development Vision 2025. A prime aspect of the Plan is the recognition of fast-tracking realization of Development Vision 2025 goals. The Plan is underpinned by specific strategies to fast-track realization of the Vision 2025 goals and objectives. These include sustainable and effective utilization of existing human and natural capital; creation of an enabling

environment for the private sector to invest and participate in a wide range of business opportunities, in the next five years. The Plan emphasizes that the success of the private sector in taping the advantages from the enabling environment will depend on an efficient, well functioning and effective public sector.

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

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

country's growth potentials. These areas are of agriculture, industry, transport, energy, ICT and human resources.

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

2.2.4 Big Result Now (BRN) initiatives

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

On 22 February , 2013 , when the President Dr. Jakaya Kikwete formally launched a much-vaunted programme that's ostensibly

intended to vault Tanzania over from its current Least Developed Developing Country status (LDDC) to a middle-income nation-state by the year 2025. The initiative will eliminate the “culture of business as usual” and needless confidentiality amongst officials and officers serving the public that has hobbled efforts to move Tanzania forward. If the country is to achieve a middle-income economy by 2025, it is essential that development planning no longer be a secret process for executives and that the public become actively engaged to learn about development plans and provide input that will be taken into account. Transparency and efficiency are guiding concepts and the reduction of corruption will be of paramount importance. “Development plans are no longer secret matters for the executives, but the public will be involved to learn about the development plans and share their views accordingly. Tarime District Council like other councils is obliged to comply with (BRN) initiatives for making sure that all formulated strategic objectives and targets are timely achieved for sustainable development of the council.

2.2.5 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

The Agricultural Sector Development Strategy (ASDS) provides a comprehensive strategy and framework for the implementation of the sector policies. The strategy defines the means for achieving the central objectives of the national agriculture and livestock policies. It is designed to create an enabling and favourable environment for improving productivity and profitability of the agriculture sector, which is expected to increase farm incomes in order to reduce rural poverty and ensure household food security. In addition in June 2009, the Tanzania National Business Council under its Chairman President Dr. J.M. Kikwete organized a two days meeting to discuss the policies and strategies for transformation of Tanzania’s agriculture under the theme KILIMO

KWANZA. The following were the resolution: To embark on KILIMO KWANZA as Tanzania's Green Revolution to transform its agriculture into a modern and commercial sector; to integrate KILIMO KWANZA into the Government machinery to ensure its successful implementation; to mobilize the private sector to substantially increase its investment and shoulder its rightful role in the implementation of KILIMO KWANZA and declared that the implementation of KILIMO KWANZA will comprise the following ten actionable pillars:

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

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

2.2.6 Small and Medium Enterprise Development Policy 2002

In Tanzania, the Small Medium Enterprise (SME) sector has been recognised as a significant sector in employment creation, income generation, poverty alleviation and as a base for industrial

development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force and has greatest potential for further employment generation. Moreover, the SIDP does address the aspect of small industries but as a matter of fact, the SME sector covers more economic activities than manufacturing alone. As such strategies and programmes identified by SIDP have lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining and services. This requires an all embracing policy in terms of covering the whole range of economic activities being performed by SME broad spectrum sector perspective. In addition, the SMEs by nature of their scale require specific interventions to nurse them. In the international perspective, economies that have strong SME sectors have being due to having in place, clear guidance, focused visions and appropriate strategies arising from well designed SME policies. Based on the importance of this sector and its potential, the SME Development Policy has been designed to revitalise the sector to enable it to contribute to the objective of the National Development Vision 2025. Furthermore, it aims at creating a mechanism to put in place an effective institutional framework for its implementation, coordination, monitoring and evaluation. Central to all these strategies is the ultimate objective of attaining rural industrialisation in line with the Poverty Reduction Strategy and the Vision 2025. The policy aims at revolutionising the SME sector to make it sustainable agent of stimulation of growth of the economy.

The **vision** of the SME Development Policy is to have a vibrant and dynamic SME sector that ensures effective utilisation of available resources to attain accelerated and sustainable growth. The **mission** of this Policy is to stimulate development and growth of SME activities through improved infrastructure, enhanced service provision and creation of conducive legal and institutional framework so as to achieve competitiveness. The **overall**

objective of this policy is to foster job creation and income generation through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy

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

which contribute to the development of the council, the District Council has the role of coming up with strategic options of using the available opportunities provided by the government to enhance the capacity of SMEs in the council.

2.2.7 Local Government Reform Programme

The Government of Tanzania is currently implementing the second phase of Local Government Reform Programme (LGRP II) amidst both progressive and gendered policies and strategies aimed at attaining gender equity, democracy and sustainable development. The overall goal of LGRP II is to achieve accelerated and equitable socio-economic development, public service delivery and poverty reduction across the country. In relation to the overall goal, the overall programme purpose of LGRP II is to achieve devolution of Government roles and functions, and to that end transform LGAs to competent strategic leaders and coordinators of socio-economic development, accountable and transparent service delivery and poverty reduction interventions in their areas of jurisdiction.

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

2.2.8 Cooperatives Development Policy

This policy emphasizes on first transformation of farming from subsistence to commercial enterprises for the majority of producers, secondly assisting farmers to undertake critical problem analysis and assessment to understand the available alternative opportunities, production costs and market trends so that they can allocate their resources more efficiently value adding, and improvement of quality of products. Therefore, the cooperatives development policy provides some of the key challenges and opportunities for future development in this sector. In particular, the policy narrates the roles and responsibilities of the Government and other stakeholders in the promotion of autonomous competitive and member based cooperatives under the free market economy.

2.2.9 The Millennium Development Goals (MDGs)

The Millennium Development Goals (MDGs) are eight goals to be achieved by 2015 that respond to the world's main development challenges. The MDGs are drawn from the actions and targets contained in the Millennium Declaration that was adopted by 189 nations and signed by 147 heads of state and governments during the UN Millennium Summit in September 2000. The MDGs are global – level commitments on sustainable human development. The goals are very relevant to the core mission of the Council largely because they focus on extreme poverty eradication, universal education, environmental sustainability, improvement of maternal health, combat HIV/AIDS, malaria and other diseases, improvement of access to clean and safe water and promotion of gender equality and women empowerment. Therefore Tarime District Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that endeavour.

CHAPTER THREE

STAKEHOLDERS ANALYSIS, SWOC ANALYSIS AND CORE VALUES

3.1 Stakeholders Analysis

Stakeholders analysis in Tarime District Council involved the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success or failure of the strategic plan (either as implementers, facilitators, beneficiaries or adversaries). However, a basic premise behind stakeholders' analysis in Tarime District Council was that different groups have different concerns, capacities and interests, and this need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection. The key questions asked during stakeholder analysis were therefore 'whose problems or opportunities are we analysing' and 'who will benefit or loose-out, and how, from a proposed strategic plan intervention'? The ultimate aim being to help maximize the social, economic and institutional benefits of the strategic plan to the target groups and ultimate beneficiaries, and minimise its potential negative impacts (including stakeholder conflicts). The Summary results for stakeholders analysis is presented in Table 3.1 bellow.

Table: 3.1 Stakeholders Analysis Matrix

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
1	Community	Entrepreneurs/small businessmen. Key group in law enforcement Local residents Targeted group for	Improve socio-economic delivery

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
		<p>services delivered by the council</p> <p>Low and medium income earners</p> <p>Low pace to compliance with council bylaw.</p> <p>Low to medium financial capability</p> <p>Zero to extensive grazing livestock keepers.</p> <p>Small scale fish farmers.</p> <p>Feedlotting livestock farmers</p> <p>Whole sellers, and some office tools suppliers/implementers.</p> <p>Farmers, traders, workers</p> <p>Carrying out economic activities</p>	
2	MVIWATA (Mtandao wa Vikundi vya Wakulima)	<p>Coordinating groups</p> <p>Good co-operation</p>	<p>Increasing production</p> <p>Acquiring skills and new technologies</p> <p>Improve livelihoods</p> <p>Coordinate accessibility of bee product marketing</p>

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
3	AFRICARE	Good co-operation Support to enhance extension services Capacity building Coordination of beekeeping activities	Providing refresher courses Providing working tools and transport Establishing and supervision of farmers group Introducing new agriculture technologies
4	Mogabiri farm Extension Centre (MFEC)	Good co-operation Support to enhance extension services Capacity building Coordination of beekeeping activities	Technical backstopping Providing refresher course Providing working tools and transport Supervision and auditing of SACCOS
5	Nile Basin Initiative (NBI), LVEMP, LVRAC, NEMC and other environment	Co-operation with other stakeholder Environmental conservation	Providing training on land conservation Empowering farmers to conserve land along Mara

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
	interested parties		River Basin
6	Village Community Bank (VICOBA)	Co-operation with other stakeholder Fund support Improve livelihoods	Provision of fund Capacity building and income generating to community group members
7	AMCOS and SACCOS	Good cooperation Technical support Capital financing Capacity Building Good financial management of SACCOS	Provision of fund Capacity building and income generating to community group members
8	NMB and CRDB Bank, Small Enterprises Loan Financing (SELF)	Sustainable and financially stable societies Accessibility of loan for beekeeping activities	Accessibility of loan to beekeepers groups Helping beekeepers in business plan preparation and write – up

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
9	ACACIA	Sustainable and financially stable societies Good cooperation	Supporting working facilities Enhance extension services Disseminate new technologies Enhance environmental conservation`
10	Retail shop owners	Big retailers Medium retailers Small retailers	Buying goods from wholesalers to resale to final consumers Provision of information to consumers
11	Whole sale shop owners	Big retailers Medium retailers Small retailers	Buying goods from manufacturers to resale to retailers Provision of information to the Council and Retailers

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
12	Hotels and Guest House owners	Big Retailers Medium retailers Small retailers	Providing accommodation services to travellers Providing Meals to travelers
13	Entrepreneurial groups	To be recognized To be given entrepreneurial education	Provision of entrepreneurial education Sensitization on laws regulating trade Provision of information to traders
14	Police	Station level District level Special Police Zone level	Maintaining peace and tranquility Provision of security
15	TTCL	Public entity dealing with Communication	Internet, Data & Voice Service Provider
16	SACHITA Radio Station	Private entity dealing with Mass Media	Broadcasting, Entertainment s
17	UDOM, UCC & DIT	Training Institutions	Conducting workshop

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
18	TANESCO	Public entity dealing with Electrical Supplier	-Electric Power Supply
19	POSTA OFFICE	Public sector dealing with communication	- Communication
20	Farmers	Poor or lack of knowledge of crop production Low income Poor working facilities	Increasing production Acquiring skills and new technologies Improve livelihoods
21	Tanzania Coffee Research Institute (TaCRI)	Good co-operation Support to enhance extension services Coordination of agricultural activities Sustainable farmer groups	Conducting research of coffee crop Production of clonal coffee seedling Facilitating land acquisition for clonal coffee establishment Registration of farmer groups Supporting farmer groups with technical materials

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
22	Tanzania Small Holders, Tea Development Agency (TSHTDA)	Good co-operation Support to enhance extension services Coordination of agricultural activities Sustainable farmer groups	Supporting farmer groups with technical materials for clonal tea seedling production. Facilitating land acquisition for clonal tea nurseries establishment Registration of farmer groups Facilitate accessibility of tea marketing
23	Salvation Army and Tarime Rural Development Trust Fund (TARDTF)	Support to enhance extension services Good co-operation	Technical backstopping Provision of extension services Supporting farmers group with working tools

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
24	Agricultural Research Institute Ukiriguru other research institution	Co-operation with other stakeholder Research finding and dissemination of results Availability of secondary data Support for Research and Development	Conducting research Guiding farmers in implementing researched technologies Record keeping for agricultural interventions Providing support for research
25	Vi – Agro forestry Project	Co-operation with other stakeholder Environmental conservation	Supporting technical backstopping Facilitate in tree nursery establishment Training farmers on practicing conservation agriculture
26	Coffee buyers	Co-operation with other stakeholder Coffee production and quality improvement	Introducing coffee papery machine Accessibility of coffee marketing Value addition of coffee

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
27	Tobacco Alliance One	Increased tobacco production Support to enhance extension services	Conducting training and sensitization of better tobacco production practices Support famers with agricultural inputs Accessibility of tobacco marketing
28	Agro dealers	Agricultural input supply Advice proper use of inputs	Sales of agricultural inputs to farmers Insisting farmers to use agricultural inputs
29	PPRA	Public Institute	Procurement guidelines in the Country. Procurement Law enforcers.
30	Contractors	Private Partners	-Construction.
	District Tenderers	Private Partners	- Office consumables supplies, food services, sanitation

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
			services, service levy collection e. t. c.
31	Management (Head of Department and Units)	Public and have ability to understand anomalies raised	Information on internal audit function Consulting and assurance on management systems, Governance process and internal Control
32	General public	,some have low ability of understand anomalies raised	Information on Internal Audit, report issued on Public fund used
33	Internal Auditor General	Public have ability, knowledge to understand the observation raised	Giving quarterly, Project internal audit report. Report on the status of implementation of CAG,LAC audit recommendation

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
34	Professional institution ACFE, IIA ,IET	Public and private institution that have knowledge on internal Audit services	Getting Information on professional matters, Experience sharing opportunities , Attending auditing review class
35	Council members of Finance ,Administration and Planning	Low knowledge on understanding the audit queries raised by internal Auditor.	Issuing audit report to Audit Councilors
36	The judiciary	One of the pillars of the government	Interpretation of the law
37	Law Chambers/Advocates	Private attorneys	Legal defence Legal aid and assistance
38	Attorney General Chambers/Prosecutors	State attorneys	Legal defence prosecution of cases
29	Police Force	One of the defense forces in the country	Law enforcement
30	PCCB	National anti- corruption body	Prevention and combating corruption
31	The Parliament	One of the pillars of the government	Legislation i.e. law enactment

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
32	Human Rights Activists	Private human rights promoters	Public awareness Legal aid and assistance
33	Central Government	Government	Provision of guidelines, directives and policies. Provision of grants to LGAs Recruiting employees for LGAs.
34	Banks	Privately owned institutions	Provision of loan
35	Contractors/suppliers working with Council	Privately owned institutions Local contractors/suppliers and SME's	Contracted by the council for provision and supplying goods and services
26	Contractors/suppliers working within the district	Privately owned institutions Local contractors/suppliers and some are International ones.	Contracted by the within the council for provision and supplying goods and services
37	Revenue collecting agents	Outsourced agents	Outsourced by council to collect

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
			revenue
38	Employees	Public servants	Executing the departmental duties
39	Police	Public servants	Law enforcement
40	Baraki Sisters Far	Cooperation Milk consumption sensitized	Provision of good cooperation Conducting sensitization meetings on milk consumption Ensuring Consumption of milk
41	Tarime Leather Processing Association (TALEPA)	Cooperation Increased leather value Increase income of livestock keepers Market accessibility	Provision of good cooperation Conducting training on value addition to skin/hides products Support small scale TALEPA with skin/hide processing machine

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
			Sensitizing community to use skin/hides product.
42	Chama cha Wakulima na Wafugaji Tarime (CHAWAWA TA) and Tusife Moyo	Cooperation Formed farmers' and livestock keepers' network Activities supported	Provision of good cooperation Networking of livestock keepers through conducting meetings Provision of technical backstopping and fund support
42	Ministries.	Government. Facilitate National economic programmes eg. ASDP	Provision of funds. Employ staffs. Support Training of staffs. Providing working facilities to the staffs and Department. Facilitate research on livestock and fishery sector.

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
44	Sokoine University of Agriculture (SUA) and Livestock Training Agency (LITA).	Government entity	Train profession staffs. Conduct research related to the animal.
45	Serengeti National Park (SENAPA)	Good cooperation Controlled rabies case in animal (dog and cat). Case reporting Sustained rabies control	Providing staff for collaboration Conducting rabies vaccination Reporting of rabies case outbreak Vaccination intervention planned in Budget every year.
46	Veterinary Investigation Center (VIC)	Good cooperation Report on disease cases and samples Livestock Disease controlled Livestock production increased through controlled disease	Provision of good collaboration Filling out of disease surveillance forms Sample collection and submission on time

S/ No	Name of stakeholder	Characteristics/Capacity	Activities/Interests
			Conducting vaccination and dipping sensitization Providing training on livestock husbandry
47	Tanzania Fisheries Research Institute (TAFIRI).	Good cooperation. Fish farming increased through providing of fingerlings.	Assist in extension through training of short courses to the staffs

3.2 Core Values

Core values are inviolable (unbreakable) commitments that express "who we are as an institution" and what principles or qualities should infuse all practices and activities within the institution. A principle that guides an organization's internal conduct as well as its relationship with the external world. Core values are enduring beliefs that an institution and the people who inhabit it hold in common and endeavour to put into action. Values should lead the Council staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. Core values are the prerequisite norms for effective and efficient service delivery in any organisation. The operationalisation of the Tarime Town Council strategic Plan is therefore guided by ten major core values that constitute what the council values most. During the analysis of core values for Tarime District Council, the following were identified as core values which

will guide the endeavor during implementation of the strategic plan.

- High integrity ensured by all staff.
- Accountability and transparency should be maintained by all staff.
- All staff should provide higher quality services to meet client satisfaction.
- All staff should maintain good working spirit.

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

In achieving the Tarime District Council vision, mission, strategic objectives and Targets the Council must strive to utilize its existing Strength and Opportunities to eradicate its Weakness and Challenges. Based on the analysis of the internal and external environment in chapter two as well as stakeholders analysis, the following is a summary of the Council with regard to its strengths, weaknesses, opportunities and challenges that need to be address and exploited/capitalized.

3.3.1 Strength

- Tarime District Council is a legal entity established on the basis of the Constitution of the United Republic of Tanzania
- Presence of council bylaws.
- Partnership is highly recognized by communities and other stakeholders
- Good relationships with the existing stakeholders
- Availability of Trainable technical staff in their respective fields
- Availability of qualified and skilled staff

- Presence of abundance manpower mainly comprised of youths
- Team work spirit among staff members
- Strategic location of Tarime District Council (Along the border)
- Presence of a well defined organization structure with good chain of command and feedback.
- Availability of competent management team

3.3.2 Weaknesses

- Shortage of houses for staff
- Shortage of school physical infrastructure
- Shortage of books in schools which affects teaching and learning process
- Shortage of office facilities
- Shortage of teaching and learning materials
- Inadequate motivation for teachers
- Inadequate in-service training
- Un demarcated land use for livestock grazing
- Lack of proper land use management
- Shortage of qualified staff
- Un-conducive working environment at ward and village level
- Existence of corruption behavior to some officials
- Weak information and communication technology system
- High computer illiteracy of officials at lower levels.
- Weak dissemination of laws on human rights
- Shortage of working facilities.
- Inadequate staff at both lower and higher levels of the council
- Ineffective mobilization of fund from different sources.

- Policies and strategies have not been disseminated and understood by stakeholders
- Poor enforcements of laws and by- laws

3.3.3 Opportunities

- Good support from different stakeholders
- Existing of donor/Development Partners willingness to support various interventions in the council.
- Availability of national strategies documents and policies
- Existence of planning/budgeting guidelines from central government.
- Community willingness to participate in development initiatives.
- Availability of natural resources (e.g. minerals and suitable land for agriculture)
- Availability of capital development grants
- Availability of abundant land resources suitable for various socio-economic activities
- Proximity to Kenya border provides the Council with a good place for marketing of various products
- Availability of financial institutions which act as a sources of funds to support community development projects
- Presence of private services providers
- Willingness of Central Government to allocate resources to the council
- Presence of good support from the Regional Secretariat.

3.3.4 Challenges

- In adequate budget for the implementation of activities.
- Insecurity in some areas due to livestock theft
- Climate change
- Inter clan conflict due to land conflicts

- increasing population leading to conversion of grazing land into residential areas
- Politician vested interest.
- Environmental degradation due to poor agricultural practices
- Low price of agricultural products under free market system
- Delays in release of funds to effect development plans
- High illiteracy rate among community
- Livestock diseases outbreaks such as tick borne diseases, Rabies, CBPP.
- Conflicts among ethnic groups
- Low participation of the community in decision making and implementation of development projects
- Land conflicts among the communities
- Increased social and economic activities which affect the environment.
- Prevalence of livestock and crop diseases
- Change in demographic labour patterns resulted from discovery of mining
- Prevalence of HIV/AIDS which affect manpower
- Lack of reliable rural road infrastructures

CHAPTER FOUR

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

4.0 Vision

The vision of Tarime District Council is to have a peaceful and poverty free community by 2025

4.1 Mission

The Mission of Tarime District Council to provide high quality services to its community through good governance, effective and efficient use of available resources for sustainable development.

4.2 Strategic Objectives

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy enhanced and sustained
- C. Access and quality social services improved
- D. Quantity and quality of economic services and infrastructure improved
- E. Management of natural resources and environment improved
- F. Emergence preparedness and disaster management improved
- G. Social welfare, gender and community empowerment improved
- H. Good governance and administrative services enhanced

4.3 Strategic Objectives, Result area, Key targets, Strategies and Performance Indicators

4.3.1 Strategic objective 1

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy enhanced and sustained
- C. Access and quality social services improved
- H. Good governance and administrative services enhanced

4.3.1.1 Result Area: Human Resources and Administration

Strategic Objectives	Targets	Strategies	Performance Indicators
Service improved and HIV/AIDS infections reduced.	Provide nutrition food to 30 staffs affected with HIV/AIDS by June 2020.	Every financial year the Department budget for 30 staffs affected with HIV/AIDS.	Number of employees provided with nutrition food.
Enhance sustain and effective implementation of the national Ant-corruption strategy.	Reduce number of corruption cases from 304 to 5 by June 2020.	Conduct integrated quarterly committee meeting. Progressively use of suggestion box to get	Number of corruption cases reduced.

Strategic Objectives	Targets	Strategies	Performance Indicators
		community complaints.	
Access and quality Social services improved.	Build 5 staff houses by June 2020.	Budget in each financial year for the staff houses.	Number of staff houses contracted.
Good governance and administrative services enhanced.	Purchase 55 tables, 70 office chairs, 2 computer accessories ,50 conference chairs, 12 conference tables, 50 plastic chairs, 7 office cabinet, 2 photo copy machine, 3 shelves and one set sound equipment by June 2020.	Budget for buying office working facilities every financial budget.	Number of office facilities and tools purchased.
	Facilitate 100 statutory council meeting by June 2020	Prepare a council meetings time table and implement it	Number of statutory council meeting conducted.

Strategic Objectives	Targets	Strategies	Performance Indicators
		accordingly	
	Reduce debts to the from tenderers' from T sh. 600,000,000/= to 0 by June 2020	Reduce tenderers debts according to Revenue collection.	Number debtors (tenderers) paid Reduced number of unpaid tenderers
	Increase budget from 4.09 billion in previous 5 year to 6.5 billion by June 2020.	Raise revenue collection through introduced new methods of collecting tax.	Increased department budget
	Promote 100 employees by June 2020.	Prepare personal emolument budget every year.	Number of employees promoted.

Strategic Objectives	Targets	Strategies	Performance Indicators
Good governance and administrative services enhanced	Train 5 staffs in certificate program and 2 staffs in master program by June 2020.	Include staff in Training plan in every annual budget.	Number of staff attended in respective programme
	Construct 7 ward executive offices and 10 village executive offices by June 2020.	Budget in every financial year for offices construction.	Number of ward executive offices and villages executive offices are constructed
	Facilitate 10 employees on customer care by June 2020.	Budget for facilitating 10 staffs to attend short courses on customer care.	Number of employees attended short courses on customer care.
	Recruit 50 village executives Officers, 7 Ward Executives Officers, 5 office assistants, 3	Include in the budget the personal emolument each financial year.	Number of staff recruited.

Strategic Objectives	Targets	Strategies	Performance Indicators
	record management assistant officers, 5 personal secretary, and 5 security guards by June 2020.		
	Clean staffs data are ensured by 2020	Exercise daily staff data cleaning.	Number of staff whose data cleaned.
	Payment for provision contribution of national regional exhibition festival celebrations enhanced by 2020	Budget for various regional and national contributions regional exhibition festival celebrations	Number of staff paid

4.3.2 Strategic objective 2

- D. Quantity and quality of economic services and infrastructure improved
- H. Good governance and administrative services enhanced

4.3.2.1 Result Area: Planning Statistics and Monitoring

Strategic Objectives	Targets	Strategies	Performance Indicators
Good governance and administrative services enhanced	Conducive working environment to 3 Planning staff ensured by June 2020.	Solicits fund from central government. Solicits fund from own source	Number of staffs paid rights and benefits.
Good governance and administrative services enhanced	Council data bank strengthened to 24 wards,19 Departments by June 2020	Solicits fund central government. Awareness creation WEO's and HOD	Number of departments strengthened Number WEO's trained
Quantity and quality of economic services and infrastructure improved	Participatory ,Implementation, Monitoring and evaluation to all projects ensured by June 2020	Solicits fund from central government Solicits fund from own source	Number of project evaluated
Good governance and administrative services enhanced	Quality council plans and budget approved two months before the end of each financial year	Solicits fund from central government Solicits fund from own source	Number of MTEF books produced each financial year

4.3.3 Strategic objective 3

- D. Quantity and quality of economic services and infrastructure improved

4.3.3.1 Result Area: Agriculture, Irrigation and Cooperatives

Strategic Objectives	Targets	Strategies	Performance Indicators
Quantity and quality of economic services and infrastructure improved	Payment of staffs rights and benefits increased from 12 to 54 staffs by June 2020.	Solicits fund from central government Solicits fund from own source	Number of staffs paid rights and benefits.
Good governance and administrative services enhanced	2 Ward Agricultural Resource centers constructed by June 2020	Contract constructors Solicits fund central government Mobilized community	Number of Ward Agricultural Resource centers constructed
	2 irrigation schemes constructed in midland agricultural zone by June 2020	Contract constructors Solicits fund central government Mobilized	Number of irrigation schemes constructed Production increased

Strategic Objectives	Targets	Strategies	Performance Indicators
		community	
	Number of tractors used in agriculture increased from 7 to 12 by June 2020	Contract supplier/dealer Solicits fund from central government Community contribution	Number of tractor procured Cultivated area increased Increased Production per Acre
	Number of cash crops processing machines increased from 7 to 10 by June 2020	Invite investors Solicits fund from central government Community contribution	Number of cassava, coffee, sunflower processing machine procured Tea processing factory installed
Quantity and quality of economic services and infrastructure improved	Food secured household increased from 37,000 to 52,000 household by June 2020	Solicits fund from central government Mobilized community	Number of community afford 3 meals per day Nutritive status of community

Strategic Objectives	Targets	Strategies	Performance Indicators
Good governance and administrative services enhanced			improved
	Farmer with proper knowledge on cash crop husbandry increased from 23,049 to 44,549 farmers June 2020	Solicits fund from central government Provide Working Facilities Hire Facilitators	Number of farmers trained
	Agriculture production increased from 285,809 tons to 380,000 tons by June 2020	Solicits fund from central government	Tons of crops produced
	Crop pests and diseases infestation reduced from 1033.43Ha to 310.1Ha by June 2020	Solicits fund from central government Solicits fund from own source	Hectares infestation with crop pests and diseases reduced
	Agricultural marketing information system introduced to	Solicits fund from central government Mobilize	Agricultural marketing information system introduced to

Strategic Objectives	Targets	Strategies	Performance Indicators
	25 crop marketing centers by June 2020.	Community	25 crop marketing centers
	Farmer groups practicing Warehouse Receipt System increased from 10 to 17 by June 2020	Solicits fund from central government Expert of warehouse receipt system Solicits fund from own source	Number farmer groups practicing Warehouse Receipt System increased
	Number of co-operative Societies monitored and audited increased from 10 to 30 by June 2020	Solicits fund from central government Working Facilities Solicits fund from own source	Number of cooperative societies audited. Increased of capital
	Number of Co-operative Societies increased from 67 to 80 by June 2020	Solicits fund from central government Mobilized Community Working	Number of cooperative societies formed and registered Number of members'

Strategic Objectives	Targets	Strategies	Performance Indicators
		Facilities Solicits fund from own source	access financial and marketing services. Number of report received
Quantity and quality of economic services and infrastructure improved	Cooperative accountants with financial management knowledge increased from 3 to 67 June 2020	Solicits fund from central government Solicits fund from own source	Number cooperative accountants Number of financial report received

4.3.4 Strategic objective 4

- D. Quantity and quality of economic services and infrastructure improved

4.3.4.1 Service Area: Livestock and Fisheries

Strategic Objectives	Targets	Strategies	Performance Indicators
Quantity and quality of economic services and infrastructure improved	Livestock and fisheries diseases reduced by 5% from 2015 to 2020.	Solicit fund. Employ 17 extension workers. Procure drugs, vaccine and working equipments	Litres of acaricide supplied Number of animals Vaccinated and treatment Fish mortality reduced. Number of Functional dips.
	Livestock and fisheries production increased from 907.74 tonnes to 1200 tonnes by 2020.	Mobilize community. Solicit funds. Provide extension services Supply Fingerlings Contract contractors	Numbers of indigenous cattle cross breed by improved bulls. Numbers of indigenous cattle artificially inseminated. Number F1 calves calved. Number of

Strategic Objectives	Targets	Strategies	Performance Indicators
			animals sold Amount of fish sold Number of fish pond constructed
	20 stakeholders empowered in processing of livestock and fisheries products by June 2020.	Mobilize community. Solicit funds. Hire facilitators. Contract contractors	Numbers of milk factory empowered. Numbers of Hides/skins factory empowered Number of fish markets constructed
Quantity and quality of economic services and infrastructure improved	28 Livestock and fisheries staffs paid rights and benefits by June 2020.	Solicit fund Prepare action plan	Number of staffs paid Report of paid staff Amount of money collected Amount of money in T sh. received
	10 groups of	Mobilize	Number of

Strategic Objectives	Targets	Strategies	Performance Indicators
	farmer trained on zero grazing production system by 2020.	community. Solicit funds. Hire facilitators.	groups trained. Reports of training Attendance sheets
	50 fish farmers trained on pond construction and management by June 2020.	Mobilize community. Solicit funds. Hire facilitators.	Numbers of ponds constructed Numbers of farmers trained Numbers of ponds managed Reports of training Attendance sheets.
	13 Cattle dips renovated from 2015 to 2019 by June 2020.	Solicit fund Mobilize community contribution. Contract Contractors. Mobilize village dip	Number of cattle dips rehabilitated. Number of livestock keeper dipped their animals.

Strategic Objectives	Targets	Strategies	Performance Indicators
		management committee.	<p>Numbers of Village dips management committee.</p> <p>Number of animals dipped</p> <p>Amount of acaricides used</p> <p>Amount of acaricides procured</p> <p>Monthly report of extension staff</p>
	4800 indigenous cattle improved on genetic potential June 2020.	<p>Procure improved bulls.</p> <p>Use artificial insemination.</p> <p>Sensitize community</p> <p>Mobilize community</p> <p>Hire AI</p>	<p>Number of farmers with improved cattle.</p> <p>Numbers of F1 Calves</p> <p>Amount of Liquid Nitrogen gesi used</p> <p>Amount of</p>

Strategic Objectives	Targets	Strategies	Performance Indicators
		experts	money used Improved reports
	30 villages trained on range and pasture management by June 2020	Mobilize community. Sensitize preservation of agriculture by-products. Solicit funds.	Number of village trained Amount of hay produced Range and pasture management reports.
	15 Motorcycles provided to Livestock/Fisheries officers by June 2020.	Solicit fund Contract contractors.	Numbers of motorcycles procured Number of extension staffs with motorcycles
	Livestock department empowered on monitoring of development projects by June 2020.	Mobilize Community. Solicit fund. Conduct regular patrol.	Monitoring reports produced Names of projects monitored Wards and villages

Strategic Objectives	Targets	Strategies	Performance Indicators
			visited Attendance sheet Amount of money used.
Quantity and quality of economic services and infrastructure improved	28 Livestock and Fisheries staffs trained on diseases and production technologies by June 2020.	Solicit funds Train staffs. Hire facilitators	Production technologies trained Diseases trained Attendance sheet Amount of money used Training reports.
	2 centres of fish fingerlings breeding established by June 2020.	Solicit fund Mobilize community Own land Seek land title deed Contract contractors	Numbers of centre established Amount of fingerlings produced Names of farmers supplied with fingerlings

4.3.5 Strategic objective 5

- A. Services improved and HIV/AIDS infections reduced
- B. Enhance, sustain and effective implementation of the National Anti- corruption Strategy
- C. Access and quality social services improved
- D. Quantity and quality of economic services and infrastructure improved
- G. Social welfare, gender and community empowerment improved

4.3.5.1 Service Area: Primary Education

Strategic Objectives	Targets	Strategies	Performance Indicators
Services improved and HIV/AIDS infection reduced.	HIV/AIDS Prevention knowledge provided in 104 primary schools, 200 new appointed teachers and 5 HIV/AIDS teachers attending CLINIC Monthly by June, 2020.	Facilitate teachers on financial support to 5 HIV/AIDS victims to attend clinic monthly. Conduct HIV/AIDS sensitization seminars to 200 new appointed teachers. Conduct 20 seminars on HIV/AIDS awareness to 208 Health teachers by June, 2020.	Number of Teachers with HIV/AIDS supported to attend monthly clinic Number of sensitization seminar conducted. Awareness seminar on HIV/AIDS Conducted Number of HIV/AIDS Committees

Strategic Objectives	Targets	Strategies	Performance Indicators
		Formation of 104 HIV/AIDS committees in schools by June, 2020. Facilitate school Health teachers to enhance life skills Guidance and counseling to pupils and students in schools (peer-education).	formed.
Access and quality social service improved.	Academic performance increased from 45.9% to 70% by June, 2020.	Provide rights and benefits to teachers timely Disburse fund in 104 primary schools on time Reward 10 best schools in PSLE.	Types of Right and Benefit provided for teachers. Amount of funds timely disbursed Number of schools rewarded
	Preprimary and Std I enrolment rate maintained at 100% by June, 2020.	Project pupils to be enrolled by 100% Enrol pupils projected by 100%	Percentage of pupils enrolled.
	Quarterly educational	Facilitate 14 staff to attend	Number of staff attended

Strategic Objectives	Targets	Strategies	Performance Indicators
	meeting attended report submitted timely by June, 2020.	meeting Facilitate 14 staff to prepare quarterly report timely and submit.	meeting. Number of report prepared and submitted.
	District literacy reduced from 30% to 15% by June, 2020.	Facilitate operation of 24 COBET and 24 ICBAE Centers by June, 2020. Facilitate 24 WEC to supervise and monitor 104 primary schools by June, 2020. Facilitate commemoration of Regional Adult Education week. Facilitate Honoraria payment for 208 facilitators timely by June, 2020.	Numbers of Centers facilitated Number of supervision and monitoring submitted reports Number of facilitators paid their honoraria
	National culture promoted and coordinated in 24 Wards and	Facilitate 1 staff to attend Regional and National meeting by	Report submitted Report submitted Report

Strategic Objectives	Targets	Strategies	Performance Indicators
	104 primary schools by June, 2020.	June, 2020. Facilitate commemoration of Uhuru torch events June, 2020. Facilitate participation of National festivals and anniversaries by June, 2020.	submitted Number of events
	Sports and games events promoted and coordinated in 104 primary schools and 1975 workers by June, 2020.	Attend regional and National meetings on quarterly bases by June, 2020. Conduct UMITASHUMTA and SHIMISEMITA competition by June, 2020. Facilitate District sport and games team to participate in Regional and National Lea give by 2020.	Report submitted Number of meeting attended. Report submitted Number of competition performed Report submitted Number of Bonanza conducted Report

Strategic Objectives	Targets	Strategies	Performance Indicators
		Facilitate games and sports Bonanza for workers in the District and Regional competition by June, 2020.	submitted.
Quantity and quality of economic services and infrastructure improved by June, 2020.	Classroom building completion increased from 1245 to 1305 by June, 2020.	Prepare BOQ for completion of classrooms, Teachers House and Latrines Disburse fund for completion of classrooms, Teachers houses and Latrine by 2020. Facilitate monitoring and supervision for completion of classrooms, teacher's houses and Latrine by 2020. Facilitate preparation of report and submission according to the implementation	Number of classes constructed Number of classrooms and Teachers house and Latrine completed Number of report submitted.

Strategic Objectives	Targets	Strategies	Performance Indicators
		stages.	
	Teacher's houses completion increased from 1638 to 1723 by June, 2020.	Disburse fund for teachers construction	Number of teachers house constructed
	School water Sanitation and Hygiene services increased from 3 schools to 13 schools by 2020.	Conduct baseline survey/mapping on sanitation and hygiene at 10 schools by 2020. Conduct orientation on school wash guideline to teachers by June, 2020. Establish school Health clubs at 10 schools and orientation on sanitation and Hygiene by June, 2020.	Number of schools surveyed Number of schools improved water sanitation and hygiene services Report submitted Report submitted Number of health clubs formed.
	Establishment of Two post-Primary technical schools by	Purchase teaching and learning materials at 2 post-primary	Number of Teaching and learning material purchased.

Strategic Objectives	Targets	Strategies	Performance Indicators
	Jane 2020.	technical schools by June, 2020. Facilitate seminar for six teachers on Guidelines syllabus and technical skills by June 2020.	Report submitted Number of teachers facilitated
	Academic performance to the pupils with special needs established in one school by June, 2020.	Purchasing teaching and learning aids by June, 2020. Support pupils with special needs to participate on Paralympics games by Jen, 2020. Purchasing sports and games gears	Number of teaching Aids purchased. Number of pupils participated in Paralympics games Report submitted
Emergence preparedness and disaster management improved.	Rehabilitation of Twenty (20) classrooms affected by disaster by June, 2020.	Provide training to 208 teachers/officers on Gender equity, children's right. Facilitate 208 teachers on environmental	Number of teachers/staff trained. Number of teachers facilitated Report submitted

Strategic Objectives	Targets	Strategies	Performance Indicators
		conservation. Enhance awareness to pupils on environmental conservation Disbursement of fund for 20 classrooms affected.	Number of classroom rehabilitated due to disaster.
Good governance and administrative services enhanced.	Training on leadership, life skills provided to 128 teachers by June, 2020.	Conduct seminar for 128 leaders/head teachers and Wards Education Coordinators on leadership and life skills by June, 2020.	Number of seminar conducted Report submitted.

4.3.6 Strategic objective 6

E. Management of natural resources and environment improved

4.3.6.1 Service Area: Bee keeping

Strategic Objectives	Targets	Strategies	Performance Indicators
Management of natural resources	Payment of staffs rights and benefits	Solicits fund from central	Number of staffs paid rights and

and environment improved	increased from 1 to 4 staffs by June 2020.	government Solicits fund from own source	benefits.
	5 beekeeping demonstration farms established by June 2020	Solicits fund from central government Mobilize the community	Number of demonstration farms established
	Beekeepers with proper knowledge of beekeeping increased from 283 to 1200 by June 2020	Solicits fund from central government Solicits fund from local government Provide Working Facilities Hire Facilitators	Number of beekeepers trained
	Bee Honey production increased from 14.7 tons to 20 tons by June 2020	Solicits fund from central government Employ beekeeping officers	Tons of honey produced

	Bee product quality improved from local to international standards by June 2020	Contract supplier/dealer Solicits fund from central government Solicits fund from Local Government Authority	Level of Chemical content
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4.3.7 Strategic objective 7

A. Services improved and HIV/AIDS infections reduced

C. Access and quality social services improved

4.3.7.1 Service Area: Community Development, Youth and Social Welfare

Strategic Objectives	Targets	Strategies	Performance Indicators
Services improved and HIV/AIDS infections reduced	Village, Ward multi sectoral HIV/AIDS committees to fight against HIV/AIDS infection strengthened	. Convene MACs meetings Training Follow ups	Number of committees established

Strategic Objectives	Targets	Strategies	Performance Indicators
Services improved and HIV/AIDS infections reduced	Stigma denial and Discrimination reduced in 84 villages by June 2020	Orient roles and responsibility to CMAC and village members in respect to HIV&AIDS Create awareness on HIV&AIDS pandemic Create awareness on HIV&AIDS pandemic to in school and out school youths	Number of meetings Number of students reached
	Coordination and management of HIV&AIDS interventions strengthened in 24 Wards by June 2020	Convene PLHIV Baraza and HIV&AIDS stakeholders meetings Carry out supportive supervision	Number of meetings Number of groups reached
	Social support for PLHIV, Widows and Widowers strengthened in 84 villages by June 2020	Provider Entrepreneurship skills and soft loans Carry out supportive	Number of groups reached Number of quarterly supportive and

Strategic Objectives	Targets	Strategies	Performance Indicators
		supervision Form and maintain PLHIV, Youths and Women groups	supervision carried out Number of groups formed and maintained
	Number of women and youth trained on entrepreneurship skills increased from 413 to 800 by June 2020	Identify women groups Mobilize women and youth groups Train women groups	Number of women groups trained
	Number of youth trained on entrepreneurship skills increased from 162 to 600 by 2020	Identify youths groups Mobilize Youth groups Train Youth groups	Number of groups trained and maintained
	Provision of soft loan to Youth groups increased from 140 to 450 by June 2020	Identify youths groups Mobilize Youth groups Train Youth groups	Number of youth and youth groups mobilized
Access and quality	Community orphan centers	Mobilize ward development	Number of orphans

Strategic Objectives	Targets	Strategies	Performance Indicators
	formation by June 2020	meetings· Train groups	
	Coordination of socio-economic development activities of NGOs, FBOs, CBOs in the District improved by June 2020	· Quarterly meetings. Supportive supervision	Number of meeting conducted Number of CSOs registered
	Mobilize and facilitate village to participate in social economic development by June 2020	Meeting through WDC, village committees Researches	Number of villages and WDCs and village committees Reports
	Awareness on Gender equality and involvement of men and women in development activities strengthened by June 2020	Conduct meetings	Number of meetings
	Community Development skills and administrative	Pay school fees and accommodation Facilitate leave	Number of CD worker facilitated

Strategic Objectives	Targets	Strategies	Performance Indicators
	requirements enhanced to 20 CD staffs by 2020	allowance,	
	Access to social welfare services for disadvantaged people in 24 Wards improved by June 2020	Home visit Court attending Prison visiting	Number of Home visit Number of case attended Number of prisoner visited and their case attended
Access and quality social services improved			

4.3.8 Strategic objective 8

H. Good governance and administrative services enhanced

B. Enhance, sustain and effective implementation of the National Anti-corruption Strategy

4.3.8.1 Service Area: Finance and Trade

Strategic Objectives	Targets	Strategies	Performance Indicators
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	5 annual budgets of income and expenditure prepared by 2020.	Train heads of departments and accountants on how to prepare the financial budget. Equip staffs with working facilities. Set aside funds to facilitate budgeting sessions.	Annual budget books prepared
Good governance and administrative services enhanced	60 monthly financial reports, prepared and timely submitted to various stakeholders by 2020	Equip staffs with working facilities Compile and submit the reports to respective authorities Coordinate and supervise 5 departmental sections report on performance	Financial reports prepared
	5 CAG annually audit	Equip staffs with working	CAG reports timely

Strategic Objectives	Targets	Strategies	Performance Indicators
	reports responded and timely submitted to CAG by 2020	facilities Compile and submit the reports to respective authorities Coordinate and supervise 5 departmental sections report on audit query responses	responded and submitted
	All staffs in the department, education level of bachelor degree, and all heads of sections, masters degree attained by 2020	Arrange training schedule and set aside funds to facilitate staffs attend the long term courses. Allow one staff to attend training at bachelor degree level Allow one staff to attend training at Masters degree level yearly	staffs with degree level of education
Enhance, sustain and	Working facilities,1	Equip finance department	Office tools acquired

Strategic Objectives	Targets	Strategies	Performance Indicators
		review classes.	
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	5 final accounts reports prepared and timely submitted to NAOT by 2020.	Compile all monthly financial reports Prepare monthly bank reconciliation statements and trial balances. Maintain the correct creditors and debtor's ledgers, imprest's register, deposits register and salary advance register. Reconcile creditors and debtors' ledger	Final accounts reports
Good governance and administrative services enhanced	5 times(yearly) fixed asset register up – dated by 2020	Carry out evaluation of all buildings Classify all non-current asset acquired during the year. Update fixed	Updated fixed asset in place

Strategic Objectives	Targets	Strategies	Performance Indicators
		asset register with all additions and disposals.	
	Government financial procedures adhered to, the audit queries from 100 to 20 decreased by 2020	Prepare payments according to the budget, LAAM, LAFM and other standards Conduct training programs to ward and village executive officers Facilitate regular check up at LLGAs on financial record keeping Implement the auditors' recommendations on previous raised matters.	Audit queries raised
	Preparation of monthly payroll and 60 salary/payroll	Prepare employees salary on monthly basis	Salary reports submitted

Strategic Objectives	Targets	Strategies	Performance Indicators
	reports timely submitted by 2020	Prepare and timely submit the monthly salary reports to stakeholders	
Good governance and administrative services enhanced	Council own sources revenue collection raised from TZS.1.9 billion to 3.0 billion by 2020.	Identify and establish other sources of revenue Outsource some of revenue sources to revenue collecting agents Provide education to tax payers Conduct regular visits to companies supposedly to pay service levy to reconcile total amount paid to the council versus their annual turnover. Maintain a register for	Increase% in collections
Good governance and administrative services enhanced			

Strategic Objectives	Targets	Strategies	Performance Indicators
		companies operating within the district showing name of company, type of business, location and address, assessed returns, amount payables and debt of assessment.	

4.3.9 Strategic objective 9

H. Good governance and administrative services enhanced

4.3.9.1 Service Area: Internal Audit

Strategic Objectives	Targets	Strategies	Performance Indicators
Enhance, sustain and effective implementation of the National Anti-corruption	Conducive working environment to 2 staff from 1staff in existence assured by	Council Human resource officer to Make follow up of new recruitment	Number of new internal auditors recruited at Tarime District Council

Strategic Objectives	Targets	Strategies	Performance Indicators
Good governance and administrative services enhanced	June 2018	<p>staff from the Ministry of man power</p> <p>Accounting officer to give the new recruited employees their benefit and right whenever possible as motivation.</p>	
	<p>Limited capacity of 3</p> <p>Council Internal Auditor in term of professional skills improved by June 2018</p>	<p>Council Accounting officer to support the internal Auditors to attain professional skill</p> <p>To allocate funds in MTEF on how to attain professional skills.</p>	<p>Council acquire clean report to council.</p> <p>Reduction in number of adverse and qualified audit opinion in Tarime District Council.</p> <p>% of Internal Audit Units conforming with International Internal</p>

Strategic Objectives	Targets	Strategies	Performance Indicators
			Auditing Standards. % of Internal audit process improved.
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	The internal Audit unit infrastructure and working facilities i.e. office for more than one staff obtained by June 2018	Council management to allocate extra office to attain quality Assurance in internal audit functions	Existence of office room for internal auditors for more than 2 people.
Good governance and administrative services enhanced	Increase quantity of internal audit report that are more than 4 which are ad-hoc that leads to inconsistency of doing unplanned audit by June, 2018	Accounting officer to allocate funds outside of internal audit MTEEF	Rate of ad-hoc audit activity increased and performed by June, 2014
	Four regularly Audit	Accounting officer to	Number of meeting seat

Strategic Objectives	Targets	Strategies	Performance Indicators
	Committee meeting sit and report issued by June,2018	allocate fund quarterly	per year,

4.3.10 Strategic objective 10

H. Good governance and administrative services enhanced

4.3.10.1 Service Area: Procurement and Management

Strategic Objectives	Targets	Strategies	Performance Indicators
Good governance and administrative services enhanced.	6 PMU staffs Participated 10 workshops of PPRA for capacity building by 2020.	Fund allocation. PPRA guidelines. Low enforcement	Number of staff trained. Number of PPRA workshop proved. Activity report available.
	6 PMU Staffs and 6 tender board members to attend training on procurement	Allocate fund. Plan preparation for members of tender board and	Activity report available. Act and regulation available in procurement

	Act and Regulation by 2020.	PMU staff supposed to attend the workshop.	unit. Number of tender board member and PMU staff trained.
Good governance and administrative services enhanced	4 PUM staffs to attend PSPTB examination by 2020.	Allocate fund.	Number of Completion certificate provided to staff attended.
	Working environmental to 6 staff members improved through medical, Burial expenses and leave allowances by 2020.	Allocate fund. Leave roaster schedule to be preparation.	Number staff went for leave. Medical treatment reports for staff members.
	Available council Store Rehabilitated by 2018 Council's Warehouse, Shelves and Pallets Constricted by 2019	Allocate fund.	Number of stores constructed.

	4 shelves, 10 chairs, 5 tables, 4 computers, 2 printers, 1 scanner and 1 photocopy machine, Heavy duty binding machine purchased for PMU office by 2020.	Allocate fund.	Number and type of tools/equipment purchased. Tools store record keeping.
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4.3.11 Strategic objective 11

C. Access and quality social services improved

E. Management of natural resources and environment improved

4.3.11.1 Service Area: Sanitation and Environment

Strategic Objectives	Targets	Strategies	Performance Indicators
Access and quality social services improved	Increased fumigation facilities from 10 per year to 126 by 2020.	Public awareness on importance of fumigation practice in living places. Law	Number of fumigation facilities Water catchment improved. Unsustainable agriculture

Strategic Objectives	Targets	Strategies	Performance Indicators
		enforcement	reduced. Environmental knowledge to community increased.
	Latrine coverage increased from 5 primary schools to 10 primary school by June 2020.	Law enforcement Public awareness on importance of latrine construction. Fund allocation.	Number of latrines constructed per school.
	Communicable diseases reduced from 50% to 80% by June 2020	Fund allocation. Create awareness on environmental sanitation and hygiene.	Number of affected patients reported to dispensaries/hospitals. Number of improved household latrine constructed.

Strategic Objectives	Targets	Strategies	Performance Indicators
Access and quality social services improved	Food sample collected increased from 5 to 150 samples by June 2020.	Enforce law Public awareness on health. Fund allocation.	Number of food samples taken.
	Five (5) National and International Environmental festivals commemorated by June 2020.	Allocate Fund. Plant tree. Create awareness on environmental conservation.	Number of tree planted. Number of activity report available. Number of primary and Secondary school participated Knowledge on environment.
	Increased solid waste collection and disposal increased from 7800tonnes to 10,500tonnes by June 2020.	Outsourcing. Create awareness on solid waste management. Law enforcement on	Number of household waste pit dug. Amount of tones collected.

Strategic Objectives	Targets	Strategies	Performance Indicators
		sanitation. Establishment of Permanent damping site plans.	
	Household latrine coverage increased from 24,367 to 55631 by June 2020.	Penal ting household which does not have latrine. Strengthen health committees. Awareness on impact of not using latrine. Triggering practices.	Number of household using latrines. No of communicable diseases related to use of latrines reported to health centers.
	1600 water sources treated by 2020	Allocate fund Identification of water resources for treatment.	Number of bore holes treated. Reduced number of water borne diseases cases.
	Increased food premises inspection	Allocate fund Law	Number of food premises

Strategic Objectives	Targets	Strategies	Performance Indicators
	from 150 to 850 per year by June 2020.	enforcement by fines to those who do not comply	inspection Number of notes provided to premises. Number of notes implemented.
	Working Sanitation section improved through buying 3 motor cycles by June 2020.	Allocate fund	Number of motor cycles purchased.
Management of natural resources and environment improved	Environmental conservation skills and culture strengthened in 25 wards to 88 villages by 2020.	Public awareness on importance of proper mining, management of water catchments. Law enforcement Allocate fund.	Water catchment improved. Unsustainable agriculture reduced. Environmental knowledge to community increased.
	Environmental management	Enforcement	Number of by-

Strategic Objectives	Targets	Strategies	Performance Indicators
	compliance and enforcement improved to 88 villages by June 2020.	law. Create public awareness. Allocate fund Conserve catchment by tree planting and grasses.	laws distributed
	Five (5) National and International Environmental festivals commemorated by June 2020	Allocate fund Plant tree. Create awareness on environmental conservation	Number of tree planted. Number of activity report available. No of primary and Secondary school with knowledge on environment.
	Environmental management compliance and enforcement improved to 88 villages by June 2020.	Enforce law. Create public awareness. Allocate fund	Number of EIA reports/certificates available to local investment facilities.

Strategic Objectives	Targets	Strategies	Performance Indicators
Management of natural resources and environment improved	Working Environment of Environmental section improved through buying 2 desktop computers, 5 tables, 10 chairs, and 2 CPUs by June 2020.	Allocate fund	Number of office equipments purchased.

4.3.12 Strategic objective 12

- C. Access and quality social services improved
- D. Quantity and quality of economic services and Infrastructure Improved
- H. Good governance and administrative services enhanced

4.3.12.1 Service Area: Information Communication Technologies and Relation (ICTR)

Strategic Objectives	Targets	Strategies	Performance Indicators
Access and quality social services	Public access to council, ward, village	Update news to council's website	Frequency of updating information in

improved	and associate institutions' information through ICT enhanced by June 2020	Monitor notice board & suggestion box Broadcast to Media	the website number of collections and hours of broadcasting.
	ICTR Unit created awareness and sensitization training of ICT and PR to 19 Departments and unit twice a year conducted by 2020	train staffs	Number of departments & unit reduced complains Frequency of desktop support reduced
Quantity and quality of economic services and Infrastructure Improved	ICT infrastructure in 13 departments and 6 unit maintained equipped by 2020	Contract to Outsource	Council Connected to fiber Server room in place, Number of departments & unit connect to network (LAN/WAN)
	Communication systems and services in 13 departments and 6 Unit	Deal to Outworker	Internet availability Data sharing, internal call

	improved by 2020		Movement USB flash Reduced
	Information Technology and systems modernized by 2020	Bond to service provider	The Use of Email of go.tz in all departments Effective file movement
Good governance and administrative services enhanced	Two ICTR staff trained in selected ICT Technical skill strengthened by June 2020	Attend training	Number of ICTR attended training
	Working environment to 2 staffs improved by 2016	Office equipped with tools Support staffs	Number of office equipment Number of staffs supported

4.3.13 Strategic objective 13

H. Good governance and administrative services enhanced

4.3.13.1 Service Area: Legal

Strategic objective	Targets	Strategies	Performance indicators
Good governance	Ward tribunals	Selection of eligible	Peace and harmony in the

and administrative services enhanced	established from 15 to 25 in 25 wards by June 2020	members of the ward tribunals by the WDC Taking oath of selected members of the ward tribunals Fund allocation Public awareness	society observed. Number of ward tribunals
Good governance and administrative services	25 ward tribunal are strengthened in 25 wards by June 2020	Conduct seminars and workshops to the members of the ward tribunals Fund allocation public awareness	Awareness of tribunal members on laws, rules and regulations
	Village land councils increased from 28 to 88 in 25 wards by June 2020	Selection of eligible members of the ward tribunals by the WDC Taking oath of selected	Peace and harmony in the society. Number of village land councils

enhanced		members of the ward tribunals Fund allocation Public awareness	
	88 village land councils strengthened in 25 wards by June 2020	Conduct seminars and workshops to the members of the ward tribunals Fund allocation public awareness	Awareness of members on laws, rules and regulations
	Number of cases in courts reduced from 50 to 15 per year by June 2020	Attending 5 capacity building meetings conducted by the Tamisemi Legal research on the matters prevailing in court. Management involvement	The council is represented and defended in courts of Law Council's legal liabilities decreased

		<p>in problem solving</p> <p>Seeking management opinions on the matters in court</p> <p>Consult the office of the attorney general on matters of contradiction</p> <p>Preparing and filing the pleadings in court.</p>	
	Enactment of 10 bylaws by June 2020	<p>Public awareness</p> <p>Collection of opinions and concerns from the stakeholders</p> <p>Receiving the public concerns on the prevailing matters in the society</p>	<p>Number of enacted bylaws</p> <p>Council revenues increased</p> <p>Public awareness on the bylaws increased</p>

4.3.14 Strategic objective 14

C. Access and quality social services improved

D. Quantity and quality of economic services and Infrastructure Improved

4.3.14.1 Service Area: Secondary Education

Strategic objective	Targets	Strategies	Performance indicators
Access and quality social services improved	Teachers workers living standard upgrade by June 2020	Build enough staff houses. Increase teachers' salaries Motivate teachers who are performing excellently	Increase of Teachers and workers salaries and allowances Enough good houses for teachers and workers built. Number of committed teachers and workers motivated.
Quantity and quality of economic services and Infrastructure Improved	Teachers and students academic and work performance apprehended by June 2020.	Employ enough teachers. Enable teachers to upgrade their	Number of teachers pursuing further studies increased. Number of seminars for science

Strategic objective	Targets	Strategies	Performance indicators
		academic standards and attend seminars regularly.	teachers increased. Porridge and food provided to students and teachers to all schools.
	Students academic performance raised from 40% to 80% by 2016	Increase and improve learning and teaching materials. Provide porridge and food to students and teachers	Number of students passed examinations
	Increase number of teachers from 367 to 500 by 2017	Request recruitment of Teachers	Number of teachers recruited
	Allocation and distribution of newly employed teachers and	Employ enough teaching and non-teaching staff members for various	The number of teachers and non – teaching staff increased

Strategic objective	Targets	Strategies	Performance indicators
	non teaching staff facilitated by June 2020.	positions	
	Increase number of science teachers training sessions from two to four in 30 schools by 2020.	Facilitate training of science teachers	Number of science teachers training sessions conducted per year.
	Three laboratories built in all 30 secondary schools by 2016	Mobilise resource for constructions of laboratories Build modern laboratories.	Number of laboratories constructed
	More students encouraged to study science subjects by June 2020.	Equip laboratories with enough laboratory equipments and medicine. Award teachers and students who are excelling	Number of laboratories' equipments and medicine provided in all schools. A number of students

Strategic objective	Targets	Strategies	Performance indicators
		in science subjects.	studying science subjects increased.
Access and quality social services improved Quantity and quality of economic services and Infrastructure Improved	Orphan students enabled to access secondary education.	Solicit funds from various sources. Mobilize the community participation and contribution.	Number of Orphan students getting secondary education. Community members participation
	TSD and inspectorate offices supported to perform their duties efficiently and effectively by 2016.	Increase the number of workers. Solicit funds for office operations. Provide reliable transport for these offices.	More workers employed in TSD inspectorate offices. Money provided on time for office operations.
	Two cars for inspectorate offices supported office procured by	Solicit funds for purchase	Number of cars purchased.

Strategic objective	Targets	Strategies	Performance indicators
	2017		
	Local and national examinations supervised as programmed by 2016	<p>Conduct seminars.</p> <p>Solicit funds on time.</p> <p>Improve the quality of examinations at all levels.</p> <p>Solicit funds provided on time.</p>	<p>Number of seminars conducted.</p> <p>Quality of examination improved.</p>
	Sports and games competitions conducted at all levels.	<p>Solicit funds</p> <p>Prepare sport and games programmer</p> <p>Encourage students to participate in sports and games.</p>	<p>Funds for conducting sports and games solicited.</p> <p>More students participating in sports and games.</p>

4.3.15 Strategic objective 15

E. Management of natural resources and environment improved

4.3.15.1 Service Area: Lands and Natural Resources

Strategic objective	Targets	Strategies	Performance indicators
Management of natural resources and environment improved	Rights and benefits of six (6) Lands and natural resources staff ensured by 2020	Fund allocation. Leave schedule preparation	Number of staffs go for annual leave
	Urban human settlements environment in four (4) minor settlements improved by 2020	Awareness creation on the importance of planned settlements. Enforcement of law on getting building permits Fund allocation. Inspection of the building process	Number of unguided buildings reduced
	Legal ownership of land improved from 150 to 600 ownership by 2020	Awareness creation on legal land ownership Preparation of granted and	Number of certificate of occupancy increased

Strategic objective	Targets	Strategies	Performance indicators
		village land certificates of right of Occupancy Preparation of village land use plans	
Management of natural resources and environment improved	Land use conflicts reduced from 12 to 0 by 2020	Fund allocation Survey and approve of village boundaries demarcation Preparation of village land use plans Appropriate use of Land as intended Awareness creation and enforcement of land use guidelines, policy and laws	Number of land conflicts reduced
	Rights of land owners guaranteed in 4 planning	Awareness creation Fund allocation	Rights guaranteed to number of

Strategic objective	Targets	Strategies	Performance indicators
	areas by 2020	Preparation and approval of fair and prompt valuations	land owners
	Village boundaries disputes reduced from 10 disputes to 0 disputes	Village community awareness Village boundaries Survey and demarcation Identification of boundaries marks Fund allocation	Number of Village land disputes reduced
	Villages lands registry offices increased from 0 to 20 land registry offices	Village public awareness Lands registry building plan Funds mobilization	Number of village land registry increased

Strategic objective	Targets	Strategies	Performance indicators
	Land Rent Charges collection increased from T.Shs 400,000,000 to 600,000,000 by 2020	Awareness creation Conduction of land rent collection campaign Survey and approval of more plots Enforcement of laws guiding Land Rent payment	Land Rent collection Increased
	Awareness on land laws enforced in 20 villages by 2020	Public meetings Workshops Fund allocation Handouts	Number of seminars conducted
	Urban planning and Design Increased from 8 to 20 by 2020	Area identification Understanding of demands of plots and design Awareness creation	Number of TP increased

Strategic objective	Targets	Strategies	Performance indicators
Management of natural resources and environment improved		Fund allocation Procurement of working instruments.	
	Squatting problems reduced in four (4) minor settlements by 2020	Inspection of the areas Identification of squatting areas	Number of settlements without squatters
	Township Authority increased from 0 to 1 by 2020	Council meetings Community mobilization and awareness Definition of Township boundaries Gazette the boundaries to survey	Number of Township authority Gazetted
	Surveyed plots increased from 150 to 1500 by 2020	Mobilization of survey cost contributions Awareness creation Fund allocation	Number of surveyed plots increased

Strategic objective	Targets	Strategies	Performance indicators
		Procurement of working instruments.	
	Rate of wild animal poaching reduced from 25 cases to 0 by 2020	Awareness creation to magistrates and poachers Patrols Increased Raise fines given by magistrates	Poaching cases reduced
Management of natural resources and environment improved	Wildlife management areas (WMA) increased from 0 to 3 villages along Serengeti National Park	Seminars provided to residents of the 3 villages Purchase materials for survey.	WMAs introduced in 3 villages
Management of natural resources and environment	Tree nurseries increase in every ward from 0 to 25 by 2020	Fund allocation Training Provided to casual labour Provision of trees to communities	Tree nurseries raised
	Number of	Each school	Number of

Strategic objective	Targets	Strategies	Performance indicators
improved	trees Increased from 1,500,000 to 7,500,000 by 2020	and institution plant tress Every household to plant 30 trees per year NGOs and CBOs plant trees	trees increased
	Management of 8 natural and artificial forests improved by 2020	Community awareness Conduction of patrols Management of forests by practicing weeding activities and replanting	Number of forests improved

4.3.16 Strategic objective 16

A. Services improved and HIV/AIDS infections reduced

F. Emergence preparedness and disaster management improved

C. Access and quality social services improved

G. Social welfare, gender and community empowerment improved

4.3.16.1 Service Area: Health

Strategic objective	Targets	Strategies	Performance indicators
Service improved and HIV infection reduced	TB/HIV prevalence rate reduced in Tarime District from 2.4% to 1.1 % by 2020	Conduct sensitization campaign on TB/HIV control	Number of TB/HIV infection rate reduced
	HIV counseling and testing services strengthened from 80% to 98% by 2020	Strengthen counseling and testing services	Percentage of HIV counseling and testing
	HIV/AIDS/STI's prevalence rate reduced from 3.2% to 0.8% by 2020	Conduct sensitization on HIV/AIDS/STI's prevalence	Percentage of HIV/AIDS/STI's prevalence rate reduced
	TB/HIV services increased from 5 HF's to 29 HF's by 2020	Facilitate the increased TB/HIV services	Number of TB/HIV services increased
Access and quality social services improved	Neonatal mortality rate reduced from 6/1000 to 2/1000 by 2020	Purchase and distribute health facilities to Tarime District hospital and	Number of Neonatal mortality rate reduced

Strategic objective	Targets	Strategies	Performance indicators
		all health centers	
	Diabetes prevalence reduced from 0.8% to 0.1% by 2020	Disseminate education on diabetes control to community members	Reduced rate of diabetes
	Immunization coverage increased from 86% to 98% by 2020	Facilitate the immunization services	Percent of increased immunization coverage
	Under five mortality rate reduced from 3/1000 to 1/1000 by June 2020	Improve health facilities	Number of Under five Mortality rate reduced
	Community Delivery rate reduced from 18% to 5% by 2020	Provide education on family planning methods	Rate of community Delivery
	Post natal women attendance to RCH services increased from 40% to 90% by	Raise consciousness to woman	Number of post natal women attending RCH services

Strategic objective	Targets	Strategies	Performance indicators
Access and quality social services improved	2020		
	Prevalence rate of cancer disease reduced from 0.5% to 0.2 % by 2020	Provide education on cancer control	Number of cancer cases reduced
	Dental conditions reduced from 2.6% to 1.2% by 2020	Provide dental services to community	Rate of dental conditions reduced
	Maternal mortality rate reduced from 27/100,000 to 10/100,000 by 2020	Provide improved health facilities	Rate of reduced maternal mortality
	Malaria prevalence rate reduced from 37.9% to 11.2% by 2020	Provide improved health facilities	Rate of malaria cases
	Integrated management of childhood illness strengthened from 40% to	Strengthen integrated management of childhood illness	Rate of cases on childhood illness

Strategic objective	Targets	Strategies	Performance indicators
	90% by 2020		
	Shortage of skill mix of human resource for health reduced from 52% to 25% by 2020	Recruit human resource for health sector	Number of human resource for health sector recruited
	Traumatic injuries reduced from 2% to 1% by 2020	Provide education on prevention traumatic injuries	Number of Traumatic injuries reduced
	Community awareness on the importance of access quality health services delivery increased from 50% to 85% by 2020	Raise community awareness on the importance of access quality health services delivery	Number of community with awareness on the importance of accessing quality health services.
Emergency preparedness and disaster management improved	Emergency care and preparedness services strengthened from 65% to 90% by 2020	Strengthen emergency care and preparedness	Rate of emergency care and preparedness services strengthened

Strategic objective	Targets	Strategies	Performance indicators
Social welfare, gender and community empowerment improved	Social services and protection for most vulnerable groups strengthened from 48% to 80% by 2020	Strengthen social services and protection for most vulnerable groups	Number of social services and protection for most vulnerable groups strengthened
	Access to health services and social protection for most vulnerable groups increased from 42% to 90% by 2020	Provide health services and social protection to most vulnerable groups	Number of most vulnerable groups accessing health services and social protection
	Patients delay from traditional healers and alternative medicine reduced from 8.5% to 4.2% by 2020	Provide health education to traditional healers	Number of patients coming early to hospital from traditional healers
Good governance and administrative services	Management capacity of human resource for health	Strengthen Management capacity of human	Rate of management capacity of human resource for

Strategic objective	Targets	Strategies	Performance indicators
enhanced	strengthened from 52% to 92% by 2020	resource	health sector strengthened
	Morality of health care workers increased from 50% to 98% by 2020	Provide health education to health workers	Rate of increased morality of health care workers
	Health Organization Structure and Institutional Management capacity strengthened from 49% to 95% by 2020	Strengthen Health Organization Structure and Institutional Management capacity	Percent of Health Organization Structure and Institutional Management capacity strengthened

4.3.17 Strategic objective 17

D. Quantity and Quality of economic services and Infrastructure improved

C. Access and quality social services improved

4.3.17.1 Service Area: Works and Fire Brigade

Strategic objective	Targets	Strategies	Performance indicators
Quantity and Quality of economic services and Infrastructure improved	Routine Maintenance of Earth and Gravel roads increased from 120 km to 200km by June 2020	Solicit funds from Road fund board and other stakeholder Contract to Contractors	Kilometers of Earth and Gravel roads maintained
	Spot Improvement of Earth and Gravel roads increased from 65 km to 110km by June 2020	Solicit funds from Road fund board and other stakeholder Contract to Contractors	Kilometers of Earth and Gravel roads maintained.
Quantity and Quality of economic services and Infrastructure improved	Periodic Maintenance of Earth and Gravel roads increased from 24.48 km to 50 km by June 2020	Solicit funds from Road fund board and other stakeholder Contract to Contractors	Kilometers of Earth and Gravel roads maintained
	Number of Culverts and Numbers of bridges of roads	Solicit funds from Road fund board and other stakeholder Contract to	Numbers of Culvert and Bridges constructed

	increased from 22Nos to 34Nos and 1No to 5Nos bridge constructed by June 2020	Contractors	
	Supervise the constructed road works by June 2020	Solicit funds from Road fund board and other stakeholder Contract to Contractors	Maintenance of Earth and Gravel roads supervised
	Public building construct increased from 55Nos to 78Nos by June 2020	Solicit funds from central government and other stakeholders Contracting to Contractor	number of Public building constructed
	13Nos of Public vehicle maintained by June 2020	Solicit Funds from central and Own source and Contracted	Numbers of Public vehicles maintained

4.3.18 Strategic objective 18

- C. Access and quality social services improved
- D. Quantity and Quality of economic services and Infrastructure improved

4.3.18.1 Service Area: Water

Strategic objective	Target	Strategies	Performance Indicators
Access and quality social services improved Quantity and Quality of economic services and Infrastructure improved.	Water Infrastructure for provision of clean and safe water within 400m constructed and maintained by June 2018	Facilitate Consultant services on Studies and Design of Water Projects	Number of Designed Water Projects
		Facilitate construction of water infrastructures	Number of Constructed water infrastructures
		Facilitate Supervision of Consultancy Services and Construction of Water Infrastructure	Number of works designed and constructed Water Projects Supervised
Access and quality social services improved	Service delivery in water sector in Tarime District Council strengthened from 20% to 75% by 2017	Facilitate Operation of Water Department Office	Office operating smoothly
		Facilitate running of Vehicles and Motorcycles	Number of vehicle/Motorcycles operating
		Facilitate	Number of

Strategic objective	Target	Strategies	Performance Indicators
Quantity and Quality of economic services and Infrastructure improved		payment of Staffs benefits	Staffs and benefits paid
		Facilitate Staffs attending of seminars, training and national Meetings	Number of Staffs attended seminars
		Facilitate operation of water projects by supervising, maintaining and rehabilitation	Percentage of Water Coverage
		Facilitate preparation of Budgets and Reports	Number of Budgets and reports prepared

4.3.19 Strategic objective 19

B. Enhance, sustain and effective implementation of the National Anti- corruption Strategy

H. Good governance and administrative services enhanced

4.3.19.1 Result Area: General Election

Strategic Objectives	Targets	Strategies	Performance Indicators
Good governance and administrative services enhanced	Election processes in all electoral constituencies peacefully conducted by 2015	Facilitate election process Set budget for election activities	Number of wards and villages with peaceful election processes
	Polling station accessible to all voters in the council by October 2015	Divide voting station with electoral committee guidelines Identify of voting station at hamlets levels. Prepare maps of voting station (council level)	Number of polling stations established
	Voting equipments purchased and or supplied by 2015	Receive or purchase voting equipments (ballot boxes, stamps and lamps)	Number of equipments either received or purchased
	Civic education	Solicit fund	Number of
Enhance, sustain and effective implementation of the National Anti-corruption			

Strategic Objectives	Targets	Strategies	Performance Indicators
Strategy	provided to 30 wards by 2016	for provision of civic education Contract consultancy for provision of training	wards provided with civic education
	Principles of good governance adhered during all elections by June 2020	Create awareness on principle of Good Governance	Number of voters adhering Principles of good governance
	VEOs and WEOs sensitized in assisting election by 2015	Prepare lesson plans on election for and Conduct training to VEOs, MEOs, WEO's and hamlets leaders	Number of VEOs, MEOs, WEOs and hamlet leaders attend training
	The citizenship book updated by 2016	Facilitate the update of citizenship book	Number of people registered in the citizenship book
	Voters registration book Updated	Screening on residence books	Voter registration book updated

Strategic Objectives	Targets	Strategies	Performance Indicators
Enhance, sustain and effective implementation of the National Anti-corruption Strategy Good governance and administrative services enhanced	by 2015	applications Distribution and inspection of residence books	
	Emphasized and encouraged use of residence book by 2015	Impose budget for accessories (like computer and printers)	Number of residences registered
	Council election office and store electoral equipment Constructed by June 2017	Mobilize financial resources	Number of offices constructed

CHAPTER FIVE

IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORKS

5.1 Implementation

The successful implementation of the strategic plan will be the responsibility and accountability of the District Executive Director (DED), who is the Chief Executive Officer of the Council. With respect to this strategic plan, DED will be an overseer for the strategic plan implementation process. DED shall be responsible and accountable for the implementation of the Tarime District Council's (2014/2015 – 2019/2020) Strategic Plan. The DED with the support of the Management team shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

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

5.2 Monitoring

Monitoring and evaluation are essential feedback mechanisms within the adaptive management framework to keep the strategic plan dynamic and responsive to changing conditions. Monitoring and evaluation provide the public and partners with information on the progress and results of the strategic plan implementation. Monitoring of the Tarime District Council's strategic plan will include both simple observation of the results of plan activities and

more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan.

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

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Tarime District Council Community such as the CMT and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 5.1 shall guide the format of the progress reports.

Table 5.1: Example of quarterly progress report

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

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

5.3 Evaluation

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

Specifically, the evaluation of the Tarime District Council Strategic Plan (2014/15 – 2019/20) shall largely aim at:

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

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

5.4 Review

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

5.5 Risks Management and Assumptions

For the successful implementation of Tarime District Councils' Strategic Plan risk management is a prerequisite aspect. A systematic approach to managing risks throughout the whole organization's plan implementation period by identifying, assessing, understanding, acting on and communicating risk issues shall be enforced. Working in achieving its objectives in a rapidly changing world, Tarime District Council needs an integrated organization-wide approach to manage uncertainty. However, adopting such an organization-wide approach to risk management is a continuous, pro-active and systematic process to managing risk implies a significant change in council's management culture at all levels. Risk management requires a

clear delineation of roles based on existing hierarchy, responsibilities and areas of work. It has to be understood as a collective responsibility the anticipation and management of risk has to become everyone's concern. It presupposes the strengthening of existing analysis, management and communication capacities and calls for the need to set up and implement preventive, mitigation and reactive plans. Systematic management of risk at all levels of the District council and at each stage of programming will improve planning efficiency and service delivery, and will allow better and more reliable decision-making. Risk management therefore will form an integral part of strategic plan implementation and results based management.

For risk management in Tarime District Council, the following risks were identified for mitigation

SNo.	Risk Category	Illustration issue to consider
1	Political	Political instability emerging conflicts within Tarime district's community
2	Economic	Budget deficit from internal source of fund. Fluctuation of exchange rates
3	Socio-cultural	Demographic change might affect demand for services; stakeholder expectations change
4	Technological	Obsolescence of current systems Cost of procuring best technology available Ability to seize opportunity arising from

SNo.	Risk Category	Illustration issue to consider
		technological development
5	Legal or regulatory	Regulation changes, laws/regulations which impose requirements
6	Environmental	Environmental / natural hazards Buildings / waste disposal / purchases need to comply with changing standard
7	Programmatic	Un adapted, ill-conceived or overly ambitious sector programmes
8	Organizational / general administration	Heavy bureaucratic procedures and lack of flexibility leading to time delays Dividing up of common budget earmarked for one theme/field of activity between several teams / sectors reduces delivery possibilities and ability for effective follow-up.
9	Human capital / people risks	Human Resource (staff capacity / skills / recruitment) Ability to attract and retain qualified staff Loss of institutional memory if short-term staff are not retained or with the use of

SNo.	Risk Category	Illustration issue to consider
		consultants
10	Integrity	Risks relating to regularity and propriety / compliance with relevant requirements / ethical considerations Corruption and fraud
12	Information technology	Reliability of information used for project management / monitoring Risks linked to information (inadequate information preventing sound decision making, lack of privacy and data protection, unreliable or inadequate databases and IT technology)
13	Relationships and partnerships	Delivery partners (threats to commitment to relationship / clarity of roles) End users (satisfaction with delivery) Accountability (particularly to Governing Bodies)

SNo.	Risk Category	Illustration issue to consider
14	Financial	Insufficient project funding, poor budget management Inadequate use of funds, failure to deliver activity within a set budget frame

5.5.1 Risk Mitigation

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

(i) Wisely allocation of resources by the management team

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

(ii) To increases efficiency

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

(iii) To facilitate innovation field

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

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

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

(v) To increase the credibility of the organization

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

For the Strategic objectives of this 2014/2015-2019/2020 strategic plan to be achieved, the following are the major assumptions which need close monitoring and timely response by Tarime District Council management.

- Continued conducive political and socio-economic environment
- Continued willingness of stakeholders to support and respond effectively to the needs of Tarime Town Council in implementing the strategic plan

- Improved conditions for effective staff retention and motivation.
- Timely disbursement of fund from Central government
- Continued provision of technical support, policies, guidelines and financial support from respective ministries
- Continues stability and improved economic growth of the country
- Continued good leadership at the District council level