

**UNITED REPUBLIC OF TANZANIA**



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



**KONDOA TOWN COUNCIL  
STRATEGIC PLAN  
2021/2022-2025/2026**

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## EXECUTIVE SUMMARY

The Local Government Act No. 8 of 1982 provides mandate to Kondoa Town Council to perform among other functions to promote the social welfare and economic well-being for all persons within its area of jurisdiction subject to the National policy and plans for rural and urban development; and to further the social and economic development of its area of jurisdiction. In fulfilling the mandated functions, the Kondoa Town Council has a **Vision** to be a Council with improved socio-economic services and living standard for sustainable development. This vision is achieved through executing the core business of the Council as summarized in a Council **Mission**: to provide socio economic services to community through effective and efficient use of available resources for sustainable development. These shall be realized through broadly defined strategic objectives coded from "A to Y" that include: A. Services Improved and HIV/AIDS Infection Reduced, B. National Anti-Corruption Implementation Strategy Enhanced and Sustained, C. Access to Quality and Equitable Social Services Delivery Improved, D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased, E. Good Governance and Administrative Services Enhanced, F. Social Welfare, Gender and Community Empowerment Improved, G. Emergency, and Disaster Management Improved H. Management of Natural Resources and Environment Enhanced and Sustained, I. Local Economic Development Coordination Enhanced. Improved Information and Communication Technology and Y. Multi-sectoral Nutrition Services Improved. In achieving reviewed Council vision, mission and strategic objectives various strategies and targets were formulated from which respective key performance indicators to measure performance were formulated.

Participatory approach was used in the process of strategic plan preparation. The process included involvement of Management Team of the Council who were Head of Departments and Units with a consortium of other stakeholders. In determining the existing situation for future projection, the analysis of internal and external environment was conducted in which both qualitative and quantitative data were collected with the aim of determining the level of service delivery, community satisfaction or dissatisfaction with the service delivered from which critical issues from each sector were identified to be addressed in the next five years. Various approaches were used in conducting situation analysis that included: Brainstorming, Opportunities and Obstacles to Development (O & OD); SWOC analysis, Political, Economic, Sociological, Technological, Environmental and Legal Analysis (PESTEL); Literature review; performance review; self-assessments and logic model. In contributing towards achieving the overall national object, the plan has mainstreamed the CCM Party Manifesto 2020 - 2015, Tanzania Development Vision 2025, The Long-Term Perspective Plan (LTPP 2011/2012-2025/2026) and sectoral policies. Besides the plan also has mainstreamed both regional and international initiatives that include: The East Africa Community (EAC) initiatives, Agenda 2063: The Africa We Want, Sustainable Development Goals (SDGs),

Plan implementation will be under the Town Director (TD), who is the Chief Executive Officer of the Council. TD is the custodian and accountable for the implementation of Kondo Town Council strategic plan 2021/2022-2025/2026. Besides, the successful implementation of this plan shall be guided by six major core values that include: (i) Integrity, (ii) Transparency and Accountability, (iii) Commitment and team work spirit, (iv) Customers focused, (v) Professionalism and quality results oriented, (vi) Gender equality. Monitoring of this strategic plan will include both simple observation of the results of planned activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan. Monitoring reports shall be prepared quarterly, semi-annually and annually. In order to assess the plan performance, three types of evaluations are recommended; there shall be on-going evaluation; midterm review, and terminal evaluation that shall be carried out at the end of the plan period. There shall be minor plan reviews annually, Mid-term review after two and half years of implementation and a major plan review after five years.

Generally, this strategic plan is divided into six chapters whereby Chapter One presents background information and mandate of Kondo Town Council, Chapter Two provide information on situation analysis of the Council, Chapter Three presents performance review on the implementation of the previous 2014/2015- 2018/2019 strategic plan, Chapter Four presents the plan in which the Vision, Mission, Strategic objectives and Plan matrix has been provided; and Chapter Five describe the implementation, monitoring, evaluation, plan review, internal and external reporting plan. Chapter Six presents strategic plan result framework.

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## **STATEMENT OF THE COUNCIL CHAIRPERSON**

May, I take this opportunity to express my deep and heartfelt joy that our Strategic plan for 2021/2022-2025/2026 has been finally completed. This plan is a road map that will guide us for the next 5 years. It has been a bumpy drive all way but patience, hard work, team work spirit and the desire to have made us thought.

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

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

I want to assure stakeholders that, with your full support, the Council will go out of its way to ensure that by the year 2025 the plan will have been successfully implemented.

Hon. Mohamed Kiberenge  
**COUNCIL CHAIRMAN**  
**KONDOA TOWN COUNCIL**

## **STATEMENT OF THE COUNCIL EXECUTIVE DIRECTOR**

It is my pleasure to present Kondoa Town Council Strategic Plan for 2021/2022 - 2025/2026. This Strategic Plan is an important road map since it articulates our Mission and Core Values as an organization as well as our Vision for the next five years. It also outlines ten strategic objectives that key to help us achieve our Mission.

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

I would like to thank all of you - members of the community, staff, stakeholders and Partners for participating during preparation of this document. Also my sincerely gratitude goes to Planning, Monitoring and Statistics department for coordinating this plan and volunteered their time and energies on this important work to be accomplished.

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

**Paul M. Sweya**  
**TOWN DIRECTOR**  
**KONDOA TOWN COUNCIL**

## LIST OF ABBREVIATIONS AND ACRONYMS

AMCOS	Agricultural Marketing and Cooperatives Societies
ACSEE	Advance Certificate of Secondary Education Examination
ANC	Ante Natal Care
ARI	Acute Respiratory Infection
CBCTC	Community Based Conservation Training College
CBOs	Community Based Organizations
CDO	Community Development Officer
CEmONC	Comprehensive Emergence Maternal and Newborn Care
CHAC	Community HIV/AIDs Coordinator
CMS	Candidate Management System
CSEE	Certificate of Secondary Education Examination
DACC	Council Aids Control Coordinator
DAICO	Council Agriculture, Irrigation and Cooperative Officer
DAO	Council Academic Officer
DC	Council Commissioner
TCDO	Council Community Development Officer
TCO	Council Cooperative Officer
TE	Council Engineer
TD	Town Director
TEMO	Council Environmental Management Officer
TFLDO	Council Fisheries and Livestock Development Officer
TFO	Council Forest Officer
DHIS2	Council Health Information System <i>version 2</i>
THRO	Council Human Resources Officer
TIA	Council Internal Audit
TLFsDO	Council Livestock and Fisheries Development Officer
TMO	Council Medical Officer
TNRLO	Council Natural Resource and Land Officer
TPEO	Council Primary Education Officer
TPLO	Council Planning Officer
TSAO	Council Secondary Academic Officer
TSEO	Council Secondary Education Officer
TT	Council Treasure
EP4R	Education Program for Results
FFARS	Facility Financial Accounting and Reporting System
FFS	Fields Farmers School

Ha	Hectares
HIV/AIDs	Human Immune Virus/Acquired Immune-deficient Syndrome
HPMU	Head of Procurement Management Unit
HQ	Head Quote Office
HRHIS	Human Resource for Health Information System
ICHF	Improved Community Health Fund
ICHF	Improved Community Health Fund
iCHF	Improved Community Health Fund
ICT	Information Communication Technology
IT	Information technology
LGRCIS	Local Government Revenue Collection Information System
TLO	Law Officer
MSD	Medical Store Department
MTAKUWWA	Mpango wa Kitaifa wa Kupunguza Ukatili Dhidi ya Watoto na Wanawake
MUKEJA	Mpango wa Uwiano kati ya Elimu ya Watu Wazima naJamii
MVC	Most Vulnerable Children
KTC	Kondoa Town Council
NEMC	National Environmental Management Committee
NGOs	Non-Governmental Organizations
NIRC	National Irrigation Commission
NMNAP	National Multisectoral Nutrition Action Plan
NSMIS	National Sanitation Management Information System
OPD	Out Patient Department
PCCB	Prevention and Combating Corruption Bureau
PITC	Provider Initiated Testing and Counseling
PLANREP	Planning and Reporting
PMTCT	Prevention of Mother to Child Transmission
PMU	Procurement Management Unit
POS	Point of Sale
PSRS	Public Servant Recruitment Secretariat
SACCOS	Serving and Credit Cooperative Societies
SLO	Statistics and Logistics Officer
SP	Strategic Plan
TAMISEMI	Tawala za Mikoa na Serikali za Mitaa
TEA	Tanzania Education Authority
TFS	Tanzania Forest Services Agency
TRA	Tanzania Revenue Authority
UMISETA	Umoja wa Michezo na Taaluma kwa Shule za Sekondari Tanzania

UMITASHUMTA	Umoja wa Michezo na Taaluma kwa Shule za Msingi Tanzania
UNICEF	United National Children and Education Fund
USAID	United State agency for International Development
UTI	Urinary Tract Infection
VCT	Voluntary Counseling and Testing
VEO	Mtaa Executive Officer
VETA	Vocational Education Training Authority
VFR	Mtaa Forest Reserve
VMMS	Voluntary Male Medical Circumcision
VTC	Vocational Training Centre
WEO	Ward Executive Officer
WMA	Wildlife Management Area
WRC	Ward Resource Center
WRS	Warehouse Resource System
WTO	World Trade Organization
WWF	Wildlife World Fund

## CHAPTER ONE

### BACKGROUND INFORMATION

#### 1.1 Geographical Location and Boundaries

Kondoa Town Council is among of Eight District Councils in Dodoma Region. Historically, Kondoa Town Council was part of Kondoa District Council; the decision of the government to split Kondoa Council into two administrative areas of jurisdiction in 1<sup>st</sup> July 2015 resulted to establishment of Kondoa Town Council as an autonomous Council for provision of quality services to its community. The Council area of jurisdiction covers 916.13 sq. Km (91,613ha.) The total arable land of the Town is 20,127 ha. The land under cultivation is estimated at 19,127 ha. (This is about 24% of the total arable land). The rest is covered by forest, game reserve in Tarangire and Swagaswaga. Kondoa Town is located in the northern part of Dodoma region of about 160 km from the Capital Town Dodoma. It lies between latitude 4 12' to 53 85' South and longitude 35 6' to 36 2' East. In the North and East of the Kondoa Town share border with Kondoa District Council, to the Southern part is bordered with Chemba District and to the west is bordered with Singida Town.

#### 1.2 Rainfall Pattern and Temperatures

Climatically, Kondoa Town Council is part of the semi-arid area of the central plateau of Tanzania (average altitude of 1,200 m) with an average rainfall of between 500-1000 mm. About 85% of the annual rainfall, falls between December and March with a dry spell on February. The rainfall patterns in the District are unevenly distributed. The mean District average temperature ranges between 16°C -26°C. Mean annual relative humidity is 67% with more or less annual sunshine of 7 hours per day.

#### 1.3 Physical Features and Ecological Zones

The characteristics of the Kondoa Town Council landscape consist of extensive undulating plateau and plans, arid in East and Southeast and slightly more humid in the Northeast and west, extensive complexes of rocky hills, steep escarpments, interrupt these and large seasonal flooded depressions.

#### 1.4 Administrative Structure

Administratively, at the Mtaa level, the Government structure is comprised of Mtaa assembly consisting of all persons aged 18 and above. The corporate entity of a registered Mtaa council comprising of a chairman or person elected by Mtaa assembly. There are also Mtaa committees covering such matters as planning, finance, economic affairs, social service, security, forest protection and water resource.

The Mtaa council's functions and roles include planning and coordinating activities, rendering assistance and advice to the Mtaas engaged in agriculture, forestry, horticultural, industrial or any other activity and to encourage Mtaa residents to undertake and to participate in communal enterprises. Propose bylaws that must be adopted by the Mtaa assembly before being submitted to the Council for approval (Section 163). In addition, section 29 of the Act provides for division of Council into wards. As an administrative subdivision between the Mtaa and the Council, the ward reviews the proposed Mtaa Council's projects in its jurisdiction and approves them for passage up the line to the Council Consultative Committees.

Local Government Authorities Act of 1982 as amended by Act No, 6 of 1999 established the Ward Development Council (WDC). The WDC is comprised of a councilor representing the ward in the Council Development Council and chairpersons of all Mtaa councils within the ward. The WDC also includes member of the Council who ordinarily reside in the ward and invitees from, for instance NGOs and other civic groups involved in the promotion of development in the ward. However, the invitees have no right to vote in the meeting the WDC is responsible for developing general development plans for the ward further, the WDC must manage disasters and environmental related activities within its ward.

At the Council level, there is a Council composed of members elected from each Ward, members of parliament representing constituencies within the area of the Council, three appointed by the Minister responsible for the local government and one member representing the constituent Mtaa councils on a rotational basis (Section 35, Act number 8 of 1982).

### **1.5 Ethnic Groups**

The major ethnic groups residing in Kondoa Town Council are Rang'i, Asi and Sandawe . Also, there are other small ethnic groups including of Burunge, and Alangwa. Most of these ethnic groups are predominantly farmers.

### **1.6 Population**

According to 2012 Population Census, Kondoa Town Council had total population of 59022 of which 29177 (49.4%) are males and 29845 (50.6%) females but in the year 2020 the Council Population projection was 72843 of which 36043 are males and 36800 females with growth rate of 1.7 per annum (Table 1).



**Table 1: Population of Kondoa Town Council by division, sex and ward**

No	Division	Ward		Population Council		
				Male	Female	Total
<b>Council Total</b>						
1	Kondoa Mjini	Kondoa Mjini	Urban	9545	10569	20115
		Chemchem	Urban	4485	4863	9348
		Kilimani	Urban	4138	4411	8548
		Serya	Mixed	3766	3385	7151
		Suruke	Mixed	2175	2013	4187
		Kingale	Mixed	6617	6380	12997
2	Kolo	Bolisa	Mixed	2140	2164	4304
		Kolo	Mixed	3177	3016	6193

Source: Council Population Projection, 2020

### 1.7 Major Occupation and Economic Activities

It is estimated that about 85% of people engage in agriculture activities which is the main source of income with very little animal husbandry. The type of agriculture is still very traditional with low yields in subsistence crops per hectare. Individual peasant undertakes farming on cash and food crops production. Cash crops are Sunflower, and Peas. Whereas maize, cassava, beans, finger millets, Sweet potatoes are food crops. However; nowadays maize and beans are dual crops.

### 1.8 Mandate of Kondoa Town Council

Like other Councils in Tanzania, Kondoa Town Council operates with statutory powers in line with legislation and regulations enacted by the Parliament under the Local Government Act No. 8 of 1982, in this Act the Council is mandated the following key functions:

- To maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction
- To promote the social welfare and economic well-being for all persons within its area of jurisdiction Subject to the National policy and plans for rural and urban development; to further the social and economic development of its area of jurisdiction
- To take necessary measures to protect and enhance the environment in order to promote sustainable development
- To further the social and economic development of its area of jurisdiction.
- To give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services of all levels of local government authorities
- To promote and ensure democratic participation in and control of decision making by people concerned.

### **1.9 Approach and Methodology**

For knowledge transfer and sustainability purpose, participatory approach was used in the preparation of this strategic plan. The process of preparing strategic plan for Kondo Town Council started with capacity building sessions to twelve heads of departments and six Heads of Units, who formed a Council Technical. The sessions intended to help the Council Technical Team to gain common understanding in various strategic planning concepts, methods and tools; in order to make it easy for them to practically develop a philosophical and useful strategic plan. During the sessions, the Council technical team was introduced to various concepts and tools that enabled them generate information needed for the preparation of this strategic plan.

The capacity building sessions were carried out as planning workshops, which were used to generate data through rapid assessment methodology where at the end of each day participants were asked to provide a certain output based on the concepts and theory learnt on the respective day. Through this process, both primary and secondary data were collected using various methods that included: Brainstorming, literature review, performance review, self-assessments, logic model, SWOC analysis, stakeholder's analysis, Opportunities and Obstacles to Development (O&OD), Political, Economic, Sociological and Technological (PEST) Analysis. Through which data were collected, analysed and disseminated to determine both internal and external environment where critical issues in all sectors were identified and targets to be addressed for the next five years were formulated. At the end of the day, the council technical Team managed to generate all the information needed for plan documentation.

After the planning workshops, the workshop consultant had an opportunity to document a draft plan that was shared among heads of units and departments for review and validation. The Heads of units and Departments provided their comments in one-week time, whereas the consultant incorporated and produced second draft. The second draft was presented in a one-day workshop with Council - wide stakeholders, ranging from Councilors, Ward Executives, Other Government Entities in the Council, Faith Based Organizations, Non-Governmental Organizations to Private sector. Thereafter, the draft was improved, circulated and presented to the respective Council's Committee and to the full Council for approval.

### **1.10 Strategic Plan Layout**

The strategic plan for Kondoia Town Council is divided into Six Chapters where Chapter One presents background information, mandate of Kondoia Town Council and methodology, Chapter Two provide information on situation analysis of the Council, Chapter Three presents performance review on the implementation of the previous strategic plan for the year 2016/2017- 2019/2020, Chapter Four presents the plan in which the vision, mission, strategic objectives and plan matrix has been provided; Chapter Five describe the implementation, monitoring, evaluation, plan review, internal and external reporting plan. Finally, Chapter Six provides information on strategic plan result framework.

## CHAPTER TWO

### SITUATION ANALYSIS

#### 2.2 Internal Environmental Scan

This part provides status of each of Department and Unit of the Kondoa Town Council (hereafter called service areas). Data from this section have been used as input for revising the Vision and Mission statements of the Council. In addition, the data were useful during the development of core values, setting targets and formulating strategies. Details of the baseline information including core functions of each service area are given in the following sub-sections.

##### 2.2.1 Administration and Human Resource

Administration and Human Resource Department has a role of administering and managing human resource in the Council. This Department is comprised of two sub-service areas which are General Administration and Human resource operations.

##### a) Human Resource Operational Activities

This sub-service area deals with maintaining the council employee's affair such as: recruitment (hiring), management of payroll and employee benefits, performance appraisal training and development, job analysis and design, employee welfare, maintenance, labor relations, personal research and personal record.

##### *(i) Recruitment (hiring)*

The local government in collaboration with Public Service Recruitment Secretariat (PSRS) have an authority to fill the vacancies as per approved establishment. The President Office, Public Service Management and Good Governance (PO PSMGG) provides recruitment permits.

Kondoa Town Council had a total of 86 vacancies in the year 2020/2021 but the Council managed to hire only 34 employees. In total, Kondoa Town Council required 1400 staffs, but has only 866 making a staff shortage of 534.

##### *(ii) Management of Payroll and Employee Benefits*

Human Resource Department also determines different pays including monthly salary, compensations, incentives, bonus and benefits related to a job function. Monthly salaries are timely paid to civil servants, for example; the Council paid a total amount of 11,112,461,780.00 for only one financial year of 2021/2021. However, for almost 5 years, public worker has experienced challenges in provision of salary annual increments and this has affected their morale.

*(iii) Performance Appraisal*

Checking and analyzing employee performance through Open Performance Review System (OPRAS) is another important function that human resource management has to perform. As usual, each year Kondo Town Council employees have been evaluated and reviewed accordingly through filling OPRAS form as required. For the financial year 2020/2021 all employees 866 successfully filled in the OPRAS forms and rated accordingly by their supervisors.

*(iv) Training and development*

This function allows employees to acquire new skills and knowledge to perform their job effectively. Training and development also prepare employees for higher level responsibilities. Kondo Town Council has proven success in training and development of its employees. For the last 3 years (2018 – 2020) the Council has succeeded to train 08 employees beyond its budgeted plan of 20.

*(vi) Job Analysis and Design*

Describing nature of the job like qualifications, skills, work experience required for specific job positions is another important operative task. Job design includes outlining tasks, duties and responsibilities into a single work unit to achieve certain goal.

*(vii) Employee Welfare*

This function takes care of numerous services, benefits and facilities provided to an employee for their well-being.

*(viii) Maintenance*

Minimizing employee turnover and sustaining best performing employees within the organization is the key. Minimizing employee turnover within HR department is also a key goal for Human resource management team.

*(ix) Labor Relations*

Labor relations relate to working relations between employees and the management of Kondo Town Council. Employees are allowed to form a union/group to demand or voice their views on matters affecting them to the higher management.

*(x) Personal Research*

Research is a vital part of human resource management. It is performed to keep a check on employee opinion about wages, promotions, work condition, welfare activities, leadership, employee satisfaction and other key issues.

*(xi) Personal Record*

This function involves recording, maintaining and retrieving employee related information including employment history, work hours, earning history etc. these are some of the core functions of human resource management department which take place daily at Kondo Town Council.

**b) Administrative Activities**

This sub-service area of the department particularly deals with managerial issues of the council that include planning, organizing, directing and controlling.

*(i) Planning;* One of the primary functions where number and types of employees needed to accomplish organizational goals are determined. Research forms core HRM planning which also helps management to collect, to analyze and to identify current and future needs within Kondo Town Council.

*(ii) Organizing;* Organization of the task is another important task where every employee is allocated with tasks as per their skills and activities are integrated towards a common goal.

*(iii) Directing;* This includes activating employees at different levels and making them contribute to the maximum towards Kondo Town Council's goals. Tapping the maximum potentials of an employee via constant motivation and command is a prime focus.

*(iv) Controlling;* Post planning, organizing and directing, performance of an employee is checked, verified and compared with goals. If actual performance is found deviated from the plan, control measures are taken.

**Table 2: Human Resources for Managing the Council**

No.	Human Resource	Existing staff	Required	Deficit
1	Head of Department	01	01	00
2	Human Resources Officers	03	00	00
3	Committee Clerks	00	02	02
4	Record Management Assistants	03	08	05
5	Personal Secretaries	02	06	04
6	Office Assistants	03	10	07
7	Drivers	05	10	05
8	Security Guard	02	12	10
9	Ward Executive Officers	09	08	00
10	Mtaa Executive Officer	30	36	06
<b>Total</b>		<b>58</b>	<b>93</b>	<b>39</b>

**Table 3: Physical Resources in the Council**

No.	Physical Resource	Existing	Required	Deficit
1	Computers	06	10	04
2	Motor vehicle	01	05	04
3	Printer and scanner	03	12	09
4	Photocopy machine	00	06	06
<b>Total</b>		<b>10</b>	<b>33</b>	<b>23</b>

The deficit as portrayed in Table 2 and 3 above must be addressed in order to enhance effective performance of duties and responsibilities in Administration and Human Resources Department.

Generally, the overall staffing position in the Council is 881 employees out of the required 474 employees as shown in Table 4.

**Table 4: Staffing Position in Kondoa Town Council**

Career	Required	Actual	Approved in 2020/2021	Shortage
Administration and HR D	91	68	68	24
Internal Audit Unit	04	01	01	03
Legal Unit	02	01	01	01
Planning	06	02	02	04
Finance and Trade	15	05	05	10
PMU Unit	06	02	02	04
Land and Natural Resources	12	10	10	02
Bee Keeping Unit	01	00	00	01
Community Development	07	05	05	02
ICT	04	02	02	02
Primary Education	479	311	311	168

Career	Required	Actual	Approved in 2020/2021	Shortage
Secondary Education	246	209	209	37
Health	402	229	229	173
Works	13	02	02	11
Water	07	02	02	05
Livestock and Fisheries	24	14	14	10
Agriculture, Irrigation and Cooperatives	29	16	16	13
Election Unit	02	01	01	01
Cleansing and Environment Unit	04	01	01	03
<b>Total</b>	<b>1354</b>	<b>881</b>	<b>881</b>	<b>474</b>

*Issues to be addressed in administration and human resource include:*

Shortage or inadequate number of staffs, high number of staff turnover, inadequate working facilities such as motor vehicles, staff houses, computer, scanner and printers, inadequate budget to facilitate the completion of core function of department and inadequate implementation of employee retention plan.

### **2.2.2 Agriculture, Irrigation, and Cooperatives**

Agriculture, irrigation, and cooperatives is responsible providing extension services, promote and support crops production; promote and support irrigation and mechanization; and promote cooperative societies. The Department is divided into three units, namely: Agriculture, Irrigation, and Cooperatives.

#### **2.2.2.1 Agriculture**

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

The department has a total of 02 staffs out of 08 staffs needed at the Headquarters. At ward level 8 staffs are needed but only 4 are available. Mtaa level, 36 staffs are needed but only 8 are available. With regard to working facilities, the department needs at least two cars but there is no car; and it has no motor bikes out of 17 needed to run the department. Currently, the department does not have any of the needed 08 laptops, 17 Extension kit, 17 overcoats, 17 gum boots; 17 GPS and 17 tape measures.



### (i) Types of Crop Cultivated

Types of crops cultivated categorized into three groups Food crops, Cash crops and Horticultural crops. Mainly food crops cultivated are maize, beans, cassava, finger millets, sorghum and sweet potatoes. Cash crops cultivated are soya beans, groundnuts, sunflower and pigeon peas. Horticultural crops cultivated are Tomato, Chinese cabbage, cabbage, carrot, water melon, sweet pepper and eggplant.

### (ii) Production and Productivity of Cash Crops

The production of cash crops in Kondo Town Council with their average productivities for 3 years (2017/2018 – 2019/2020) indicates that in 2017/2018 a total of 53653.4 Ha. were cultivated producing a total of 50980 tons of crops. In 2018/2019 a total of 17412 Ha. were cultivated producing a total of 15208.3 tons of crops. In 2019/2020 a total of 18,389.3 Ha. were cultivated producing a total of 15,303.8 tons of crops as indicated in Table 5.

**Table 5: Cash crops Production and Average Productivity from 2017/2018 to 2019/2020**

Crops	2017/2018		2018/2019		2019/2020		Productivity (average)
	Ha	Ton	Ha	Ton	Ha	Ton	
Simsim	2	2	6	4	17	13	Ha
Sunflower	4,620	9,240	3,690	5160	6,150	12,300	0.76
Grand nuts	16	25	9	4	16	24	1.8
Pigeon peas	257	386	409	767	514	771	1.3
<b>Total</b>	<b>4,895</b>	<b>9,653</b>	<b>4,114</b>	<b>5,935</b>	<b>6,697</b>	<b>13,108</b>	<b>1.4</b>

### (iii) Production and Productivity of Food Crops

The production of food crops in Kondo Town Council with their average productivities for 3 consecutive years (2017/2018 – 2019/2020) indicates that in 2017/2018 a total of 4,895 Ha. were cultivated producing a total of 9,653 tons of crops. In 2018/2019 a total of 4,114 Ha. were cultivated producing a total of 5,935 tons of crops. In 2019/2020 a total of 6,697 Ha. were cultivated producing a total of 13,108 tons of crops as indicated in Table 6.

**Table 6: Food crops Production and Average Productivity from 2017/2018 to 2019/2020**

Crops	2017/2018		2018/2019		2019/2020		Productivity (average)
	(Ha)	(Tons)	(Ha)	(Tons)	(Ha)	(Tons)	
Maize	7,476	14,952	4,623	5,087	9,403	18,806	1.8
Finger millet	257	308	389	313	622	746	1.07
Cassava	14	261	31	343	49	886	15.8
Sorghum	3,193	3,831	1,513	1,059	2,420	2,904	1.09
Sweet potatoes	4	20	9	26	13	66	4.3

Crops	2017/2018		2018/2019		2019/2020		Productivity (average)
	(Ha)	(Tons)	(Ha)	(Tons)	(Ha)	(Tons)	
Beans	6	14	11	9	18	22	1.3
<b>Total</b>	10,950	19,386	6,576	6,837	12,525	23,430	4.2

#### (iv) Horticulture Crops

The data on total production of horticultural crops in Kondoa Town Council in the year 2017/2018 to 2019/2020 indicates that in 2017/2018 a total of 15 Ha. were cultivated producing a total of 78 tons of horticultural crops. In 2018/2019 a total of 18 Ha. were cultivated producing a total of 89 tons of horticultural crops. In 2019/2020 a total of 20 Ha. were cultivated producing a total of 105 tons of horticultural crops as indicated in Table 7.

**Table 7: Production of Horticultural Crops from 2017/2018 to 2019/2020**

Horticultural crop	2017/2018		2018/2019		2019/2020		Productivity (Average)
	Ha	Ton	Ha	Ton	Ha	Ton	
Onion	1	5	2	7	2	9	4.2
Cabbage	2	10	2	9	2	9	4.7
Chinese cabbage	5	6	6	7	6	8	1.2
Tomato	4	60	5	80	5	85	12.8
Eggplant	1	3	2	4	3	6	2.1
Sweet pepper	2	4	1	2	2	3	1.8
<b>Total</b>	15.00	78.00	18.00	89.00	20.00	105.00	4.6

#### (v) Agricultural Inputs

There has been an increase in both demand and supply of fertilizer in the Council from 2017/2018 to 2019/2020. In 2017/2018 the estimated total demand of fertilizer was 44 tons while the supply was 29 tons. In 2018/2019 the estimated total demand of fertilizer was 32 tons while the supply was 27.65 tons. In 2019/2020 the estimated total demand of fertilizer was 33 tons while the supply was 16.55 tons as indicated in Table 8.

**Table 8: Supply of Artificial Fertilizer from 2017/2018 to 2019/2020**

Year	Type of Fertilizer	Required (Ton)	Distributed (Ton)
2017/2018	DAP	15	11
	UREA	15	12
	SA	4	2
	CAN	5	3
	NPK	5	1
<b>Total</b>		<b>44</b>	<b>29</b>
2018/2019	DAP	10	13
	UREA	10	10.6
	SA	2	0.35
	CAN	5	1.5
	NPK	5	2.2
<b>Total</b>		<b>32</b>	<b>27.65</b>
2019/2020	DAP	10	7
	UREA	10	7.5
	SA	2	0.1
	CAN	5	0.65
	NPK	5	1.2
	YARA	1	0.1
<b>Total</b>		<b>33</b>	<b>16.55</b>

**(vi) Farm Machinery and Implements**

The use of farm machinery is at increasing rate since 2017/2018 to 2019/2020 years such as farm tractor, disk plough, disk hallow power tiller, oxen (pair), oxen plough, ox cart trailer and tractor trailer. This has made production of food as well cash crops to increase.

**Table 9: Number of farm machinery and Implements**

No.	Type of implement	2017/2018	2018/2019	2019/2020
1	Farm Tractor	11	16	23
2	Disk Plough	11	16	23
3	Disk Hallow	8	7	7
4	Power Tiller	8	8	10
5	Oxen (Pair)	16	18	22
6	Oxen Plough	8	12	14
7	Ox cart Trailer	6	7	9
9	Tractor Trailer	11	14	19

**(vii) Agriculture extension services**

The extension services being provided to the farmers are through farmers field school (FFS) demonstration plots of different crops, dissemination of knowledge to farmer on the proper understanding of Warehouse receipt system on strategic crops (Sesame, Soya beans and Pigeon Pea) and dissemination of knowledge through Nanenane exhibition where farmers attend and gain different knowledge and technologies. The number of staff available are 8

required are 36, therefore we have deficit of 26 so as to have all 36 Mtaa having one extension officer.

#### **viii. Ware houses**

Kondoa Town Council owns 02 warehouses having the total of 550 tons and 04 privately owned with a capacity of 4,200tons where by all these warehouses are at good status Table 10 gives more details.

**Table 10: Capacity of Warehouses in Kondoa Wards**

No.	Location (ward)	Capacity (Ton)
1	Kilimani	4,200
1	Kingale (Kingale)	300
2	Kingale (Iyoli)	250
<b>Total Tons</b>		<b>4,750</b>

#### *Issues to be addressed in agricultural sector for the next five year include:*

Shortage of extension officers, inadequate transport facilities for extension services, inadequate of funds for agricultural extension services, high cost of agricultural inputs, low usage of axenization and agricultural machinery to farmers, shortage of agriculture ward resource centre's, markets for food crops is not reliable, conflicts among livestock keepers and farmers, pests and disease outbreak, lack of farmers and agriculture stakeholders databases and in adequate knowledge on good agronomic practices.

#### **2.2.2.2 Irrigation**

The irrigation and mechanization unit deals with the use of improved agricultural implements; construction of irrigation infrastructures, farm structures and maintenances; surveying and land use planning. It also deals with promoting production of horticultural crops. The area suitable for irrigation is about 450Ha. Currently only 8 Ha is irrigated under traditional schemes.

#### **(i) Extension Services under irrigation**

The Extension services being provided to the farmers are through farmers field school (FFS), demonstration plots of different crops, dissemination of knowledge to farmers on the proper use of irrigation schemes and management, and training of farmers on different irrigation activities.

***Issues to be addressed for the next five years in irrigation sector include:***

Undeveloped irrigation schemes, inadequate knowledge on irrigation organizations, and operation and maintenance of irrigation schemes, lack of working tools, equipment and vehicles. inadequate knowledge on good agronomic practices, incomplete irrigation schemes, and inadequate budget for irrigation schemes

**2.2.2.3 Cooperative Section**

Cooperatives unit is responsible for registering newly formed cooperatives; awareness creation and sensitization; providing trainings on cooperative principles, ethics and values; inspection and auditing of Cooperative societies; and enforcing adherence to cooperatives Act No. 6 of 2013, regulations and the policy governing their operation.

Kondoa Town Council has 02 cooperative societies, where both are Savings and Credit Cooperative Societies (SACCOS); with total members of 2917 where males are 1,328, female are 1,589, groups are 88 and, institutions are 3. The number of active SACCOS are only 2. With regard to portfolio activity, the total loan disbursed to members of SACCOS during 2018/2019 was TZS 1,630,986,000; while the total outstanding loan was 1,000,563,000/= being owned to all members. The status of loan repayment made by members was TZS 630,393,000/= out of total outstanding owed to all SACCOS members.

**Table 11: SACCOS Performance Status**

No	Name of SACCOS	Total Members					Capital			Loan		
		Member	Shares	Savings	Shares	Total	Shares	Savings	Deposits	Loans Disbursed	Loan Repaid	Outstanding Loan
1	Mkombozi Soko Kuu	2859	12,847	2859	3	15,709	385,427,000	1,187,454,000	149,500,000	16,292,401,000	15,396,759,000	895,642,000
2	Kondoa Teachers	149	180	180	0	360	180,880,000	132,000,000	0	145,000,000	57,432,000	87,568,000
<b>Total</b>		<b>3008</b>	<b>13,027</b>	<b>3,039</b>	<b>3</b>	<b>16,069</b>	<b>566,307,000</b>	<b>1,319,454,000</b>	<b>149,500,000</b>	<b>16,437,401,000</b>	<b>15,454,191,000</b>	<b>983,210,000</b>

***Issues to be addressed in cooperatives sector for the next five years include:***

Shortage of cooperative officers, inadequate transport facilities for cooperative services, Inadequate funds for Extension services for cooperative Officers, Markets for strategic crops are not reliable, Small capital in Cooperative societies (SACCOS), Political interference in cooperative societies (AMCOS and SACCOS), inadequate processing of Agricultural product (value addition), inadequate knowledge of Cooperative Management for AMCOS and SACCOS, Inadequate financial Linkage in AMCOS and SACCOS, Inadequate Number of active SACCOS, Poor Management Information system in SACCOS and AMCOS.

### **2.2.2 Land and Natural Resources**

Kondoa Town Council is formed by 8 wards namely Kilimani, Kondoa, Kolo, Chemchem, Serya, Bolisa, Suruke and Kingale. There are some natural resource features found within Kondoa Town Council including seasonal and permanent rivers. These water bodies mainly used for domestic purposes

The Land sector has four sections namely; Land Administration, Land Survey, Town Planning and Valuation. The core functions are depicted from the undertakings as per sections. Thus, land sector prepares and issues land use plans within the council boundaries. The land sector ensures that land and properties are properly secured, by issuing of land titles. Land titling on land and properties consequently resolve conflicts to the community to achieve peace and harmony. In addition, the sector issues valuation reports to community and other institutions on land and other properties for different purposes, including land disposition(s) and collateral.

#### **2.2.2.1 Land Administration**

Land administration section is responsible for issuing certificates of right of occupancy as stipulated in the Land Act number 4 of 1999. Another crucial function is to ensure government revenues emanating from land and its resources are effectively collected. Also, it is involved in resolving conflicts originate from land use and property boundaries.

By 2020/2021, Kondoa Town Council land administration sector has issued 80 Certificates of right of occupancy.

#### **2.2.2.2 Land Survey section**

The section is involved in surveying (establishing permanent mark on ground) for the boundaries of surveyed land parcels. The section is responsible for the provision of base maps which are used in planning. Not only that but also it institutes various land plans including General Detailed Plan Schemes and Town Planning Drawings. Also it prepares and issues cadastral reports on land parcels boundaries. It oversees the existence of Council boundaries as per government notice defined the Council's boundaries which elaborate the establishment of Kondoa Town Council. In addition to the above role, the section is involved in resolving land conflicts by highlighting land and property boundaries on various trial matters.

Land survey section had surveyed 14780 plots among which, 5260 plots are approved while 9520 plots are in the preliminary stages.

### **2.2.2.3 Town planning**

This issue and prepares various land use plan schemes such as master plans, general detailed schemes and town planning drawings. Town Planning section is also involved in formalizing and redevelopment of detail plans in informal settlements. Since its establishment, the section has prepared 30 Town planning drawings. However, the section has not yet prepared a master plan for the council. This section requires 2 staff for better performance of related planning duties, but the council has no such a staff to date. If the need arise, the council has to hire experts from Assistance Commissioner's Office (Land) to undertake the duties

### **2.2.2.4 Valuation**

The section prepares and issues valuation reports on various land parcels. The valuation reports are used in property disposition, by court and financial institutions on various matters pertaining on their daily operations. This section requires 2 staff for better performance of related duties. However, the Council has no such a staff to date. If the need arise, the council has to hires experts from Assistance Commissioner's Office (Land) to undertake the duties.

The whole land office is occupied in two rooms, in which one of them is used as a registry (about 5mx6m) and the other one (about 6mx6m) is used as a staff room. The office equipped with 3 tables, 8 file cabinets,2 wardrobe 7 chairs (good order), 2 chairs (out of use) 2 desk top computers, 1 hp laser jet M102a printer (good order), 1 hp laser jet p2055d printer.

#### ***Issues to be addressed in Land and Natural Resources for the next five years include:***

Shortage of staff, lack/inadequate working environment, working tools and equipment, Limited office space, furniture and land conflict(s).

### **2.2.3 Livestock and Fisheries Development**

The livestock sector is one of the key contributors to economic development of the Council which collects fees and other taxes from slaughter houses and from movement of livestock and livestock products from one place to another. For financial year 2020/2021 the livestock sector contributed a sum of TZS 46,460,000.00. Also, the Sector contributes to nutritious foods, employment and income to the community especially to livestock keepers through sale of milk, eggs, meat and manure. In Kondoa Town Council there are various livestock which are distributed in different Mtaas; there is good climatic condition which favors their performance especially for growth, milk production and in laying eggs. By the end of financial year 2020/2021 the number of livestock was as follows: 30402 cattle

18216 goats; 2782 sheep; 308 pigs; 1076 donkeys; 2713 dogs; 750 ducks, 58984 bird species and 643 rabbits.

The number of livestock especially indigenous cattle, goats and sheep has been increasing year after year due to the migration of the Livestock keepers and the livestock from different parts of Tanzania especially Manyara Regional. Migration of livestock and livestock keepers from different parts of Tanzania has resulted into change of behavior to some of the community members shifting from only crop cultivation to mixed farming.

#### **(i) Grazing land and Feed Resources**

Kondoa Town Council has an area of 1435 km sq for pasture production for future use at Minguri area in Serya Ward. The animal feed resources are mainly natural pastures and fodder trees. Other feed supplements are obtained from agrovets shops and machines. Due to the increase in the number of livestock, there has been a challenge in getting pasture and water for the livestock especially during dry season which results into movement of livestock by Livestock keepers from dry areas to wet areas especially along the rivers, stream and low land areas where there are green pastures and water; but in doing so the livestock have been eating the crops and grazing in the irrigation scheme areas thereby causing conflict between livestock keepers and farmers.

#### **(ii) Milk Production**

During 2020, milk production from cross-bred dairy cattle ranged from 5-18 litres per cow per day. Dairy farmers have been trained in dairy cattle management and majority of the new beneficiaries have not yet been trained on dairy cattle management due to shortage of funds. Council has plan to have two milk collection centers and one milk processing industries by June 2025

#### **(iii) Skin and Hides**

Many hides and skins are being produced from different slaughter slabs and slaughter houses but there is no market for them.

#### **(iv) Poultry Production**

The Council has numerous livestock which are being kept as shown in the table below, the poultry being among. Large numbers of poultry which are being kept in the Council are local breeds. At the end of the financial year 2020/2021 there was local poultry. However, there are few farmers who keep improved breeds for commercial purposes. There are improved poultry breeds, broilers and layers. The number of improved poultry breeds and farmers who engage in management is still low compared to the demand in the Council; this has



resulted into importation of eggs and poultry from other Councils especially from Dodoma City in order to meet the demand especially during various events.

#### **(v) Extension Services Delivery**

Extension services are the most important means to deliver technologies and skills to the livestock keepers in order to increase production and productivity to their livestock; thereby increasing income. Extension services are delivered according to ethics and service standards by various livestock extension staff. However, there are inadequate extension staffs to deliver the services as compared to wards and Mtaas. Currently, there are 11 extension staffs (4 in ward level, 3 in Mtaa level and 4 in head quarter)

#### **(vi) Livestock Infrastructures**

In 2020 the Department has 14 infrastructures among which there 4 cattle dips, two slaughter .

**Table 12: Status of Livestock Infrastructures in the Council**

No.	Infrastructures	Present	Working	Not working/not completed
1	Cattle dips	04	04	02
2	Slaughter slabs	02	01	0
3	Slaughter house	01	01	0
4	Animal Check points	00	00	0
5	Veterinary Health Centre	01	00	1 Not completed
<b>Total</b>		<b>08</b>	<b>06</b>	<b>04</b>

#### **(vi) Market and Trade of Livestock**

In the Council there are four primary livestock auction market, and according to the Meat Act No. 10 of 2006 section 4 (1), the primary auction market will be built and supervised by Council .Therefore, the taxes collected from selling the livestock will be under the control of the Council. The presence of the primary auction market in the Council will also stimulate other economic activities such as transportation, communication, restaurants and food vendors which will help to improve the wellbeing of the community and growth at the Mtaa and the Council at large. The presence of one improved primary auction markets makes these opportunities not to be fully utilized despite the availability of livestock in the Council.

#### **2.2.3.2 Fisheries Sector**

Fishing and Fish farming are among of other human activities that are being practiced by members of the community in Kondoa Town Council. The fishing activities are actually conducted in seasonal, and natural ponds may dug or artificial constructed using materials locally available in our environment ; while fish farming is practiced in 32 fish ponds in the

Council (2 natural fish ponds and 30 constructed fish ponds). The main species present in the natural fish pond and rivers include Catfish, and Tilapia.

In artificially constructed fish ponds, there are only two types of species kept namely Catfish (Clarius) and Tilapia (Areocromis nilotecus) and production ranges from 27 to 32 kg for fish pond with as size of 5m x 7 m; to 80 to 125 kg of fish to ponds of 10mx 15m size as compared to 52.5 kg and 225kg of fish productivity in respective fish ponds.

*Issues to be addressed in livestock and fisheries development for the next five years include:*

Limited few working tools, there is low fish production and productivity in artificial and natural fish ponds, there is low milk production and productivity from dairy cattle, there is one improved primary livestock auction market, there is no data of quantity of fish collected from fishing activities, there are little amount of funds released to implement livestock and fisheries projects, there is a shortage of extension staff at ward and Mtaa level, there is low knowledge among livestock keepers on treatment and vaccination of livestock against diseases, there is limited knowledge among fish farmers on fish farming practices, there is no cooperative union for livestock and fish farmers, there is a shortage of pasture land to livestock, there is a shortage of improved pasture to livestock, there are no livestock and fisheries processing industries, there are inadequate improved livestock infrastructures, there are no industries for processing livestock peripheral wastes such as hair, horns and hooves, there is shortage of title deeds for cattle dips in the Council, there is low rate of livestock identification and traceability, small number of improved poultry breeds in the Council, Mtaa land use plans are outdated due to small grazing land and invasion by other agricultural activities.

#### **2.2.4 Health**

The major role of health sector is to ensure community has equitable access to quality social and health care services for better health of the community. The Department is divided into 3 sub sections namely; Administration, Curative & preventive services. As it stated in the Health policy (2007), health department has a mission of facilitating the provision of basic health services that are of good quality, equitable, accessible, affordable, and sustainable and gender sensitive. The Council was faced with a number of health diseases which include: malaria, ARI, Pneumonia, Diarrhea, Eye infection, Skin infection, Worms, Urinary Tract Infection (UTI), Ear infection, Anemia and HIV/AIDS. On the other hand, Top Ten leading causes of deaths among under-fives and above were Malaria, Pneumonia, Anemia, Meningitis, Diarrhea diseases, Acute Respiratory Infection (ARI), UTI, Dysentery and AIDS.

In addressing health problems, the country focuses on thirteen priority areas as follows:- Health commodities (Medicines, medical equipment, medical and diagnostic supplies and management system), Reproductive, Maternal, Newborn, Child and Adolescent health, Communicable Diseases and Priority Neglected Tropical Diseases and Zoonoses Control ,Non-Communicable Diseases Control, Nutrition, Environmental Health and Sanitation, Social Welfare and Social Protection, Strengthen Human Resources for Health Management capacity for improved health services delivery, Strengthen Organizational Structures and institutional capacities for improved health services management, Emergency Preparedness and Response, Traditional and Alternative Medicine, Construction, Rehabilitation and Planned Preventive Maintenance of physical Infrastructures of Health facilities and Community Health systems.

### (i) Vital Health Indicators

Table 14 shows the trend of various vital health indicators which are measuring the quality of health services provision in health facilities. It highlights the reduction of maternal and neonatal death from previous years and the increase in infant and under-fives deaths. The above indicators have been achieved due to increase in health facilities; provision of CEmONC services to 4 from One (1) facility from previous year; immunization coverage (Penta3) is 96.99% in 2019 and Percentage of health facilities deliveries has increased from 89% in 2018 to 97.4% in 2019 and availability of essential medicine is 91.3%.

**Table 13: Vital Health Indicators**

No.	Indicator	Status				Major causes of death
		2016	2017	2018	2019	
1	Number of neonatal death	6	4	5	2	Asphyxia
2	Number of infant death	18	22	11	16	Malnutrition
3	Number of under-five death	3	5	3	23	Malaria/Anemia
4	Number of maternal death	9	12	7	3	Malaria

### (i) Health Administration

Administration among of the Units consists in health department it defines the act of managing duties, responsibilities, responsibilities. In this units it involves performing of Executive Duties. It involves Managing of distribution of Health facilities Infrastructures (health facilities and facility staffs) and distribution of health facility personnel.

### (ii) Health Infrastructures

Kondoa Town Council has 54 health facilities which are 1 hospital, 7 health centers and 46 dispensaries. Council, has 8 functional vehicles, in which 4 ambulances, 3 Toyota L/Cruiser

Hard Top and 1 Toyota single cabin and 15 motor cycles in which 10 are functional and 5 need repairs.

**Table 14: Distribution of Health Facilities**

No.	Administrative unit		Type of health facility	Number of facilities required	Number of facilities available	Percentage
1	Council	1	Hospital	1	1	100
2	Ward	21	Health centers	21	7	33.33
3	Mtaa	66	Dispensaries	66	46	69.69

From the above table it shows we have few number health facilities compared to the number of facilities required.

**Table 15: Distribution of Health Facilities by Ownership**

No.	Type of health facility	Ownership		Total
		Public	FBO	
1	Hospital	1	0	1
2	Health Centre	5	2	7
3	Dispensaries	41	5	46
<b>Total</b>		<b>47</b>	<b>7</b>	<b>54</b>

From the above table, there are 47 Dispensaries which serves 47 Mtaas and 7 Health Centers which serves 7 wards out of 21 wards, and one Council hospital. Out of that 16 health. Facilities need minor rehabilitation while 37 health facilities need major rehabilitation. Ten (10) dispensaries are under construction that is Mandepwende, Mhangazi, Kumbara, Misufini, Kilangalanga, Nahimba, Mkongo Nakawale, Ligunga, Luhangano and four health centres which are Magazini, Chengena, Mchomoro and Mtakanini. Department has 102 (72.3%) staff houses, and has deficient of 39 (27.65%) staff houses out of 141 (100%) needed.

Council has 54 Health facilities, out of those 31 out of 54 Facilities has electrical infrastructure which is equal to 57.4% of the total facilities that's make the absence of electrical infrastructure to 23 facilities. Also, facilities with access to clean and safe water (Tap water) is 12 out of 54 facilities. Other facilities have access to Dip well water only.

### **(iii) Staffing in Health Sector**

Health sector has a total of 288 staffs out of 1010 required which is equal to 28.51% of the required staff in the department, the table below shows the availability of staffs according to their cadres as shown in Table 17.

**Table 16: Staffing in Health Sector**

No.	Cadre	Required	Available	Deficit
1	Medical Officer	13	3	10
2	Assistant Medical Officer	23	7	16
3	Clinical Officer	64	13	51
4	Clinical Assistant	38	30	8
5	Dental Officer	1	0	1
6	Assistant Dental Officer	1	1	0
7	Dental Therapist	5	0	5
8	Nursing Officer	12	3	9
9	Assistant Nursing Officer	38	28	10
10	Nurse	119	79	40
11	Health Laboratory Scientist	2	2	0
12	Health Laboratory Technologist	18	5	13
13	Assistant Health Laboratory Technologist	56	13	43
14	Radiology Scientist	1	0	1
15	Radiographer Technologist	1	0	1
16	Nutritionist	3	0	3
17	Occupational Therapist	1	0	1
18	Ophthalmologist	1	0	1
19	Optometrist	1	0	1
20	Physiotherapist	2	1	1
21	Health Secretary	2	2	0
22	Social welfare Officer	3	1	2
23	Assistant Social Welfare	2	1	1
24	Pharmacist	3	1	2
25	Pharmaceutical Technologist	10	1	9
26	Assistant Pharmaceutical Technologist	5	0	5
27	Environmental Health Officer	6	1	5
28	Assistant Environment Health Officer	21	6	15
29	Health Assistant	21	3	18
28	Medical records officer	5	0	5
29	Bio Medical Technologist	4	0	4
30	Launderer	8	0	8
31	Medical Attendant	424	85	339
32	Security Guards	96	2	94
<b>Total</b>		<b>1010</b>	<b>288</b>	<b>722</b>

**2.2.4.1 Curative Services**

Curative unit deals with provision of medical treatment to community; the core objective of curative services is provision of medical treatment. This section involves provision of Antenatal, Maternal, Perinatal services and provision of medicine, medical equipment and supplies.

With regard to availability of health commodities, for the year 2019, the department had 100 % availability of essential medicines at facility level, which indicates the community is

wellbeing ensured access to essential medicine. However, there are shortage of medicine, supplies and equipment by 30% at facility level.

**Table 17: Availability of Essential Medicine for the Year 2019**

No.	Description	Required	Available	%
1	DPT + HepB/ HiB vaccine for immunization (Chanjo)	580	565	97
2	Vitamin A	586	584	100
3	ALU 20/120mg vya kumeza	583	580	99
4	Amoxycillin DT (vidonge myeyuko na ya vidonge)	582	563	97
5	Cotrimoxazole (ya maji na ya vidonge)	585	576	98
6	Sindano ya Ergometrinestrongau/strong Oxytocin strongau/strong Vidonge vya Misoprostol	585	575	98
7	Albendazolestrongau/strong Mebendazole Dawa za vidonge za minyoo	585	569	97
8	Dawa ya sindano ya Uzazi wa mpango (Depo)/ Vidonge vya Combined Oral Contraceptives	532	494	93
9	Mabomba ya sindano kwa matumizi ya maramoja (Disposable syringes)	587	572	97
10	Maji ya mishipa (Dextrose 5% strongau/strong Sodium chloride+Dextrose)/ Normal saline	584	565	97
11	MRDT - Kipimo cha malaria cha haraka au vifaa vya kupimia katika Hadubini	588	582	99
12	Magnesium Sulphate Sindano	587	567	97
13	Zinc sulphate Vidonge na Dawa ya kuhara ya kuchanganya na maji (Zinc-ORS Co-pack)	583	458	79
14	Paracetamol ya vidonge	585	501	86
15	Benzyl Penicilline - sindando / Ceftriaxone sindano	587	570	97
16	Ferrous + Folic Acid vidonge	588	535	91
17	Metronidazole vidonge	586	496	85
18	Catgut Sutures	585	577	99
19	Nevirapine Oral solution	583	581	100
20	Tenofovir/Lamivudine/Efavirenz (TDF 300mg/3TC300mg/EFV600mg) vidonge	577	573	99
21	Ringer Lactate Solution	586	585	100
22	SD BIOLINE for H.I.V 1/2 Kits/UNIGOLD HIV 1/2 Kits	588	585	99
23	RHZE Rifampicin 150mg/isoniazide 75mg/Pyrazinamide/Etdambutol tablets	523	511	98
24	RHZERifampicin 150mg/Isoniazable 75mg/Pyrazinamide	589	538	91
25	Sulphadoxine Pyrimethamine vidonge	584	580	99
26	HB Testing - Kipimo cha kuonyesha wingi wa damu -	588	157	27
27	Glucose testing – (Kipimo cha kisukari)	588	156	27
28	Rapid Test/SD Bioline for Syphilis Kits (Kipimo cha kaswende)	587	568	97
29	Gloves	586	578	99
30	Lignacane – (Local Anesthesia) Dawa ya ganzi	584	585	100

#### 2.2.4.2 Disease Control

For the year 2019, the Community was still facing a major health problem of Malaria by 15%. The Department has various interventions to tackle the problem in the community

including Larva ceding, raising community awareness on preventive measures as well as access to health facilities. Also, provision of ITN's to community has been a major intervention against Malaria.

**Table 18: Diseases Affecting Large Part of the Community in 2019**

No.	Disease	Number of cases	Percentage
1	Malaria	116,417	50.62%
2	Upper Respiratory Infections	59,961	26.07%
3	Urinary Tract Infections	12,304	5.35%
4	Diarrhea With No Dehydration	10,862	4.72%
5	Pneumonia, Non-Severe	10,689	4.65%
6	Other Non-Infectious GiT Diseases	6,096	2.65%
7	Intestinal Worms	5,329	2.32%
8	Surgical Condition	2,689	1.16%
9	Skin Infection – Fungal	2,132	0.93%
10	Peptic Ulcers	1,977	0.86%

#### **2.2.4.3 Maternal and Perinatal Services**

In reducing maternal and perinatal death, the Department has strengthened antenatal care services by ensuring every pregnant woman attends antenatal clinics. In 2018; about 4,700 pregnant women (which is equal to 50.2% of expected number of pregnant women) attended ANC services below 12 weeks. This number has increased compared to the previous year where only 38% of the expected pregnant women attended. Also, the number of pregnant women who completed 4 visits increased from 58.5% in 2018 to 71.5% of in 2019

#### **2.2.4.4 Nutritional Services**

Kondoa Town Council is among the councils which have adopted and execute a new National Multisectoral Nutrition Action Plan (NMNAP) 2016-21; which replaced the National Nutrition Strategy 2011-16. The NMNAP was developed through an inclusive and evidence-based multi-stakeholder process, and embraces seven outcome areas, including: Maternal, infant and young child and adolescent nutrition, Prevention and control of micronutrients deficiencies, integrated management of acute malnutrition; Nutrition-related non-communicable diseases; and Nutrition.

For the year 2019, nutrition has been among the major problem facing the community, particularly stunting among 6-23 months children (33.5%), wasting among under-fives (3.6%) and provision of Vitamin A supplementation (90.2%). To handle the situation, the department has come up with various interventions such as exclusive breast feeding for six

months, health promotion and prevention through IEC on diet and improved food production at community level, nutritional supplementation for mother, neonatal and children and, rehabilitative support. Due to seriousness of the problem, the Department allocated TZS 18,260,000 (51.2% of financial year 2018/2019 budget). This amount has been increased to 29,340,000 (82.3%) in the financial year 2019/2020

#### **2.2.4.5 Social Welfare Services**

Social Welfare Services is among the sub-section within the Department which deals with welfare and equal treatment of all vulnerable groups in the community. This section is involved in supervising matters related to elderly, people with disabilities, and most vulnerable children's (MVCs). Currently, there are about 14,296 elders 60 years old and above where by 7864 are female and 6432 are male. According to a survey conducted by Community Development Department in 2016/2017 financial year, elders are among special groups which need special care and attention. About 685 elderly people were provided with identity cards for accessing to health care services. The Council has a total budget of TZS 8,000,000 for provision of identity cards for the rest of the elderly. Also, about 6934 most vulnerable children were registered in order to serve them better in collaboration with other stakeholders such as restless development, and Namtumbo paralegal.

#### **2.2.4.6 Preventive Services**

Preventive section has the major function to prevent and control epidemic diseases to ensure the wellbeing of the community by providing preventive services such as environmental sanitation, Immunization services and conducting epidemiology of diseases.

##### **(a) Malaria Prevention**

Various interventions are conducted in order to prevent spread of malaria and to control mosquitoes, such interventions include spraying larvicides in dams and other areas where water collect, providing insecticide treated nets (ITN) to school pupils, pregnant women and children of nine months. The trend of malaria burden for the patients attending. Out patients Department (OPD) as provided by DHIS2 2019; shows that in 2017 malaria cases were 52,741, in 2018 were 106,625 and in 2019 were 116,417.

##### **(b) Vaccination and immunization**

The Council provides vaccines to children less than two years old, pregnant women and girls of 14 years. These vaccines help to prevent diseases such as tuberculosis, diphtheria, polio, pertusis, haemophilus influenza type B, hepatitis B, measles etc. The trend of administered



of DTP-HepB-Hib 3 by the year 2018 was 7,374 (86.03%) and 2019 was 8,393 (96.99%)  
Source VIMS 2019.

### **(c) Environmental Sanitation and Hygiene**

Environmental sanitation strongly depends on social and cultural practices and beliefs and these have to be considered when planning interventions. In 2019 the Council had a total of 46,772 households with coverage of improved toilets at 57.49% (26,889 households). Households with unimproved toilets 19,874 (42.49%) and households without toilets were 9 (0.02%). There are various factors affecting hygienic practices of the community such as basic knowledge, skills and human behaviours; social and cultural factors concerning health; life-styles and environmental awareness related to personal hygiene, household cleanliness and Community cleanliness (waste collection).

#### ***Issues to be addressed in health sector for the next five years include:***

Delay of release of funds from Central Government, high maternal death of 7 per 100,000, shortage of transportation facilities and worn-out vehicle, irregular supply and missing of items from MSD, lack of community participation and contributions for development projects, overlapping activities due to late receipt of funds, weak organizational structure and institutional management at 68%, high prevalence rate of mental health conditions of 5%, high rate of patients with complications associated with traditional medicine and alternative healing practices - 40%, inadequate health care waste management at facility by - 40 %, high prevalence of Diabetes at 3%, shortage of medicines, medical equipment and diagnostic supplies at 30% , low coverage of improved toilets in households at 42.51%, shortage of skilled health staffs by 71.5% , low provision of care, support and protection to elderly people by 40%, high infants' death by 30 per 1000 live birth. High prevalence of eye diseases by 5% among OPD cases, high incidence of HIV infection new cases by 2.8%, shortage of 14 health centres, high prevalence of oral diseases among OPD cases (0.8%), inadequate facilities with CEmONC services (57%), Ad-hoc activities which interfere with implementation of planned activities, high prevalence rate of malaria of 50%, shortage of 20 dispensaries, low enrolment in CHF (11.2%), late antenatal care services attendance, inadequate ICT infrastructure (96%), high prevalence rate of stunting among children under five, insufficient nutrition commodities, high prevalence rate of wasting among children under five and inadequate access to social welfare services and protection to vulnerable groups by 47%.

### 2.2.5 Primary Education

Primary Education Department has a major role of overseeing education policy implementation for quality education in primary schools. The Primary Education Department ensures close monitoring and supervision of schools for efficient and friendly environment with improved teaching and learning process. The Department provides every possible instructions, rules and regulations according to which educational policy is properly executed. Moreover, the Department is responsible for coordinating various stakeholders of education. The Ward Development Committee and School Committee work jointly on issues pertaining to educational matters and development programmers within Ward and primary school level.

The Department consists of three units namely; academic unit, statistics and logistic unit, adult education and non-formal education. Apart from that, sports and cultural section is attached to education department in order to link to school children for promotion of spirit of games and sports for the benefit of their health and future career.

The core functions of the Department include: to ensure legal registration to school age going and school attendance as per education policy; to conduct needs assessment, collect data and evaluate adult education and non-formal; to conduct data collection for out of school children (IPOSA) and children with special needs; to ensure proper curriculum implementation in the schools; to conduct needs assessment, collect and analyze data on primary education for future logistics; to monitor proper and correct use of funds, teaching and learning materials; to provide approved measurements for land spacing, infrastructural innovation and expansion; to coordinate, evaluate and supervise national examinations at Regional, Council level and school level; to allocate teachers in working stations and facilitate them with authorized rights and benefits; to monitor and control accountability and discipline matters to teachers; to facilitate payments and benefits to teachers as per regulations and supervise sports and games at Council level.

#### 2.2.5.1 Staff Administration

The primary education department has a Town Primary Education Officer (TPEO); one Town Primary Academic Officer (TPAO); one Statistics and Logistic Officer (SLO); one Adult Education Officers; Games and sports officer; Cultural Officer and Special Needs Education Officer. The Department has shortage of 1 typist and office attendant.

**Table 19: Number of Administration Staff in the Primary Education**

Title	Available	Required	Deficit
Town Primary Education officer (TPEO)	1	1	0
Statistic and Logic Officers (SLO)	1	1	0
Academic officers (TAO)	1	1	0
Adult education officer	1	1	0
Games and sports officers	1	1	0
Document typist	0	1	1
Cultural Officer	1	1	0
Special needs education	0	1	1

Office attendant	0	1	1
<b>Total</b>	<b>6</b>	<b>9</b>	<b>3</b>

### (a) Teaching Staff Profile

The council has a total of 295 primary school teachers, where 97 are male and 198 are female, with a deficit of 57. Also, there are 8 Ward Education Officers (WEO) (5 are men and 3 are women).

**Table 20: Number of Teachers and WEO in the Council**

Type of School	Required	Available		Deficit	Percent
		Female	Male		
Public	352	198	97	57	19
WEO	8	3	5	0	0

### 2.2.5.2 Statistics and Logistics Unit

Statistic and Logistic Unit is a multifunctional unit whereby SLO has to coordinate collect and analyze data; also has to supervise and monitor the rehabilitation, expansion and construction of classroom, toilets and houses.

#### (i) Number of primary schools

The Town Council has a total of 34 primary schools. All primary schools have Pre-primary units as required by National Education Policy. Out of 34 primary schools, 27 are publicly owned and 7 are privately owned.

#### (a) Enrolment in Pre-primary Schools

Enrolment in pre – primary schools has been significantly increasing in Kondoia Town Council due to free education programme. In 2018 the total enrolment in pre- primary units was 2308 pupils out of whom boys were 1182 and girls were 1126. In 2019 total enrolment was 2428 (1200, boys and 1228 girls). In 2020 total actual enrolment was 1945; where boys were 1005 and girls were 940

**Table 21: Enrolment in Pre -Primary Units (2018 - 2020)**

Year	Projection			Actual enrolment			Percentage of enrolment		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
2018	1291	1149	2440	1182	1126	2308	92	98	95
2019	1227	1204	2431	1200	1228	2428	98	101	99
2020	1206	1141	2347	1005	940	1945	83	82	83

#### (b) Enrolment of Standard One

Enrolment in standard one has also been significantly increasing. Table 21 gives the projected and actual enrollment of boys and girls in Standard One for three consecutive years (2018 -2020)

**Table 22: Enrolment Status of Standard One Pupils in Primary Schools**

Year	Projection			Actual enrolment			Percentage of enrolment		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
2018	1125	1113	2238	1075	970	2045	96	87	91
2019	927	881	1808	1031	377	1908	111	43	106
2020	1351	1285	2636	1276	1289	2565	94	100	97

**(c) Number of pupils in Pre-primary to Standard Seven**

The Town council has a total of 17815 primary school pupils, where 16365 are in government primary schools (8239 boys and 8126 girls). In private primary schools, there are 1450 pupils (725 are boys and 725 are girls).

**Table 23: Number of Pupils in both Public and Private Schools**

Class	Public schools			Private schools		
	Boys	Girls	Total	Boys	Girls	Total
Pre –primary	1005	940	1945	162	186	348
Standard I	1341	1235	2576	130	122	252
Standard II	1218	1171	2389	107	106	213
Standard III	1101	972	2073	80	76	156
Standard IV	1049	1178	2227	68	72	140
Standard V	1003	1041	2044	66	57	123
Standard VI	873	861	1734	50	51	101
Standard VII	649	728	1377	62	55	117
special need pupils	43	45	88	0	0	0
<b>Total</b>				<b>725</b>	<b>725</b>	<b>1450</b>

**(d) Funds for Free Education**

Since 2016 to date, primary education receives money from the Central Government every month which is directed to schools. The money comes in three categories which are - Capitation Grant, Responsibility Grants and School Meals. Capitation grant is used for buying teaching and learning materials, running office (administrative issues) and academic issues. School Meals is given to special needs schools owned by the government.

**Table 24: Funds disbursement to primary school operation**

Year	OC Proper (Free Educ.)	Capitation Grant	School Meals	Responsibility Allowance for Head Teachers	Responsibility Allowances for WECs
2018	0	256,000,000.00	6,888,000.00	256,800,000.00	63,000,000.00
2019	42,540,000.00	256,000,000.00	6,888,000.00	256,800,000.00	63,000,000.00
2020	42,540,000.00	256,800,000.00	6,888,000.00	256,800,000.00	63,000,000.00

**(ii) Teaching and Learning Materials**

The total number of text books in all primary schools is 252043 out of 349266 required books. This implies that the Council has a deficit of 97223 text books. Currently, the existing share of text books per pupil is 1:4 which is far below the national standard of 1:1

### a) Physical Infrastructures

Kondoa Town Council has acute shortage of various facilities required for smooth running of primary education. The status of physical infrastructures for primary education in the Council Council is summarized in Table 26.

**Table 25: Physical Infrastructures for Primary Education**

No.	Item	Required	Available	Deficit	% of deficit
1	Classrooms	383	239	144	37%
2	Teachers' houses	383	65	318	83%
3	Pit latrines	616	298	318	52%
4	Desks	5099	4155	944	18%
5	Tables	383	178	205	54%
6	Chairs	383	278	105	27%

### 2.2.5.3 Academic Unit

The Academic Unit is a unit that ensures proper implementation of curriculum in the schools; conducts need assessment; allocates teachers in working stations and facilitates them with authorized rights and benefits; monitor and controls accountability and discipline matters to teachers. Other core functions of this unit are to coordinate, evaluate and supervise national examinations at council level and school level.

#### (a) Academic performance for standard seven

National Examinations results of standard seven in the Council have continued to improve due to improved teaching and learning environment. The percentages of students who passed examination for three consecutive years are shown in Table 27.

**Table 26: Three Years Academic Performance for Standard Seven (2018 – 2020)**

Year	Registered	Sitting for examination	Absentees	Passed examination	% of passed examination
2018	1570	1570	0	1420	90
2019	1716	1714	2	1246	73
2020	1492	1489	3	1164	78

#### b) Academic performance for standard four

The pupil's performance in standard four National Examinations in the Council has also continued to improve as shown in Table 28.

**Table 27: Three-year Academic Performance for Standard Four (2018 – 2020)**

Year	Registered	Sat for examination	Absentees	Passed examination	% of passed examination
2018	1570	1570	0	1420	90
2019	1906	1906	0	1864	97
2020	2210	2210	0	2174	98

#### **2.2.5.4 Adult Education Unit**

This unit provides a second chance for those who are poor in the society or who have lost access to education for various reasons in order to achieve their educational goals. There are adult education centers nearly in all the Mtaas, 7 *Mpango Elimu ya Msingi kwa Waliokosa* (MEMKWA) centers, 0 *Mpango wa Uwiano kati ya Elimu ya Watu wazima na Jamii* (MUKEJA) groups, 1 Vocational Education Training Authority (VETA) Centre and 1 Vocational Training Centre (VTC).

#### **2.2.5.5 Sports and Game Unit**

Basically, the unit conducts sports and games for both public and private primary schools, on the other hand it takes a close supervision of *Umoja wa Michezo na Taaluma kwa Shule za Msingi* (UMITASHUMTA) as one among the measures in ensuring development of sports and games. Moreover all 34 schools of which 27 are government primary schools and 7 private schools have football and netball pitches

#### ***Issues to be addressed in primary education sector for the next five years include:***

Shortage of primary school infrastructures, poor implementation of self-reliance education, negative attitude of parents towards free education, inadequate teaching and learning materials, poor provision of special needs education, lack of experts in non-verbal communication in teaching and learning process, poor provision of moral, ethics, national patriotism and civic education, poor strategies in developing adult education programme, primary teachers have poor knowledge in information communication technology, inadequate number of schools with electricity supplies.

#### **2.2.6 Secondary Education**

Secondary Education Department has been decentralized to Local Government Authorities from Central Government since 2009 for the purpose of bringing services near to the community. Secondary Education Department in Tanzania's councils was established in July 2009 after its detachment from the Primary Education Department under the directive of the government which aimed at simplifying the supervision of secondary schools. This department is headed by the Council Secondary Education Officer (TSEO) and consists of two (2) sections which are Administration and Operation sections.

The core functions of secondary department are: To ensure that the curriculum is properly implemented. to coordinate, collect and analyze data on secondary education in the council, to supervise and monitor the rehabilitation, expansion and construction of secondary schools, to estimate the hierarchical needs of teachers, to procure and distribute school supplies according to the needs of the school, to monitor income and expenditures of secondary schools, to monitor the provision of various educational multi-service delivery in schools, to coordinate teachers, students and school workers' affairs, to coordinate and supervise national examinations at council level and school level, to monitor and control

accountability of teachers and other school workers, to Supervise sports and games at council level, to locate teachers in working stations at council level and to perform other tasks as directed by Council Executive Director. Secondary Education Department is founded under two section, these are administration section and operations section.

### 2.2.6.1 Operations Section

Operation Section is the section which deals with day to day activities. Under the operation section there are two units namely; Academic Unit and Statistic Unit.

#### (i) Statistics Unit

The Statistic Unit is headed by the Statistic and Logistics Officer (SLO). This is a multifunctional unit whereby SLO has to coordinate, collect and analyze data also has to supervise and monitor the rehabilitation, expansion and construction of school infrastructure.

#### (a) Number of secondary schools

The Council has a total of 12 secondary schools of which 09 are public owned secondary schools and 3 are privately owned secondary schools. Among them there is 01 Advanced level secondary schools which is government owned.

#### (b) Number of secondary school teachers

The council has a total of 182 secondary school teachers, where 111 are male and 71 are female. The science and mathematics teachers are only 71 this number is not enough to accommodate number of students available in secondary schools.

**Table 28: Teaching Staff for Government and Private Schools**

Ownership	Required			Available			Deficit		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Public	120	82	202	111	71	182	9	11	20
Private	50	31	81	45	29	74	05	02	07

**Table 29: Teaching Staff Status by their Specialty in Government and Private Schools**

Ownership	Required			Available			Deficit		
	Science	Arts	Total	Science	Arts	Total	Science	Arts	Total
Public	91	111	202	71	111	182	20	0	20
Private	41	40	81	36	38	74	5	2	7

**(c) Key Management Staff of the Department.**

The Secondary Education Department has a Council Secondary Education Officer (TSEO) who is the head of the department; Council Secondary Academic Officer (TSAO), and a Council Statistics and Logistics Officer (TSLO).

**(d) Enrolment in Secondary Schools**

Enrolment of form one students has been significantly increasing in Kondoa Town Council due to free Education system. In 2019 there were 2676 students out of which 1313 were males and 1363 females. In 2020 total enrolment was 4300 whereby, 1510 were males and 2790 females; and in 2021, total enrolment was 4296 with 1528 males and 2768 female.

**(d) Infrastructure in Secondary in Secondary Schools**

For the case of infrastructure, the current status of secondary school infrastructure shows that there is a total of 129 class rooms, 60 teachers houses, 5563 tables, 09 laboratories, 05 administration blocks, 01 dining hall, 170 pit latrine, 09 dormitories and 01 hostels.

**Table 30: Secondary Schools Infrastructures**

Infrastructures	Required	Available	Deficit
Class rooms	122	129	0
Teachers houses	182	60	122
Tables	4852	5563	0
Chair	4852	5563	0
Laboratories	27	09	18
Administration blocks	09	04	05
Dining halls	2	1	2
Pit latrines	206	170	36
Dormitories	10	09	01
Hostel	10	01	09



### **(e) Funds disbursement to secondary School Operations**

The Department receives funds from the Central government; grouped into two categories: Other Charges (OC) and free education fund which is given directly to the secondary schools. The free education fund is also divided into: Capitation Grants; School Fees Compensation Grants; Responsibility Grants and School Meals. School Meals is given to Boarding secondary schools owned by the Government.

For the financial year 2019/20, all funds were brought as per annual budget i.e. OC was 25,392,000.00; Responsibility Grants was 27,000,000.00; School Fees Compensation Grant was 56,390,039.56; Capitation Grants was 45,915,916.92; School Meals was 269,298,333.72.

### **2.2.6.2. Academic Unit**

Academic Unit is headed by the Council Secondary Academic Officer (TSAO). Academic Unit has the responsibility of ensuring that the curriculum is properly implemented, along with coordination and supervision of national examinations. Not only that, but also Academic unit coordinates and supervises sports and games for both public secondary schools and private schools; together with coordination and conduction of seminars and short course training for sports teachers. Under *Umoja wa Michezo na Taaluma Kwa Shule za Sekondari* (UMISETA) The Unit has the responsible to coordinate and conduct games at Council level so as to get good players who will participate in UMISETA competition games.

### **(a) Academic Performance**

Performance in national examination has highly improved whereby the results for 2019/2020 show a hundred percent (100%) pass and at A' level. At Ordinary secondary education level, the performance is still moderate due to inadequate science teachers, shortage of laboratories' equipment and shortage of hostels since some students walk long distance to schools.

### **(i) Form Four National Examination Performances**

National Examinations results for form four students have continued to improve whereby percentage of students who passed in 2018 was 80.4, in 2019 it was 80.3 and in 2020 it was 83.5 percent as shown in Table 33.

**Table 31: Form Four National Examination Performance**

Year	Registered	Sat for the examination	Absentees	Passed	Percentage
2018	860	805	55	647	80.4
2019	976	928	48	745	80.3
2020	877	853	24	712	83.5

## (ii) Form six National Examination Performances

National examination performance of form six students was 99.6% in 2019 whereby in 2020 was 100% and in 2021 was 100% as shown in Table 34.

**Table 32: Form six National Examination Performances**

Year	Registered	Sitting for examination	Absentees	Passed	Percentage
2019	266	251	15	250	99.6
2020	390	374	16	374	100%
2021	277	275	02	275	100%

### *Issues to be addressed in secondary education sector for the next five years include:*

Shortage of secondary school infrastructures, wrong perception of parents towards free education, shortage of expertise who are capable in non-verbal communication in teaching and learning process, poor provision of moral, ethics, national patriotism and civic education to all secondary schools, inadequate education for self-reliance to the students.

### **2.2.7 Works**

Building construction, plants and motor vehicle maintenance is among of activities performed by works department. The department need a total of 17 staff, but only 3 staffs are available.

**Table 33: Number of Staff in Works Department (2020)**

Details	Requirement	Available	Deficit
Council Engineer	1	0	1
Engineer II Civil	3	2	1
Quantity surveyor	2	0	2
Principal Technician Civil	2	0	2
Civil Technician	4	1	3
Mechanics Technician	2	0	2
Electrical Technician	2	0	2
Personal secretary	1	0	1
<b>Total</b>	<b>17</b>	<b>3</b>	<b>14</b>

The department needs a total of 34 working facilities but the actual disposition is 9 leaving the deficit of 25 working tools.

**Table 34: Number of Working Facilities**

Types	Requirement	Available	Deficit
Tables	8	2	6
Office chairs	21	4	17
Executive office chairs	2	1	1
Shelf	3	1	2
Computer desk top	4	0	4
Computer lap top	4	0	4
Photocopy machine (Canon)	1	0	1
Printer (Hp)	2	0	2
Supervision car	2	0	2
<b>Total</b>	<b>40</b>	<b>6</b>	<b>33</b>

The department has three sections namely: Building, Electrical and Mechanical sections.

### 2.2.7.1 Building Section

The building section in the Works Department deals with preparation of bill of quantities for building infrastructures; supervision and monitoring of renovation/rehabilitation and construction works of building infrastructures; preparation of progress report of various projects and, preparation of action plan for execution of the projects

#### (a) Status of Building Infrastructure

##### (i) Health infrastructures

Kondo Town Council has 7 health facilities in which 5 are Dispensaries which serve 5 Mtaas and 1 Health Centers which serve 1 ward out of 8 wards; and 1 Council hospital. 2 health facilities need minor rehabilitation. 2 dispensaries are under construction including Tampori and Hachwi, and 1 health centres which is Serya. The Council needs 39 (27.65%) staffs houses out of 141 (100%) needed which makes the available house of 102 (72.3%).

**Table 35: Distribution of Health Facilities**

No.	Administrative unit		Type of facility	No of facilities required	No of facilities available	Percentage
1	Council	1	Hospital	1	1	100
2	Ward	8	Health centers	8	1	12.5
3	Mtaa	36	Dispensaries	36	5	14.3

From Table 37 above indicates that, the number of health facilities is far below the required number of facilities.

**Table 36: Distribution of Health Facilities by Ownership**

No.	Type of health facility	Ownership		Total
		Public	FBO	
1	Hospital	1	0	1
2	Health center	1	0	1
3	Dispensaries	5	0	5
<b>Total</b>		<b>7</b>	<b>2</b>	<b>9</b>

**(ii) Secondary Education Building Infrastructures by 2020**

The Kondoia Town Council has 129 classrooms, 60 staff houses, 09 laboratories, 04 administration blocks, 01 dining hall, 170 pit latrines, 09 dormitories and 01 hostel. General deficit is 122 staff houses, 18 laboratories, 5 administration blocks, 01 dining halls, 36 pit latrines, 01 dormitories and 09 hostels. However there is no deficit of classrooms.

**Table 37: Secondary Education Building Infrastructures by 2020**

No.	Infrastructure	Required	Available	Deficit	% of deficit
1	Class rooms	122	129	00	00%
2	Teachers houses	182	60	122	67%
3	Laboratories	27	09	18	67%
4	Administration blocks	09	04	05	56%
5	Dining halls	02	01	01	50%
6	Pit latrines	206	170	36	17%
7	Dormitories	10	09	01	11%
8	Hostel	10	01	09	90%

**(iii) Primary Education Building Infrastructures by 2020**

In terms of physical infrastructures for primary education, the Council has 239 classrooms, 65 teachers' houses, 298 pit latrines for pupils. General deficit is 318 pit latrines, 144 classrooms, 318 teachers' houses.

**Table 38: Physical Infrastructures to Support Primary Education**

No.	Item	Required	Available	Deficit	% of deficit
1	Classrooms	383	239	144	60%
2	Teachers' houses	383	65	318	83%
3	Pit latrines	616	298	318	52%

### (c) Electrical Section

The Electrical Section deals with preparation of bills of quantities for electrical installation in various infrastructures; supervision and monitoring electrical installation works for renovation, rehabilitation and construction works of various building infrastructures; preparation of progress report of various projects; preparation of action plan for execution of the projects and, preparation of action plan for execution of the projects.

### (i) Electrical Section Working Tools 2020

Electrical Section needs 11 of working tools but it has only 1 working tool and deficit is 10 as summarized in Table 41.

**Table 39: Status of Working tools in the Electrical Section**

No.	Working tools/ facilities	Required	Available	Deficit
1	Double sliding ladder	1pc	0 pc	1
2	Double stand ladder	1 pc	0	1 pc
3	Screw drive tool box	1 pc	0	1 pc
4	Digital multimeter	2 pcs	0	2 pcs
5	Electrical gun machine	1 pc	0	1 pc
6	Electrical over all	1 pc	0	1 pc
7	Spanner	1 pc	0	1 pc
8	Slide cutting plier	1 set	0	1 pc
9	Cutting plier	1 set	0	1 pc
10	Electrical groves	1 set	0	1 pc
<b>Total</b>		<b>11 pcs</b>	<b>0pc</b>	<b>11 pcs</b>

### 2.2.7.2 Mechanical Section

The Mechanical Section in the Works Department deals with the following: inspection of vehicles and mechanical equipment needed maintenance; identification of spare parts of vehicles and mechanical equipment' maintenance; preparation of bill quantities of spare parts for vehicles and mechanical equipment needed maintenance; preparation of action plan for main maintenance of vehicles and mechanical equipment and, inspection of maintained vehicles and mechanical equipment.

### (i) Status of Vehicles and Mechanical Equipment by 2020

The Kondoia Town Council has 9 Total number of vehicles in which 5 vehicles are working and 3 vehicles are grounded, 19 Total number of motorbikes in which 17 motorbike are working and 2 motorbikes grounded and 01 brick factory

## (ii) Mechanical Section Working Tools 2020

Mechanical section needs 18 sets of working tools, but it has none of them making a shortage of 100% as shown in Table 42.

**Table 40: Status of Working Tools in the Mechanical Section**

No	Working tools/ facilities	Required	Available	Deficit
1	Tool box complete	1 set	0	1 set
2	Sprocket spanner	1 set	0	1 set
3	Allen key spanner	1 set	0	1 set
4	Ring quizzer	1 pc	0	1pc
5	Screw driver	1 set	0	1set
6	Ring expander	1 pc	0	1pc
7	Welding machine	1 pc	0	1pc
8	Drill machine	1 pc	0	1pc
9	Compressor machine	1 pc	0	1pc
10	Filler gauge	1 pc	0	1pc
11	Gas machine	1 set	0	1set
12	Crocodile jack (10 ton	1 pc	0	1pc
13	Anvil tool	1 pc	0	1pc
14	Drill bite	1 set	0	1set
15	Mallet hummer	1 pc	0	1pc
16	Steel hummer	1 pc	0	1pc
17	Bench vice	1 pc	0	1pc
18	Grander machine	1 pc	0	1pc
<b>Total</b>		<b>18</b>	<b>0</b>	<b>18</b>

### *Issues to be addressed in works sector for the next five years include:*

Inadequate number of staffs, lack of working tools and equipment, inadequate supervision and monitoring of projects, shortage of transport facilities for supervision and motoring of projects, dilapidated building infrastructures and shortage of building infrastructures.

### **2.2.8 Planning, Statistics, Monitoring and Evaluation**

The department of Planning, Statistics and Monitoring comprises of three sections namely, Planning Administration, Statistics and Monitoring. The Department has the main role of coordinating Council development activities and thus, the functions of the department are: to coordinate and Monitor preparation of Council Planning and Budget, to ensure that departments and sectoral plans and budget are implemented accordingly, to create and innovate, preparation and monitoring of development planning system, to prepare Council Strategic plan, to disseminate development policy and opportunities to the community, to prepare investment plans for the future development and to prepare monthly, quarterly, and annual report. Other functions include: to update sector priorities for the economic

growth, to implement and maintain national data collection and storing system, to conduct data collection analysis at Council level, to conduct monitoring and evaluation of the development activities and to mobilize council resources.

#### **(a) Number of Staff**

The Department has 03 staff out of 07 required staff as per the establishment as indicated in Table 43 below.

**Table 41: Number of Staff in Planning, Statistics And Monitoring**

Title	Staff available	Required	Deficit
Head of Department (TPLO)	1	1	0
Economist I	0	1	1
Economist II	0	2	2
Planning Officer II	1	2	1
Statistician II	1	1	0
<b>Total</b>	<b>3</b>	<b>7</b>	<b>4</b>

#### **b) Physical Resources**

Physical resources in planning, statistics and monitoring department include: Five human resources/staff.(1 Council Planning Officer, 0 Economist II, 1 Planning Officer II); Office equipment and tools such as two laptops, 1 shelves, four chairs and three tables. There is no Motorcycle and motor vehicle for monitoring and evaluation of development projects and other official activities.

#### ***Issues to be addressed in planning, statistics and monitoring for the next five years include:***

Inadequate office facilities and staff, Insufficient funds to finance development projects; Late disbursement of fund from Central Government and donors to implement development projects and Capacity building at lower level in planning and budgeting; developing project proposals; and in community sanitization, mobilization and organization skills.

#### **2.2.9 Finance and Trade**

Trade and Finance is among of department within Kondo Town Council which comprised four (4) main Sections which are: Revenue section, expenditure section, final account section, trade and markets section. Finance and Trade department has the core functions of: Preparation of annual budget of income and expenditure in collaboration with planning Department and other heads of departments. Supervision of revenue collection from different sources of revenues namely owns sources, government block grants and other sources. Preparation and authorization of payments of the Council according to laws, regulation and procedures as provided in the Local Authorities Financial Memorandum 2010.Maintenance of sound accounting system and safekeeping of all accounting

supporting records. Ensuring of an effective system of internal control is operated including the writing and subsequent revision of detailed financial procedures. Preparation of regular reports to council on the progress of actual expenditure and income compared to budget, and making recommendations for balancing levels of income and expenditures. Preparation of Council's reports and financial statements and presenting them to different stakeholders. Trade and Finance Department has sixteen (06) staff as illustrated in the Table 42.

**Table 42: Number of staff in Trade and Finance**

Title	Staff available	Required	Deficit
Head of Department (TT)	1	1	0
Senior Accountant	2	2	0
Accountant I	1	3	2
Assistant Accountant	0	5	5
Trade Officer	0	4	4
<b>Total</b>	<b>4</b>	<b>15</b>	<b>11</b>

### 2.2.9.1 Revenue Section

All issues related to the revenues of the Council are versed in 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 them to different stakeholders. Conducting revenue sources potentiality research and set collection measures so as to maximize revenue collection from different sources. Organizing of meetings of businessmen and collection agents on rationale of collecting revenue of the Council.

Currently, the department has 4 staffs that is revenue cashier, revenue custodian and revenue in charge. The revenue sources of Kondoa Town Council are producers, business license, service levy, bus stand, and other sources. Most of revenue from own largely depends on agricultural activities which comprise more than 60% of total own source revenue. The total revenue collected as own source proper is TZS 975,990,040.71 as in year 2018/2019 and TZS 825,079,587.74 as in year 2019/2020, as shown in Table 45.

**Table 43: Revenue collected as own source**

Year	Details	Approved budget	Actual collection	Difference	%
2018/2019	Own source proper	697,561,401.00	975,990,040.71	278,428,639.71	140
	Other own source	139,964,599.00	139,964,599.00	0.00	100
	<b>Total</b>	<b>837,526,000.00</b>	<b>1,115,954,639.71</b>	<b>278,428,639.71</b>	<b>133</b>
2019/2020	Own source proper	903,028,528.00	825,079,587.74	77,748,940.26	91
	Other own source	733,930,000.00	611,390,261.03	122,539,738.97	83
<b>Total</b>		<b>1,636,958,528.00</b>	<b>1,436,469,848.77</b>	<b>200,488,679.23</b>	<b>88</b>



Currently, the own source Budget of the Council for the year 2020/2021 is TZS 1,410,160,028.00 from which own source proper is TZS 768,220,028.00 and other own source is TZS 641,940,000.00. The amount collected as own source from July to June 2020 is TZS 1,447,360,834.92, as shown in the Table 46:

**Table 44. Approved budget and Actual collection**

Details	Approved budget	Actual collection	Difference	%
Own source proper	768,220,028.00	882,759,370.38	114,539,342.38	115
Other own source	641,940,000.00	564,601,464.54	77,338,535.46	88
<b>Total</b>	<b>1,410,160,028.00</b>	<b>1,447,360,834.92</b>	<b>37,200,806.92</b>	<b>103</b>

### 2.2.9.2 Trade and Market

Trade and market operation is the one of the section in the department of Finance and Trade. The key roles of the trade section to the community are: To receive applications of business licenses, assessing if they comply with regulations before issuing the license to the applicants. To conduct inspections of business license to eight wards. 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 WTO, to collect statistical data from various sources for example TRA, to prepare statistical data of goods and services produced within the area of jurisdiction, to collect and compile Business policy and laws that help to provide good governance and to collect statistical data related to business progress for the purpose of monitoring and evaluation within the boundaries of Kondo Town Council and to create new sources of revenue within the area of jurisdiction.

Trade and Market section provides services to 1961 business people who are registered in the Kondo Town Council data base. About 537 are businessmen who have Tax Identification Number (TIN) and 907 petty traders.

The Council has 20 financial institutions including 3 banks (NMB, CRDB and TPB) and 14 micro financial institutions which contribute to the economy of Kondo Town Council. The contribution of Trade and Market in the Council's own source revenue during 2018/2019 was TZS 117,872,901.00 out of 127,219,932.00 in the approved budget, and in 2019/2020 amount collected was TZS 133,608,723.00 out of 155,500,000.00, approved budgets as shown in Table 47.

**Table 45: Status of Revenue Collection from the Council's Own Sources**

Financial year	Details	Approved Budget	Actual Collection	Different	%
2018/2019	Business License	53,566,288.00	62,960,202.00	9,393,914.00	118
	Liquor License	2,678,312.00	3,165,399.00	487,087.00	118
	Hotel Levy	70,975,332.00	51,747,300.00	19,228,032.00	73
	<b>Total</b>	<b>127,219,932.00</b>	<b>117,872,901.00</b>	<b>29,109,033.00</b>	<b>93</b>
2019/2020	Business License	95,000,000.00	92,292,660.00	2,707,340.00	97
	Liquor License	5,500,000.00	1,799,403.00	3,700,597.00	33
	Hotel Levy	55,000,000.00	39,516,660.00	15,483,340.00	72
<b>Total</b>		<b>155,500,000.00</b>	<b>133,608,723.00</b>	<b>21,891,277.00</b>	<b>86</b>

By September, 2020 the amount collected by Trade and Market section was TZS 50,257,900.00 out of estimated TZS 155,500,000.00 as shown in Table 48.

**Table 46: First Quarter Own Source Revenue Collection (July to September 2021)**

Financial year	Details	Approved Budget	Actual collection (July-September)	Different	%
2020/2021	Business License	95,000,000.00	40,007,000.00	54,993,000.00	42
	Liquor License	5,500,000.00	417,000.00	5,083,000.00	8
	Hotel Levy	55,000,000.00	9,833,900.00	45,166,100.00	18
<b>Total</b>		<b>155,500,000.00</b>	<b>50,257,900.00</b>	<b>105,242,100.00</b>	<b>32</b>

### 2.2.9.3 Expenditure Section

This section is all about financial 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 to: 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 timely submission of employee's data sheets and salary arrears forms to PMO-RALG, RAS-Ruvuma and Treasury, Supervision of Lower Level Grants (LLG) to facilitate financial record keeping, Preparation of monthly, quarterly and annually expenditure reports and submitting them to different stakeholders, Preparation of creditors and deposit register. Preparation of all expenditures made within the council, Making sure EPICOR system work properly and reporting in case of any inconvenience that would occur and Provide technical advice and training; and replies on audit queries issued by internal and external auditors.

Table 49 below describes the payments made by Kondoia Town Council for the previous year to different customers and Suppliers with respective account.

**Table 47: Expenditure Pattern for 2018/2019 – 2019/2020 for Kondoia Town Council**

Financial year	Details	Approved Budget	Actual Expenditure	%
2018/2019	Own Source	697,561,401.00	943,295,942.00	135
	Other Charge	139,964,599.00	139,964,599.00	100
	Person Emolument	12,122,498,200.00	8,003,339,000.00	66
	Development	6,434,580,523.00	4,337,732,358.00	67
	<b>Total</b>	<b>19,394,604,723.00</b>	<b>13,424,331,899.00</b>	<b>69</b>
2019/2020	Own Source	903,028,528.00	821,320,180.70	91
	Other Charge	733,930,000.00	731,734,637.82	100
	Person Emolument	8,576,269,656.00	8,492,899,140.00	99
	Development	2,102,026,006.94	706,782,839.61	34
<b>Total</b>	<b>12,315,254,190.94</b>	<b>10,752,736,798.00</b>	<b>87</b>	

The total expenditure in the first Quarter of 2020/2021 is shown in Table 50. A total of TZS 2,706,130,936.42 of the approved budget of 19,757,791,290.21 had been paid out.

**Table 48: First Quarter Expenditure (July - September 2021) from Various Sources**

Financial year	Details	Approved Budget	Actual Expenditure	%
2020/2021	Own Source	793,042,812.12	160,894,726.26	20
	Other Charge	716,410,000.00	63,460,000.00	9
	Person Emolument	11,112,461,780.00	2,323,958,600.00	21
	Development	6,715,151,765.35	151,670,610.16	2
<b>Total</b>		<b>19,337,066,357.47</b>	<b>2,699,983,936.42</b>	<b>14</b>

#### 2.2.9.4 Final Accounts Section

The section is involved in the preparation of financial statements of the Council and different reports which are required by the management for decision making. Some of the functions of Final Accounts Section are: Preparation and Submission of Council financial statement to different stakeholders, preparation and updating fixed assets register of the Council yearly. Preparation of monthly bank reconciliation statements and submitting them to the Management.

Kondoia Town Council is among the government institutions which abide by the law of preparing its financial statement reports every year, and submitting to the management and other institutions such as Controller and Auditor General (CAG) office for Approval. For the past four years consecutively, the Council received Unqualified Opinion for its financial statements from the Controller and Auditor General (CAG) as shown in Table 51.

**Table 49: Current Trend in Audit Reports for Kondoa Town Council**

Financial Year	CAG Report (Opinion)	Remarks
2016/2017	Unqualified Opinion	Clean
2017/2018	Unqualified Opinion	Clean
2018/2019	Unqualified Opinion	Clean
2019/2020	Qualified Opinion	Clean

***Issues to be addressed in trade and finance for the next five years include:***

Limited Sources of revenue which lead to low revenue collected. Shortage of Trained Staffs in different programs such as IPSAS, LGRCIS and EPICOR System, shortage of operation tools such as vehicle, computer and Accessories, Inadequacy knowledge of community to pay tax or levies, Limited revenue collection from own sources and Inadequacy of revenue collected as compared to the approved Budget and low motivation to revenue collectors.

**2.2.10 Beekeeping**

Beekeeping is one of the emerging profitable income generating activities in the Council. The Unit is intended to serve the community members in Kondoa Town Council to improve their income earning capacity. Consumer preference to honey and other bee products has increased not only in Tanzania but worldwide due to its multiple uses as medicine, nutritional supplements and spices. Also, other bee products are used to make different goods like candle, bee wax, propolis, bee venom, jelly etc. The consumer's preference and taste give sample market for beekeeping products to contribute to household income, poverty reduction for those who are engaged in beekeeping activities.

Currently, few people in Kondoa Town Council are engaging in beekeeping activities as individuals, groups or as institutions. There are 16 groups, 10 individual and 1 institution which engage in beekeeping activities. There are 200 modern beehives and 190 traditional beehives with production of 250 kg of bee wax, 2,500 kg of honey annually. Technically, a modern bee hive produces 15-20 kg and traditional bee hive produces 5-7 kg of honey per annum if well managed. This implies annual production of honey in Kondoa Town Council is very low and of bad quality. It was projected that modern bee hives could produce 3000 kg to 4000 kg and traditional beehives could produce 950 to 1330 kg. The market for bee product is available within and outside the Council through small and medium enterprises, and individuals. The price of honey ranges from TZS 8,000 to 12,000 per liter for sting bee, and TZS 20,000 to 30,000 per liter for stingless bee.

Currently, the Beekeeping activities are performed by Forest Staffs, with the supervision of forest officer from forest sector. To ensure good quality of honey is produced quality of honey against the stipulated market standards. For effective performance of the Beekeeping Unit requires a network of staff from the ward level to Council level. The unit has a shortage of working field gears and beekeeping processing and packaging equipment.

**Table 50: Number of Beekeeping Working Tools in Kondoa Town Council**

No.	Needs	Required	Available	Deficit
1	Overall	2	0	2
2	Gloves	4	0	4
3	Gumboots	2	0	2
4	Honey case	1	0	1
5	Bee smoker	2	0	2
6	Veils	2	0	2

Despite the education provision on modern ways of honey production that has been introduced by technical experts, there has been slow adaption of modern beekeeping by bee keepers. Many farmers still use local hives and traditional honey harvesting methods; with poor monitoring and supervision of bee farms. This results into low production of honey and other bee products, bush fires and market loss. Limited funds allocation and sometimes lack of budget allocation to Beekeeping Unit has led to failure in implementation of its activities (Sensitizing community members in Beekeeping activities). Beekeeping industries is also affected by lack of staff, shortage of working gears, occurrence of forest fire, and destruction of hives by herdsmen.

***Issues to be addressed in beekeeping for the next five years include:***

lack of working tools, lack of beekeeping staff, occurrence of bush fire, shortage of funds to implement project activities, deforestation and low production and productivity of honey.

**2.2.11 Cleaning and Environment**

The cleansing and environment is one of crosscutting department. The department got into implementation in 2015 after deliberate decision by the council to formulate the Unit. Previously, the Unit was under the Land, Natural resource and environment but current it falls under the Administration department.

This unit has responsibilities as stipulated in Environmental Management Act No 4 of 2004 as well as the environmental circular of 2011 under Vice President Office. Among the responsibilities are: Enforcement of the Environmental policy of 1997 and Environmental Act of 2004 in the respective area, To advise the environment management committee on all Matters relating to environment; To promote environmental awareness in the area on the protection of the environment and the conservation of natural resources; To gather and manage information on the environment and utilization of natural resources in the area; To prepare periodic reports on state of the local environment; To monitor the preparation, review and approval of Environmental impact assessments for local investments; To review by-laws on environmental management and on sector specific activities related to the environment; and to perform such other functions as the local government authority may from time to time assigned.

The Unit has only one qualified employee since 2015. The number of employees required for the unit is 3, but there is 1 employee with a deficit of 2 who would have been placed in the two cleansing and environment subunits.

The unit of cleansing and environment has subunits to facilitate smooth implementation of its responsibilities namely: cleansing and environment.

#### **2.2.11.1 Cleansing**

This subunit has the responsibilities to ensure that the environment and community of Kondo Town Council remain clean and safe. It is responsible for collection and disposal of solid waste and transporting to dumping area.

##### **(i) Solid waste production**

The Kondo Town Council is nowadays growing up and the production of solid waste is also increasing. Up to 2016 there were no any records because the wastes were burned in respective areas and considered as not a problem that needed immediate intervention. But in 2017 about 2112 tons of solid waste was collected and disposed; in 2018(2112 tones); 2019 (2688 tons) and the current 2020 the records show that 2112 tones have been collected and disposed.

##### **(ii) Solid waste Collection Facilities**

One of the components that facilitate smooth implementation of solid waste collection is availability of collection facilities. The Unit has no any facility to implement its activities. The Council have one motor vehicles to collect wastes to ensure the wastes are collected and the environment remain clean and safe for the community.

**Table 51: Availability of Solid Waste Collection Facilities**

No.	Type of collection facility	Required	Available	Deficit
1	Wheelbarrow	5	0	5
2	Forks	5	0	0
3	Motor Vehicle	2	1	1
4	Rakes	15	0	15

**(iii) Availability of Waste Collection Centers**

Previously, Kondoa Town Council had 5 constructed collection centers but they were discouraged due to the reason that they were not compatible with the available infrastructure.

**2.2.11.2 Environment**

Environment is one the core area of the Unit. The activities of this subunit are; to prevent environmental degradation, beautification (greening by planting flowers) tree planting for conservation of water sources, environmental auditing and inspection, evaluation and assessment of environmental impacts related to development project.

**(i) Tree Planting**

One of the responsibilities of this subunit is to ensure that the council plants about 1.5 million trees as a National target to different areas either by the community itself or the council to purchase and distribute to the community. The trees planted come mainly from within the locality of respective planting area allow them grow easily. During the period of five years (from 2016 to 2020) a total of 4,101,586 trees of various species were planted as shown in Table 54.

**Table 52: Number and Types of Planted Trees in Kondoa Town Council (2016 – 2020)**

No.	Type of trees	Year					Total
		2016	2017	2018	2019	2020	
1	Mitimaji	17111	19400	22000	28250	28000	114761
2	Misedrela	10200	12700	11000	10000	95000	53400
3	Migrevia	9800	12000	10000	29000	5600	40300
4	Mikangazi	6799	3100	4000	5200	6300	25000
5	Terminalia	2000	2900	3000	5500	1900	15300
<b>Total</b>		<b>45910</b>	<b>51000</b>	<b>50000</b>	<b>51850</b>	<b>49500</b>	<b>248761</b>

### **(ii) Mtaa environmental committee**

The environmental management Act No. 4 of 2004 requires Mtaas to have environmental committees that will oversee the conservation and protection of the environment under their area of jurisdiction. Based on those directives, the council has already formulated these committees but the biggest challenge is conflict of interest and responsibilities. Kondoa Town Council has 36 Mtaas, but only 14 (39%) have established the committees.

### **(iii) Conservation and Protection of Water Sources**

Water resources are nowadays destroyed due to human activities. Some water sources are conserved for the benefits of surrounding communities. Kondoa Town Council has 20 water sources which are already identified and conserved.

#### *Issues to be addressed in cleaning and environment for the next five years include:*

Lack of office working tools e.g. computer, noise meter, motorcycle, lack of motor vehicle for solid waste collection, lack of a dumping area owned by the council, shortage of staff, lack of awareness on solid waste management, insufficient solid waste collection centers and insufficient budget for collection, disposal of solid waste, land degradation, persistent climatic change, weak Law enforcement, land pollution, deterioration of water resources and aquatic systems, bush burning, lack of environmental awareness by the community, weak implementation of environmental and social impact assessment in government development projects.

### **2.2.12 Community Development, Gender and Youth**

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

The community development, gender and youth has core functions and responsibilities: To create awareness on the benefits of economic and social groups, encourage community to create and join groups and provide capacity building through giving loans for Women, Youth and people with disability. To develop, coordinate, monitor and evaluate participatory survey and research to come up with different sustainable projects; to be implemented or understand the success and failure of different project. To develop, coordinate, monitor and evaluate the implementation of the community development policy and programme,



identification and coordination of Community Based Organizations and Non-governmental organization (CBOs & NGOs). To manage the women, youth and people with disability fund. To prepare implementation programme, coordinate, monitor and evaluate the implementation of women and gender development programme. To oversee coordination and monitoring of community - based HIV/AIDS intervention paying attention to gender issues. To oversee implementation of children development policies. To advocate, publicize, disseminate policies, strategies, programmes, plans, regulations and functions to create public awareness. To oversee youth development and create crosscutting issues' awareness to the community. To administer and manage community development works.

The community development, gender, elders and children department has a total of five (05) staffs includes: One (01) Head of Department, One (01) Senior Community Development Officer, One (01) Community Development Officer and Two (02) Assistants Community Development Officer. However, the Department has a deficit of 10 working staff. Moreover, there, no community development officers in seven wards level, no social welfare officer at ward level, no youth officer, no secretary. The department has inadequate working equipment and infrastructure, the Department has neither car nor motorcycles. There are inadequate laptop and desktop computers, printers and the Department has no binding machine as shown in Table 55.

**Table 55: Number of Staff in Community Development, Gender and Youth Department**

Staff required			Available					Deficit		
HQ	Ward	Total	HQ		Ward		Total	H/W	Ward	%
			M	F	M	F				
08	08	16	02	02	01	00	05	04	07	81.25%
08	08	16	02	02	01	00	05	04	07	81.25%

**Table 56: Equipment of Community Development, Gender and Youth Department**

Equipment	Requirements	Available	deficit	% of deficit
Desktop computer	3	2	1	33.33
Laptop	4	2	2	50
Photocopy machine	1	0	1	100
Motor vehicle	1	0	1	100
Motor cycles	10	0	10	100
Printing machines	4	2	2	25
Scanners	1	1	0	0
Lamination machine	1	0	1	100
<b>Total</b>	<b>25</b>	<b>07</b>	<b>18</b>	<b>508.3</b>

Generally, the performance of the day-to-day activities of the Department is affected by shortage of both; staff and working facilities.

For effective performance of the activities, the Department is divided into Six (06) sections (desks) which are:

- a. Community Participation and Engagement desk;
- b. Women and gender development desk;
- c. Child development desk;
- d. Social welfare and Child development desk;
- e. NGOs coordination and registration and, coordination of crosscutting issues (HIV prevention, Nutrition, iCHF and Environmental conservation.
- f. Community Economic Empowerment and Poverty Reduction Desk

**(i) Women and Gender Development Desk**

Kondoa Town Council basing on National sensor of 2012 and Community development research conducted in 2017/2018, 78% of women play multiple roles in the society such as income generation activities, parenting, social and political activities. In spite of the great roles of production played by women almost 89% of them have very little access to profit obtained. The department targeting to undertake several interventions to empower women and community at large by building capacity through raising gender awareness, providing loans to women and youth economic groups, enabling entrepreneurship skills, combating gender-based Violence and establishment of economic groups. Between 2015/16 and 2020/21, More than 184 women income generating groups were formed. The Council through its own source allocates and release loans with zero interest each quarter. These women are employed in various sectors such as small industries, irrigation farming, modern livestock keeping, bees keeping, small businesses, catering, tailoring and other busines.

In Kondoa Town Council are confronted with various challenges including lack of employment, shortage of capital for starting and developing business; as well as poor access to information. The Department aims to empower youth through encouraging them to form economic groups, exposing them to available economic opportunities, providing loans with zero interest and facilitating life skills awareness. From financial year 2015/2016-2020/2021, the Council registered 96 youth economic groups from eight wards. Each quarter the Council disburses loans with no interest to the youth economic groups from its own sources revenue collection.

### **(ii) Social Welfare and Child development Desk**

This section is targeting to improve social wellbeing of the community including vulnerable groups such as Children, Elderly, and People with disability, widows and widowers; issues of parenting and family through conducting various activities which includes awareness creation, facilitation; and supervision as well as monitoring and evaluation of the interventions. However, more than 45% of the widows are oppressed through inherent lack of access to ownership of wealth and property.

Moreover, People with disability, widows and widowers are encouraged to form economic groups for income generation.

### **(iii) Coordination Of Crosscutting Issues (HIV and AIDS) Desk**

Kondoa Town Councils among the Councils which are affected by Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome (HIV&AIDS). The problem was effectively revealed in 2020 when the rate of infection was 5.1%. The rate of infection is relatively low, but its impacts is very high such as large number of orphans and most vulnerable children; increasing mother to child transmission; decreasing life expectancy; a very high demand for health care and, declining productivity. Different initiatives have been introduced in Kondoa Town Council such as mass education to the community about the pandemic, HIV and AIDS to be a permanent agenda in every meetings and gatherings, establishment of HIV Counseling and testing services and, capacity building to public workers on how to combat the pandemic.

Kondoa Town Council has come up with HIV and AIDS vision which reads: “ Kondoa Town Council intends to create a free society from HIV new infections, HIV/AIDS deaths and provide medical and non-medical support so as to have a healthier society within the Council”. The mission statement says: ‘Kondoa Town Council intends to coordinate and implement activities designed to combat HIV/AIDS in participatory way to reduce further infections, improve community health and social-economic status by 2025. The council has shown its response against the disease through four thematic areas which are: prevention, enabling environment, impact mitigation and care, support and treatment.

HIV/AIDS has becoming an agenda to work places resulting into several implementation strategies which have made its prevalence to drop year after year. These strategies include provision of education to the society on voluntary testing; early initiation of Anti-Retroviral Virus (ARVs), adherence to Anti-Retroviral Therapies (ART). There have been tremendous improvements in the attitudes that were accompanied by fear of the disease, stigma, denial, depression and discrimination.

**(iv) CBOS and NGOS Coordination and Registration Desk**

The department of community development, Gender and youth encourages formation of economic and social groups which engage in various activities such as agriculture, livestock keeping, martial arts and entrepreneurship. From 2015/16-2020/21, Community-Based Organization (CBOs) and Non-Government Organization (NGOS) coordination and registration Section managed to facilitate formation of various income generating groups for Women; youth and people with Disability. All CBOs were provided with entrepreneurship training. From 2015 to 2020 the Section worked in close cooperation with 21 NGOs.

**(v) Community Participation and Engagement Desk;**

This section (desk) is responsible in coordinating, administering, evaluating and reporting on community participation, engagement and mitigation of the various development challenges they are facing and preparation of development plans in consideration of National and Community priorities. It also charged with collection and analysis of community and economic data for the preparation of comprehensive community plans. This section helped the Community to have modern houses, modern latrines, and constructing classrooms and sees the importance of sending children to schools especially girls.

**(vi) Community Economic Empowerment and Poverty Reduction Desk**

Poverty reduction and economic empowerment is the main role for the establishment of Kondoia Town Council. The Council strives to empower the community through various methods in order to create employment opportunities and increase both personal and National income. The empowerment is done through giving loans to the community for three economic groups namely women, youth and disabilities groups. This desk plays as a catalyst for enhancing the community and reduce the poverty level. The desk plays as vital role to mobilize and sensitize the community to join the SACCOS and VICOBA in order to increase their savings. The desk plays as a bridge to connect the community with financial institutions in order to profit with the opportunities they are offering the community

***Issues to be addressed in community development, gender and youth for the next five years include:***

Capacity Building to people with disability including knowledge on rehabilitation, forming groups of people with disability, encouraging construction of infrastructures that support people with disability, early pregnancies, oppression and discrimination, economically poor and inadequate support from relative, difficulty access to health care services, elders' oppressions from community, bad cultural practice and negative attitude towards elders, weak elders' services provision. Other issues are Gender inequities and inequalities,

oppression and stigmatization and discrimination of people living with HIV AIDS, medicine truancy of people living with HIV AIDS resulting to death, widow inheritance, traditional dances and alcoholism, property grabbing and inequality access to property and wealth ownership, poor access to care services and information, Increase in gender-based violence specifically early pregnancies, poor Loan repayment from women, youths and people with disabilities, inadequate working facilities and infrastructures, shortage of staffs, inadequate funds for community development activities, limited awareness of HIV/AIDS and stigmatization of people living with HIV/AIDS by the community, youth unemployment and poor living standards among women and people with disability and poor construction and housing condition.

### **2.2.13 Internal Audit**

Internal Audit is among of the Unit of Kondo Town Council whose role is to appraisal of internal control within a Council by examining and evaluating the effectiveness and adequacy of such control. Internal Audit focus primarily on assessing whether process and control are adequacy to provide reasonable assurance that:

- ***Resources are safeguarded against waste, loss and misuse,***
- ***Operational are efficient and effective,***
- ***Specific management objective are achieved,***
- ***Financial and performance reports are reliable and,***
- ***There is compliance with applicable laws and regulation***

Internal Audit Core function of the Unit rests on Section 45 of the Local Government Financial Act No 9 of 1982 (revised 2000). The section states that, the Internal Auditor is the statutory Auditor of all Local Government revenues and Expenditures. In line with the core function, the unit performs the following: Helps the Council accomplish its objectives by bringing systematic, disciplined approach to evaluate and improve the effectiveness of the risk management, control and governance processes. Provides selective consultancy activities within the Council which supports the development of internal control and risk management, where such assistance does not compromise the primary role of the internal audit and its independence. Internal Audit Unit has 1 staff with the deficit of 3 staff. Currently this Staff is housed in two rooms - offices which are sufficient for the time being and for the coming five years to accommodate the expected additional staff.

**Table 53: Human and Physical Resources in Internal Audit Unit**

No.	Details	Existing number of resources	Required	Challenges or deficit
1	Head of internal audit unit	1	1	0
2	Internal audit officers	0	3	3
3	Tables	1	6	5
4	Chairs	2	8	6
5	Computers	0	6	6
6	Motor vehicle	0	1	1
7	File cabinet	0	3	3
8	Shelves	0	4	1
9	Printer and scanner	0	2	2
10	Photocopy machine	0	1	1

***Issues to be addressed in Internal Audit for the next five years include:***

Inadequate staff, shortage of equipment for audit process (cameras, shelves, file cabinet, photocopy machine, printer and scanner). Inefficient training programme in different system such as LGRCIS, PLANREP, FFARS and untimely response to audit queries by the management.

**2.2.14 Procurement Management Unit**

Procurement Management Unit was established under subsection 37(1) of the Public Procurement Act No. 21 of 2004. PMU operates independently and reports directly to the Accounting Officer of Kondo Town Council. Core Functions of Procurement Management Unit are: Manage all procurement and disposal by tender activities in procuring entity, Support the functioning of the Tender Board, Implement the decision of the Tender Board, Prepare the advertisement of tender opportunities, Act as a secretariat to the Tender Board, Prepare contract documents, Issue approved contract documents, Prepare tendering documents, Prepare reports; example monthly report and other reports as may be required from time to time and Maintain a list or register of all contracts awarded. As per established of the procurement management unit is supposed to have four (4) staffs but there are two staffs.

**Table 54: Number of Staffs in the Procurement Management Unit**

No.	Detail	Available	Required	Deficit
1	Head of procurement unit	1	1	0
2	Procurement officer I	0	1	1
3	Procurement officer II	0	1	1
4	Assistant procurement officer	1	1	0
		<b>2</b>	<b>4</b>	<b>2</b>

**Table 55: Physical Resources in the Procurement Management Unit**

No.	Detail	Available	Required	Deficit
1	Office room	2	2	0
2	Tables	2	3	1
3	Stores room	2	2	0
3	Chairs	4	5	1
4	File cabinet	1	1	0
5	Shelves	1	1	0
6	Computers	1	2	1
7	Printer	1	1	0
8	Scanner	0	1	1
9	Photocopy machine	0	1	1

For the current year 2020/2021 the Procurement Management Unit is implementing its annual procurement plan (APP) by implementing 25 construction projects from Departments of Health, Primary education and Secondary education with the total of TZS 767,635,264.00.

**Table 56: Projects under Implementation in the Health Sector**

No.	Name of project	Amount	Procurement method	Status of implementation
1	Construction of Hachwi Health Center	43,010,000.00	Force account	In progress
2	Construction of Tampori Health Center	43,010,000.00	Force account	In progress
3	Construction of latrines-8 instances and water infrastructure at Tampory Primary School	15,000,000.00	Force account	In progress
4	Rehabilitation of water infrastructure at Kondo Hospital and Kingale Health Centre	23,000,000.00	Force account	In progress

**Table 57: Projects under Implementation in Primary Education Sector**

No.	Name of project	Amount	Procurement method	Status of implementation
1	Construction of two (2) classrooms and four (4) pit latrines at Chandimo Primary School	44,400,000.00	Force account	In progress
2	Completion of two (2) classrooms at Msui Satellite School	25,003,816.00	Force account	Complete
3	Completion of two (2) classrooms at Damai Satellite School	25,003,816.00	Force account	In progress
4	Completion of two (2) classrooms at Maji ya shamba Primary School	25,003,816.00	Force account	In progress
5	Completion of one (1) classroom at Kwamtware Satellite School	12,501,908.00	Force account	In progress
6	Completion of one (1) classroom at Kwamtware Satellite School	12,501,908.00	Force account	Complete

No.	Name of project	Amount	Procurement method	Status of implementation
7	Construction of two (2) classrooms at Ubembeni Primary School	40,000,000.00	Force account	Complete
8	Construction of two (2) classrooms at Ubembeni Primary School	40,000,000.00	Force account	In progress
9	Construction of two (2) classrooms at Mongoroma Primary School	40,000,000.00	Force account	In progress
10	Construction of latrines-12 instances at Iboni Primary School	13,200,000.00	Force account	Complete
11	Construction of latrines-12 instances at Kilimani Primary School	13,200,000.00	Force account	Complete
12	Construction of latrines-12 instances at Iyoli Primary School	13,200,000.00	Force account	Inprogress
13	Construction of latrines-12 instances at Mongoroma Primary School	13,200,000.00	Force account	Inprogress

**Table 58: Projects under Implementation in Secondary Education Sector**

No.	Name of project	Amount	Method of procurement	Status of implementation
1	Completion of two (2) laboratories at Gubali secondary school	60,000,000.00	Force Account	Complete
2	Completion of two (2) laboratories at Ula secondary school	60,000,000.00	Force Account	Complete
3	Completion of two (2) laboratories at Bicha secondary school	60,000,000.00	Force Account	Complete
4	Construction of two (2) classrooms at Bicha Secondary School	40,000,000.00	Force account	Complete
5	Construction of two (2) classrooms at Kwapakacha Secondary School	40,000,000.00	Force account	Complete
6	Construction of two (2) classrooms at Ula Secondary School	40,000,000.00	Force account	Complete
7	Construction of latrines-12 instance at Dilai Secondary School	13,200,000.00	Force account	Complete
8	Construction of latrines-12 instance at Ula Secondary School	13,200,000.00	Force account	Complete

According to Kondo Town Council annual procurement plan for the year 2020/2021, the Council intends to advertise two tenders that is construction of Emergency/Medical Department and construction of staff house 3 in 1 at Serya Health Centre



***Issues to be addressed in procurement management unit for the next five years include:***

Shortage of competent staffs, inadequate procurement professional training program among procurement staff, inadequate ICT knowledge example EPICOR and TANePS, shortage of office working facilities such as computer, photocopier machine, financial problems, lack of stores building, lack of protective gears and interference of user department to procurement management unit.

**2.2.15 Legal**

The Legal Unit perform the duties of making interpretation and ensuring accurate implementation of the prevailing local government laws, regulations, by-laws, standing orders, and other laws relevant to the council activities. The core functions of legal unit are: Advise the council accordingly on all legal matters. Attending Court sessions on all litigations concerning the council, preparing the council by-laws in consultation with heads of departments and units and, making sure that all by-laws are made and approved by the full council according to the procedures prescribed in the principal law (Act No. 8 of 1982); updating existing by-laws of the council that need to be amended or revoked according to the prevailing laws of that time; ensuring conformity to laid down procedures when making Mtaa by-laws and legalizing them after making sure that all the procedures have been followed; advising heads of departments with regards to legal matters concerning the functions of their departments; preparing a list of court assessors of the Primary Courts of the Council (Magistrate Court Act, 1984); providing legal training to the Ward Executive Officers, Mtaa Executive Officers and the members of the Ward Tribunal; counter signing council contracts and agreements; regulating Ward Tribunal activities as enshrined in the Ward Tribunal Act, 1985 and regulating and giving legal training to the Mtaa Land and Ward Land Councils.

In terms of staffing, the Legal Unit has only two legal Officer (Council Solicitor) who are the holder of first Degree in Laws (LLB). The same is an Advocate of the High Court of Tanzania and the subordinate Courts - who always runs the daily functions of the Unit. The unit does not have any other personnel including office attendant. This makes the management of the office (Unit) very difficult. The way forward for the purpose of resolving this challenge is for the government to employ other relevant staff.

The Unit has fourteen (14) volumes of statutes (JUTA) only, of revised edition 2002, which include both principal and subsidiary legislations. Apart from these statutes, the Unit has no any other legislation; particularly those legislated from 2003 to date. Even among these fourteen (14) volumes of statutes (JUTA), volume seven (VII) which contains the local government laws (Act No. 7 and Act No. 8 of 1982) which are of the paramount importance

to the Legal Unit as well as the council as a whole in the legal matters are missing. This stands as a paradox toward effective performance of the legal activities of both; Legal Office and the entirety of the Council. The unit does not also have any copy of Tanzania Law Report, East Africa Report as well as High Court Digest whose availability would be of paramount important for references of the day to day decisions. This is a big challenge to the Legal Unit and the Council in general. The unit plans to buy them immediately once funds are available.

The Unit has nine bylaws which do not meet the current needs of the Council's Administration. Many law breaches are not addressed or covered by the said bylaws. However, the Unit has prepared five (5) drafts of bylaws which are still in the departmental level (to the experts) for opinions. The unit is busy preparing more other drafts of bylaws to address the weaknesses. In terms of office facilities, the Unit has two tables, two executive chairs, and two chairs. The Unit has one case instituted with the High Court. Generally legal unit has only one staff out of 4 required staff.

***Issues to be addressed in legal sector for the next five years include:***

Inadequate Office facility and staff and insufficient funds to sustain daily duties of Office of legal Unit.

**2.2.16 Information Technology and Public Relation Section (ICT) 2.2.16 Information Technology and Public Relation Section (ICT)**

Information and Public Relation Unit has its major role of making sure that the community of Kondo Town Council and outside the Council gets information concerning the Council. In so doing, the Information and Public Relation Section usually releases the news to the public through different media. By the end of June, 2020, the Council released 122 news through website [www.kondoatc.go.tz](http://www.kondoatc.go.tz), 4 Press releases, 2 articles concerning the Development issues of Kondo Town Council and we have published 4 online News Letter called Jarida la Halmashauri.

***Issues to be addressed in Information Technology and Public Relation (ICT) for the next five years include:***

Shortage of staffs, Shortage of working and shortage of budget to run unit activities.

**2.1.17 Election**

After every five years, there is election supervised by National Electoral Commission (NEC) for Councillors, Member of Parliament and President. The last election conducted in October 2020. Before the election, NEC requests all people to update their information in the Permanent National Voter Register. For those who were registered, their information is made clear by removing dead voters and adding to the voters those who have migrated from different area to Kondoa Town Council. The information is then displayed to give room for everyone to prepare for election. Election Unit helps to solve problems arising from political parties, leaders and community on the issue of leadership and election on the time of filling vacant positions. The election supervised by TAMISEMI (PO RALG) involves election of Mtaa Leaders Election under the Council Director who is the representative of National Election Committee in all matters related to election.

To recognize and register election centers, to conduct seminars on how to register voters into BVR, to make sure all election tools are available, to distribute the election tools to election centers, to establish office and other administrative expenses, to compile all election results from all election centers, to prepare election reports and submit them to the higher authority (TD) for announcement, to report any changes occurred during the election, to recognize the political parties of the particular area and register them if they will participate in the election and to facilitate cleanness and storing of election tools.

**Table 59: Human and Physical Resources in Election Unit**

No.	Type of Resource	Available	Required	Deficit
1	Head of Unit (EO)	01	01	0
2	Assistant Election Officer (AEO)	0	2	2
3	Tables	1	3	2
4	Chairs	1	3	2
5	Computers	1	2	1
6	Motor vehicle	0	1	1
7	File cabinet	0	3	3
8	Shelves	0	2	2
9	Printer and scanner	0	3	3
10	Photocopy machine	1	1	0

***Issues to be addressed in Election for the next five years include:***

Lack of Staffs, Shortage of office physical equipment and Lack of transport facilities such as motor vehicles and motor cycles.

## **2.3 External Environmental Scan**

### **2.3.1 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. Based on the core function of Kondo Town Council in line with legislation and regulations enacted by the parliament under the Local Government Act No. 8 of 1982, in this Act the Council is mandated among other thing to further the social and economic development of its area of jurisdiction this will promote the social welfare and economic well-being for all persons.

### **2.3.2 The Long-Term Perspective Plan (LTTP 2011/2012-2025/2026)**

The Long-Term Perspective Plan (LTTP, 2011/2012-2025/2026) is being implemented in a series of Five-Year Development Plans. In order to realize the socio-economic transformation envisaged in TDV 2025, the LTTP's strategic direction delineates specific sector policies, guiding principles and long-term objectives and targets. With greater emphasis on capital (development) investment, particularly in the productive sectors and human resources (skills) development, the Plan gives adequate attention to protect and improve the social sector gains, governance and key cross-cutting issues. This being the case Kondo Town Council strategic plan and strategies always are focused on the strategic direction envisaged in the LTTP as a way of ensuring its contribution to the implementation of the National LTTP.

### **2.3.3 Good Diplomatic relations and National Peace and stability**

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

#### **2.3.4 National Sectoral Policies**

Basically, each Sector Ministry has sector policy used to guide operations of various issues within the sector. These sector policies among other things; emphasize on implementation of various national priorities. There is no doubt that in order for such priorities to be implemented, Local Government Authorities like Kondoa Town Council have important role to play. This Strategic Plan for Kondoa Town Council has been designed in a way that, it captures local and national priorities indicated in various sectoral policies. The plan therefore focuses on the Council resources in addressing various national priorities without jeopardizing local priorities.

#### **2.3.5 Integrated Industrial Development Strategy 2025**

The National Development Vision 2025 (VISION 2025) recognizes the leading role of the industrial sector in the process of transforming Tanzania's economy from a weather and market dependent agricultural economy to a self-sustainable semi-industrial one by 2025. Sustainable Industrial Development Policy 1996-2020 (SIDP) declared the government's decision to phase the public sector out of productive activities and allow the private sector to become the principal vehicle for economic growth. Sustainable Industrial Development Policy 1996-2020 (SIDP) declared the government's decision to phase the public sector out of productive activities and allow the private sector to become the principal vehicle for economic growth. In executing its development role in promoting industrialisation, Kondoa Town Council is mandated to create conducive environment to attract investors in its area of jurisdiction.

#### **2.3.6 Agricultural Sector Development Programme II (ASDP II)**

The Agricultural Sector Development Programme (ASDP-II) (2016/2017–2025/2026) is imbedded in the Tanzania Long Term Perspective Plan (LTPP); ASDS-II underlying results chain. ASDS- II goal in line with Tanzania Development Vision 2025, the higher-level sector goal of ASDS-II are to contribute to the national economic growth, reduced rural poverty and improved food security and nutrition in Tanzania". Key ASDS-II strategic objectives are to: (i) create an enabling policy and institutional environment for enhancing modernized competitive agriculture sector, driven by inclusive and strengthened private sector participation; (ii) achieve sustainable increases in production, productivity, profitability and competitive value chain development of the agricultural sector driven by smallholders; and (iii) strengthen institutional performance and effective coordination of relevant public and private sector institutions in the agriculture sector at national and local levels, enabled by strengthened resilience. Besides Kondoa Town Council has fertile land suitable for agriculture provides great opportunity for agricultural transformation through mechanization and value addition by inviting private investor from different areas.

### **2.3.7 Sustainable Development Goals (SDGs)**

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25<sup>th</sup> September, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals and 69 Targets by 2030 deadline. Therefore, Kondo Town Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that endeavour. The Sustainable Development Goals which Kondo Town Council should contribute to achieve in long term are summarized below.

**Goal 1:** End poverty in all its forms everywhere. **Goal 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture. **Goal 3:** Ensure healthy lives and promote well-being for all at all ages. **Goal 4:** Ensure inclusive and quality education for all and promote lifelong learning. **Goal 5:** Achieve gender equality and empower all women and girls. **Goal 6:** Ensure access to water and sanitation for all. **Goal 7:** Ensure access to affordable, reliable, sustainable and modern energy for all. **Goal 8:** Promote inclusive and sustainable economic growth, employment and decent work for all. **Goal 9:** Build resilient infrastructure, promote sustainable industrialization and foster innovation. **Goal 10:** Reduce inequality within and among countries. **Goal 11:** Make cities inclusive, safe, resilient and sustainable. **Goal 12:** Ensure sustainable consumption and production patterns. **Goal 13:** Take urgent action to combat climate change and its impacts. **Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development. **Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. **Goal 16:** Promote just, peaceful and inclusive societies and **Goal 17:** Revitalize the global partnership for sustainable development.

### **2.3.8 East African Community Initiatives**

Tanzania is a member of several regional development initiatives such as East African Community (EAC). These initiatives provide a number of opportunities to member states ranging from extended markets of goods, services and human resources. A notable opportunity for Kondo Town Council is to utilize its potentials in maximizing production and adding values of produces for export. This may be made through attracting investors from around East African Countries and/or helping the Communities in the Council to access market opportunities offered by these EAC member state.

### **2.3.9 Agenda 2063: The Africa We Want**

The 24th African Union Assembly held in January 2015, adopted a continental plan for the next fifty years, to ensure transformation and sustainable development for future generations through Agenda 2063. Agenda 2063 is 50-year strategic aspirations that African Union states committed to achieve by 2063. The African states have rededicated themselves to the enduring Pan African vision of *“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.”* As a Vision and an Action Plan, this integration agenda is the blue-print that will guide the ongoing transformation of Africa. It is a call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny.

Thus, commit to act together towards achieving the aspirations: **Aspiration 1:** A prosperous Africa based on inclusive growth and sustainable development. **Aspiration 2:** An integrated continent, politically united, based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance. **Aspiration 3:** An Africa of good governance, democracy, respect for human rights, justice and the rule of law. **Aspiration 4:** A peaceful and secure Africa. **Aspiration 5:** An Africa with a strong cultural identity, common heritage, values and ethics. **Aspiration 6:** An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children. **Aspiration 7:** Africa as a strong, united and influential global player and partner.

### **2.4 Strength, Weaknesses, Opportunities and Challenges (SWOC) Analysis**

In addressing critical issues identified during internal and external environmental scan the council shall effectively utilize its internal strength and external opportunities to address the existing internal weaknesses and external challenges. SWOC analysis for Kondoa Town Council was conducted through participatory approach involving council technical team and key stakeholders. Through participatory process several strengths, weaknesses, and opportunities were identified that formed a base for target formulation to be addressed for the next five years. The summary of SWOC analysis report is presented below.

#### **2.4.1 Strength**

- Kondoa Town Council is a legal entity established on the basis of the Local Government Act 8: 1982
- Presence of a well-defined organization structure with good chain of command and feedback
- Availability of competent Management Team
- Availability Presence of Council by laws
- Availability of trainable technical staff in their respective fields

- Availability of qualified and competent staff
- Team work spirit among staff members
- Effective mobilization of fund from different sources
- Ability to contribute 10% to women, youth and people with disabilities groups.
- Unequal distribution of own sources revenue among departments.
- Availability of Investment Profile
- Loans disbursement to women, youth and people with disabilities.

#### **2.4.2 Weakness**

- Inadequate of Mtaa land use plan
- Inadequate of Council and Mtaa council bylaws
- Shortage of houses for staff
- Noncompliance on Mtaa land use plan.
- Lack of master plan
- Ineffective utilization of natural resources
- Bad traditional beliefs and practices
- Lack of council commitment to allocate funds for nutrition activity
- Inadequate internal sources of revenue
- Weak implementation of investment profile
- Weakness in implementing retention policy
- Inadequate motivation for staff
- Inadequate in-service training to staff
- Dilapidated infrastructure and motor vehicle

#### **2.4.3 Opportunities**

- Good relationships with the existing stakeholders/donors
- Availability of fertile land
- Availability of land resource suitable for various socio-economic activities
- Availability to guidelines, policies, standard operating procedures from central government.
- Availability of financial institutions which act as sources of funds to support community development projects. (NMB, SACCOS)
- Presence of private services providers
- Willingness of central government to allocate resources for the council development
- Good support from different stakeholders
- Improvement of telecommunication infrastructure.
- Availability of electricity in rural areas



#### **2.4.4 Challenges**

- Inadequate staff at lower levels
- Unnecessary delay of payments
- Unplanned activities which lead to utilization of own source revenue out of the budget.
- Inadequate provision of social services.
- Environmental degradation
- Prevalence of livestock and crop diseases
- Late release of funds from central government
- High illiteracy rate among community
- Prevalence of HIV/AIDS which affect manpower
- Lack of improved rural road Infrastructures
- Inadequate budget for the implementation of development activities
- Shortage of working facilities.
- Shortage of office facilities
- Shortage of teaching and learning materials
- Political interference on technical expert
- Land use conflict

#### **2.5 Stakeholders Analysis**

Stakeholders analysis in Kondoa Town Council involved the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success of the rolling strategic plan (either as implementers, facilitators, beneficiaries or adversaries). A basic premise behind stakeholders' analysis for the Council was that different groups have different concerns, capacities and interests. Therefore, this need to be explicitly understood and recognized in the process of problem identification, objective setting, target formulation and strategy selection. Stakeholders Analysis for the council is presented in the matrix below.

**Table 60: Stakeholders Analysis Matrix**

No.	Name of stakeholder	Service offered by stakeholders to the Council	Service delivered to stakeholders	Expectation of stakeholders	Potential impact if expectation is not met	Rank H- High, M- Medium L –Low
1	Central government	Financial support, policies and guidelines, employment, technical backstopping	Revenue collection Providing statistics and reports for different sectors. Translate and implementation of different policies.	Timely and high-quality service delivery to community Value for money Transparency and accountability	Mistrust Disciplinary action Stop releasing of fund	High
2	Community members	Manpower Participation in implementation of development projects. Taxpayers	Socio-economic services	Timely and high-quality socio-economic services delivery Transparency and accountability	Poor participation in development activities Mistrust against the council Friction and conflict	High
3	Donors (USAID, UNICEF, DFID)	Financial support Technical support Material support	Collaboration Reports Supervision and monitoring of the fund released	Value for money Timely delivery of reports Commitment Service improvement Community development	Withdraw support Bad image Blacklisted Stagnation of development activities.	Medium
4	Financial institutions (NMB, CRDB)	Financial services Corporate social responsibility Provision of loans to community and staff	Collaboration Conducive working environment	Profit maximization	Withdraw financial services Community economic downturn Weak money circulation	Medium
5	Agro-vet dealers	Supply of agricultural inputs Paying tax Provision of extension services to	Conducive working environment Collaboration Technical advice License	Accountability of farmers Profit maximization Collaboration Conducive working	Low production of crops and animal products Low own source	High

No.	Name of stakeholder	Service offered by stakeholders to the Council	Service delivered to stakeholders	Expectation of stakeholders	Potential impact if expectation is not met	Rank H- High, M- Medium L –Low
		community Extension services		environment	revenue collection Food insecurity	
6	Businessmen	Taxpayers Financial services Provide services to community Provide market	Providing business licensing Conducive working environment Extension services	Cooperation Accountability of farmers Profit maximization Conducive working environment	Withdraw from business Low own revenue collection from businessmen Limited market accessibility	High
7	NGO's	Capacity building to community member and staff Financial support Provision of services to community.	Conducive working environment Cooperation Manpower Technical support Reports	Cooperation Conducive working environment Accountability Improved community welfare	Withdraw to collaborate Blacklist Mistrust	Medium
8	CBO's	Willingness to engage in various activities	Conducive working environment Cooperation Manpower Technical support	Improved living standard	Bad relationship between NDC and CBO's Poor living standard Weak sustainability of projects	Medium
9	Law enforcement organ's (Police, Judiciary, Prison, Immigration and PCCB)	Security Law interpretation Restore justice and right	Cooperation Reports	Accountability and transparency Timely and highly service and information delivery Value for money	Bad relationship Mistrust	Medium
10	MSD	Medicine and Medical supplies	Procurement requirement Customers (payment)	Timely payment Timely delivery of medicine	Shortage of medicine and medical supplies	High

No.	Name of stakeholder	Service offered by stakeholders to the Council	Service delivered to stakeholders	Expectation of stakeholders	Potential impact if expectation is not met	Rank H- High, M- Medium L –Low
				and medical supplies requisition	Poor health services delivery	
11	Tanzania Education Authority (TEA)	Provision of teaching and learning materials Construction teachers houses and classrooms (school infrastructure)	Cooperation Statistical and supervision report Conducive working environment Manpower Local building materials	Improved working and academic performance Collaboration	Mistrust Withdraw	Medium
12	Regulatory Authority (External Auditors, NEMC, TMDA, TBS, PPRA)	Guidance services Regulatory services Capacity building Technical services	Collaboration Reports	Higher cooperation Timely submission of reports Statistical data	Mistrust Availability of sub-standard services to community members	High
13	Academic and Research Institutions	Capacity building Consultancy services Provision of certifies inputs	Conducive working environment Collaboration Customers	Timely payment High cooperation	Mistrust Withdraw	High
14	TRA	Tax relief Capacity building Revenue guidelines	Taxpayers Collaboration	Timely payment of tax Highly cooperation	Mistrust Disciplinary action	Medium
15	TANROADS	Road infrastructure Capacity building Revenue payment	Cooperation Local building materials Manpower	Protection of roads infrastructure Highly cooperation	Destruction of road infrastructure	Medium
16	TARURA	Rural road infrastructure	Manpower Local building materials Cooperation	Highly cooperation Protection of roads infrastructure	Destruction of road infrastructure	Medium
17	TANESCO	Electric power service	Manpower Cooperation Statistical data and reports	Highly cooperation Protection of electrical infrastructure	Destruction of electrical infrastructure	Medium

No.	Name of stakeholder	Service offered by stakeholders to the Council	Service delivered to stakeholders	Expectation of stakeholders	Potential impact if expectation is not met	Rank H- High, M- Medium L –Low
18	RUWASA	Water service delivery to community	Statistical data and reports Manpower Cooperation Water sources	Highly cooperation Protection of water infrastructure	Destruction of water infrastructure	High
19	Media	Dissemination of information to community	Shared information of development-oriented programs and activities Cooperation	Timely sharing of information meant for public consumption Highly cooperation	Mistrust Withdraw to disseminate information	Medium
20	TFS	Protection of forest resources Provide Guidance and forest policy	Cooperation Reports	Highly cooperation Participation in forest resources protection	Mistrust Destruction of forest resources	Medium

## 2.6 Core Values

In implementing this strategic plan the council formulated the core values which are inviolable commitments that express what the Kondo Town Council is in terms of its distinctive philosophy; and principles or qualities should infuse all practices and activities within the institution during implementation of this strategic plan. The implementation of the Kondo Town Council strategic plan is therefore guided by 6 major core values that constitute what the council values most.

### (i) Integrity

Every person should have a quality of a good character, high moral values, working ethics and honor in delivering services to the public. Every person should have a quality of having a sense of honesty and truthfulness in regard to the motivations for one's actions. These also have to do with perceived consistency of actions, values, methods, measures, principles, expectations and outcome.

### (ii) Transparency and Accountability

Every person should be accountable to his/her decisions and action, ensuring transparency of process, structure and communication. All financial matters should be open to all citizens and other stakeholders. All financial transactions are liable for auditing and investigation.

### **(iii) Commitment and team work spirit**

All people should be highly dedicated towards addressing community problems. Council staffs are obliged to work hard as a team in addressing people's problems as they emerge.

### **(iv) Customers focused**

All staff should be truthful, sincere, fair and consistent in all dealings, acknowledge the persons dignity, and be thoughtful of people's needs and supporting them in ways that protect their ways and self esteem/dignity. Spending time and energy and to ensure that people are well served, avoid corruption practices.

### **(v) Professionalism and quality results oriented**

Kondoa Town Council staff should take in mind that knowledge will never be complete and this can be realized through collaborative and continuous learning from other organization and institutions. The council should foster creativity that fosters inventiveness among staff for the development of the community. The council should come up with interventions that strive to bring about long-term change to the entire community and meeting their demand.

### **(vi) Gender equality**

The council should make sure that there is equal, ease of access to resources and opportunities regardless of gender, including economic participation and decision-making; and the state of valuing different behaviors, aspirations and needs equally, regardless of gender. Moreover, council staff should make sure that women and men; girls and boys, enjoy the same rights, resources, opportunities and protections.

## **2.7 Analysis of Critical Issues**

During the process of both internal and external environmental scanning of Kondoa Town Council, the emerged critical issues were identified that guided the planning process and shall guide prioritisations in resources allocation during execution of this strategic plan. These are areas that require Kondoa Town Council's close attention during the medium-term plan operation. In due course, the following critical issues were identified.

- Promote processing industries for agricultural produces (Value addition)
- Control wild life invasion to farm land
- Promote cooperative societies of AMCOS and SACCOS
- Promote market for strategic crops
- Adopt PPP methodology to facilitate implementation of development projects
- Promote good governance practice to all levels
- Improve good environment for doing business
- Develop action plan for implementation of National Anti-corruption strategy
- Promote infrastructural development in rural areas

## CHAPTER THREE

### PERFORMANCE REVIEW ON THE IMPLEMENTATION OF THE PREVIOUS 2016/2017 - 2019/2020 STRATEGIC PLAN

#### 3.1 Introduction

In achieving the outgoing strategic plan 2016/2017 – 2018/2019 the council committed its financial, human and material resources, for the past five years Kondoa Town Council was striving its vision of having a community with high socio-economic services and sustainable development by 2025. The KTC's vision was to be achieved through broadly mission of to deliver high quality services in terms of social, economical and political aspects to the community of Kondoa by empowering it to plan, implement and evaluate priorities using the available resources with respect to the principles of good governance for sustainable development

In the process of preparing this rolling strategic plan for KTC, an assessment of the previous strategic plan was made. The overall objectives of the assessment were to track achievement of strategic objectives through respective targets. The review of the implementation of the previous strategic plan identified remarkable achievements against targets set and some constraints hampered the achievement of some targets.

#### 3.2 Achievements made from the Implementation of the Previous Strategic Plan

##### 3.2.1 Achievements in Human Resource and Administration

Strategic Objective	Target	Achievement
E. Good governance and Administrative Services enhanced	Number of Workers' Council Meeting held increased from 4 in the year 2016 to 10 by 2019	Number of Workers' Council Meeting held increased from 4 in the year 2015 to 6 by 2019.
	100 Statutory Council Committee meetings held by 2019	98 Statutory Council Committee meetings held
	10 Statutory Contributions paid by 2019	4 Statutory Contributions paid by 2020
	Conducive working environment improved from 50% to 85% by 2019	Conducive working environment improved from 65% to 88%.
	Number of public servants increased from 1,233 in the year 2016 to 2,331 by 2015/2020	Number of public servants increased from 1,233 to 1,807

Strategic Objective	Target	Achievement
	Number of trained public servants increased from 20 in the year 2016 to 80 by 2015/2020.	Number of trained public servants increased from 20 to 100.
E. Good governance and Administrative Services enhanced	Number of public servants' promotions increased from 36 in the year 2015 to 180 by 2015/2020.	Number of public servants' promotions increased from 36 to 480.
	Percent of Ceremonial Services improved from 20% to 80% in the Council by 2019	Percent of Ceremonial Services improved from 20% to 95%.
	Number of rewards for best staff performance increased from 36 in the year 2015 to 100 by 2019	Number of rewards for best staff performance increased from 36 in 90.
	Percent of Statutory allowances paid to Councilors increased from 40% in the year 2015 to 100% by 2019	Percent of Statutory allowances paid to Councilors increased from 40% to 85%
A. Service improved and HIV infection reduced	HIV/AIDS infection reduced from 2.5% to 1.9 in the Council by 2020.	HIV/AIDS infection reduced from 2.5% to 1.9.
	20 Quarterly CMAC Committee Meeting held by 2019	20 Quarterly CMAC Committee Meeting held.
	Number of special diet provision increased from 40% of staffs with HIV/AIDS in the Council to 100% by 2019	Number of special diet provision increased from 40% of staffs with HIV/AIDS in the Council to 70%

### 3.2.2 Achievements in Primary Education

Strategic Objective	Target	Achievement
C. Access to Quality and Equitable Social Services Delivery Improved	Access to quality delivery services improved by 2019	Social service, teaching and learning environment has been improved
	Learning environment to 26 primary schools improved and pass rate increased from 90% -93% for STD 4 and	Pass rate of STD 4 is increased from 94.62% in 2019 to 96.03% in 2020 and STD 7 pass rate increase



Strategic Objective	Target	Achievement
	90%-93% for STD 7 by 2019	from 65.35% in 2019 to 81.87% in 2020
	Learning processes in adult education programs improved by 2019	Availability of 7 MEMKWA centers in the Council council
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	School infrastructures for basic education increased by 2019	Construction of 1staff house at Chandimo Satellite School, and4 Satellite school by 30th June 2020.

### 3.2.3 Achievements in Secondary Education

Strategic Objective	Target	Achievement
A. Service improved and HIV infection reduced	Sensitization and Support on HIV/AIDS knowledge to 6 Staffs and 180 Teachers at Working Places enhanced by 2019	Sensitization and Support on HIV/AIDS knowledge provided to 4 Staffs and 100 Teachers
C. Access to Quality and Equitable Social Services Delivery Improved	Passing Performance Rate to Students in SFNA and PSLE Increased from 80.3% to 95% and 80.5% to 90% respectively by 2019	Number of students who qualified to advance level and higher learning institutions increased
	Conducive Supervision and Learning environment to 8 head of schools and 4300 students respectively enhanced by 2019	Performance increased from 80.3% to 90% for CSEE and 99.6% for ACSEE
	dropout rate of Secondary Students decreased from 38% to 10% by 2019	Awareness about importance of education increased
	Participation of students in Sports and Games to Council and National Level improved from 240 to 4300 by 2019	Number of students who participate in games and sports at Council and national level increased.
	Conducive Working Environment to 4 staffs and 165 teachers enhanced by 2019	Conducive Working Environment to 4 staff has been increased

### 3.2.4 Achievements in Agriculture, Irrigation and Cooperative

Strategic Objective	Target	Achievement
E. Good Governance and Administrative Services Enhanced	Conducive working environment improved in the department from 60 to 72% by 2019	Conducive working environment have been improved from 60 to 72%
C. Access to Quality and Equitable Social Services Delivery Improved	Agricultural extension services improved from 50 to 70% by 2019	Agricultural extension services improved from 50 to 68%
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Agricultural infrastructures increased from 6 to 11 by 2019	Not implemented. It is rolled to the new strategic plan

### 3.2.5 Achievements in Land and Natural Resource

Strategic Objective	Target	Achievement
C. Access to Quality and Equitable Social Services Delivery Improved	Granted and issued title deeds increased from 200 to 1000 by 2019	389 title deeds were issued to land owners
	Land and properties increased from 3500 to 10000 by 2019	Not achieved, it is rolled over to the new strategic plan
	General Detail Plan Schemes prepared increased from 0 to 1 by 2019	Not achieved, it is rolled over to the new strategic plan
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Land conflicts resolved from 50 to 0 by 2019	Not achieved, it is rolled over to the new strategic plan
	Town planning drawings prepared increased from 20 to 30 by 2019	Not achieved, it is rolled over to the new strategic plan
	Prepared and issued valuation report increased from 10 to 30 by 2019	Not achieved, it is rolled over to the new strategic plan

### 3.2.6 Achievements in Livestock and Fisheries Development

Strategic Objective	Target	Achievement
A. Service improved and HIV infection reduced	HIV/AIDS awareness created to livestock and fisheries to 12 staff by 2018/ 2019	Not achieved, it is rolled over to the new strategic plan
C. Access to Quality and Equitable Social Services Delivery Improved	Livestock extension services delivery improved from 35% to 75% by 2018/2019	Extension services improved by 35%

	Four Quarterly meeting to Extension Staffs enhanced by 2018/ 2019	Quarterly meeting to 12 extension staffs conducted
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Livestock infrastructures improved from 0 to 3 by 2018/2019	Not achieved, it is rolled over to the new strategic plan
E. Good Governance and Administrative Services Enhanced	Conducive working environment enhanced to 12 livestock extension staffs by 2018/2019	Conducive working environment improved by 45 % achieved
I. Emergency and Disaster Management Improved	Capacity on management of emergency/disaster preparedness and response strengthened from 10% to 15%by 2019	Not achieved, it is rolled over to the new strategic plan

### 3.2.7 Achievements in Health Sector

Strategic Objective	Target	Achievement
C. Access to Quality and Equitable Social Services Delivery Improved	Shortage of medicines, medical equipment and diagnostic supplies reduced from 30% to 20% by 2019	Availability of medical equipment and diagnostic supplies increased to is 50%
	Prevalence rate of malaria case reduced from 37.4% to 20% 2019	Malaria prevalence increased to 50%
	TB case detection rate increased from 37% to 45% by 2019	Increased in TB case detection rate by 63%
	Infant mortality rate reduced from 16 to 7 per 1000 live birth by 2019	Still Infant Mortality rate has not decreased
	Maternal mortality rate reduced from 7 to 3 per 100,000 live birth by 2019	Maternal death has reduced to 3 per 100,000 live birth
Y: Multi-sectorial nutrition services improved	Increased availability of nutrition commodities in Health facilities from 50%. to 75% by 2019	Availability of Nutrition commodities has been reduced to 30%
	Increased proportion of Councils implementing the minimum budget allocation to	Council Budget allocation for Nutrition intervention increased to 80%

Strategic Objective	Target	Achievement
	nutrition from 44.8 % to 90% by 2019	
	Functioned Multisectoral nutrition coordination steering committees meetings on quarterly bases by 2019	Quarterly multisectoral nutrition coordinating committees was conducted as scheduled
	Increased percentage of children receiving vitamin A supplementation and deworming from 90.2% to 96.2.% by 2019	Percentage of children receiving vitamin A supplementation and deworming has increased to 95 %
	Reduced prevalence of stunting among children aged 6 - 23 months from 33.5% to 28% by 2019	Stunting among children aged 6-23 Months has not reduced
	Reduced prevalence of wasting among under five from 3.6% to 1.6% by 2019	Wasting among under-fives has not been reduced
D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Health care waste management improved at facility from 40% to 60% by 2019	Management of health care waste has improved to 50%
A: Service improved and HIV/AIDS infection reduced	New HIV infections reduced from 2.5% to 2% and related mortality rate reduced from 7.2% to 3.1% by 2019	New HIV infections reduced to 2 %
F: Social Welfare, Gender and Community Empowerment Improved	Increase access to Social welfare and protection services to MVCs from 54 to 57 by 2019	Number of MVCs access to social welfare protection increased to 81
	Care, support and protection to elderly people increased from 40% to 45% by 2019	Number of elderly people who received care, support and protection increased to 50%
F: Social Welfare, Gender and Community Empowerment Improved	Number of children in conflict and contacts with the law reduced from 90% to 50% by 2019	Percentage of children in conflict contrary with Law reduced to 40%
	Economic status to MVCs	Increased in number of

Strategic Objective	Target	Achievement
	households improved from 76 to 90 by 2019	MVCs household with improved economic status to 82
	Psycho social support to people with disabilities improved from 30% to 35% in the council by 2019	Percentage of disabled people who receive psycho social support has increased to 32%
E. Good Governance and Administrative Services Enhanced	Increased availability of skilled and mixed human resource for health from 28.5% to 71.5% by 2019	Percentage of skilled human resource for health as reduced to 27 %
I. Emergency and Disaster Management Improved	Capacity on management of emergency/disaster preparedness and response strengthened from 40% to 65% by 2019	Capacity of health staff in managing disaster increased to by 40 %

### 3.2.8 Achievements in Environment and Cleansing

Strategic Objective	Target	Achievement
E. Good Governance and Administrative Services Enhanced	Conducive working environment in environmental department enhanced by 2019	8 wards and 14 Mtaa visited for environmental committee auditing
G. Management of Natural Resources and Environment Enhanced and Sustained	120 Small industries and 5 development project inspected by 2019	60 Small industrie's were inspected in Kondoa Mjini, Chemchem and Kingale, Kolo and )
	1.5millions of tree seedling planted to combat climate change and conserve water sources by 2019	248761 Trees were planted in different wards and Mitaa
G. Management of Natural Resources and Environment Enhanced and Sustained	20 water sources protected from Kondoa Town Council by 2019	20 water sources protected and conserved in Kondoa Town Council
	Mining activities from 8 wards audited and inspected by 2019	2 Mining activities were audited in Maji yashamba, Kilimani and Tumbelo.
	Collection and disposal of solid waste in the Council increased from 40% to 50% by June 2019	28 Tons of solid waste was collected

### 3.2.9 Achievements in Community Development Gender and Youth

Strategic Objective	Target	Achievement
A: Service improved and HIV/AIDS infection reduced	Working place HIV/AIDS program developed by 2019	Working place HIV/AIDS program developed
	People living with HIV/AIDS care support improved by 2019	People living with HIV/AIDS care support services improved
	HIV/AIDS plans from bottom up (VMAC and WMAC) prepared and included by 2019	HIV/AIDS plans from bottom up (VMAC and WMAC) prepared and included
	Gender based violence-sensitive sexual reproductive health and HIV/AIDS education enhanced by 2019	Gender based violence-sensitive sexual reproductive health and HIV/AIDS education provided
	Commemoration day attained by 2019	Commemoration day attained
	Care and support enhancement in 8 wards by 2019	Care and support enhanced
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Programme management including monitoring and evaluation enhanced by 2019	Programme management including monitoring and evaluation enhanced
	Social economic groups in wards promoted by 2019	Social economic groups in wards promoted

### 3.2.10 Achievements in Planning Statistics and Monitoring

Strategic Objective	Target	Achievement
A. Service improved and HIV infection reduced	HIV/AIDS awareness at work place increased by 2019	2 Awareness workshops conducted to 3 Staffs
C. Access to Quality and Equitable Social Services Delivery Improved.	20 Socio-economic infrastructures in the Council constructed increased by 2019	17 Socio-economic infrastructures constructed.
	Council Plans, Social and economic projects monitored and supervised by 2019	Council Plans, Social and economic projects monitoring and supervision was done according to fund released.

	20 Council infrastructures Constructed by 2019	17 Council infrastructures Constructed.
E. Good Governance and Administrative Services Enhanced	Smooth working environment to 3 staffs enhanced by 2019	Smooth working environment enhanced to 3 staffs 1 Staff enhanced to attend international Statistical Day Anniversary in 5 years consecutively.

### 3.2.11 Achievements in Works

Strategic Objective	Target	Achievement
A. Service improved and HIV/AIDS infection reduced	HIV/AIDS awareness at work place increased by 2019	Not achieved, it is rolled over to the new strategic plan
E. Good governance and administrative service enhanced	Working environment to 10 works employees enhanced by 2019	Classrooms increased from 359 to 368, Staff houses increased from 124 to 125, Pit latrines increase from 468 to 488, Hostel increased from 0 to 01, Laboratories increased from 6 to 9, Administration block increased from 3 to 4, Dining halls increase from 0 to 1, Dispensary increased from 3 to 5, Health centers constructed at Kingale
I. Emergency and disaster management improved	05 infrastructures disrupted by disaster improved by 2019	Not achieved, it is rolled over to the new strategic plan

### 3.2.12 Achievements in Finance and Trade

Strategic Objective	Target	Achievement
E. Good Governance and Administrative Services Enhanced	Working environment for 6 staffs enhanced by 2019	Working environment for 6 staffs improved by 60%
C. Access to Quality and Equitable Social Services Delivery Improved	Quality financial reports increased from 80% to 100% by 2019	Quality financial reports increased to 100%

Strategic Objective	Target	Achievement
	Revenue collection increased from TZs 1,115,954,639.71 2018/19 to TZs 1,436,469,848.77 by 2019/20	Revenue collection increased 22.3%

### 3.2.13 Achievements in Beekeeping

Strategic Objective	Target	Achievement
G. Management of Natural Resources and Environment Enhanced and Sustained	Beekeepers groups initiated in 8 wards	52 groups initiated in 5 wards
	Beekeeping section office equipped with working tools	Not achieved, it is rolled over to the new strategic plan
	Beekeeping groups trained on modern beekeeping method by 2019	08 beekeeping group trained

### 3.2.14 Achievements in Legal issues

Strategic Objective	Target	Achievement
E: Good Governance and Administrative Services Enhanced	Council and Mtaa Council by laws reviewed and amended by 2019	5 Council and Mtaa Council by laws reviewed and amended
	Council and Mtaa Council litigation represented to the Court of law by 2019	3 cases of Council and Mtaa Council instituted
	1 Ward tribunal members knowledge resolving land conflicts increased by 2019	2 session training seminars conducted to 8Ward tribunal members
C. Access to Quality and Equitable Social Services Delivery Improved	Council solicitors of local government yearly meeting conducted 2019	Kondoa Town Council Solicitor did not attend the Council solicitors of local government yearly meeting

### 3.2.15 Achievements in Information Communication Technology (ICT) and Public Relation

Strategic Objective	Target	Achievement
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Installed Local Area Network LAN System in 20 office rooms by 2019	Local Area Network - LAN System in 20 office rooms installed
E. Good Governance and Administrative Services Enhanced	Office utilities procured and 2 staffs are supported from 40% to 60% by 2019	Office utilities procured and 2 staffs supported



### 3.2.16 Achievements in Internal Audit Unit

Strategic Objective	Target	Achievement
E. Good Governance and Administrative Services Enhanced	Audit Queries reduced from 50 to 25 by 2019	Audit Queries reduced by 70%
	Administrative support to 1 Internal Audit Unit Staffs provided by 2021	Not achieved, it is rolled over to the new strategic plan
	Internal control system for financial management provided by 2019	Internal control system for financial management provided by 70%
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Annual evaluation of Anti-Corruption implementation Strategy at Kondoa TC made by 2019	Not achieved, it is rolled over to the new strategic plan

### 3.2.17 Achievements in Election

Strategic Objective	Target	Achievement
E. Good Governance and Administrative Services Enhanced	Free and fair election at 36 S in the Council enhanced by 2019	1 Local Government election conducted 1 General election conducted

### 3.3 Constraints Hampered Implementation of 2016/2017 - 2019/2020 Strategic Plan

In spite of remarkable achievements registered as performance of the implementation of the previous 2016/2017 - 2019/2020 strategic plan. The assessment has identified some constraints that resulted to in effectiveness in achieving some targets. The major constraints identified during performance review are summarized below.

- Shortage of fund for implementing various development projects
- Some human developments do not comply to rules and regulations
- Insufficient supply of tree seedling
- Conflict of water sources ownership
- Lack Solid waste collection facilities, insufficient budget, late collection and disposal of waste.
- Shortage of manpower
- Low collection of facility own source (User fees, CHF & NHIF)
- False perception of community on Malaria as a normal disease
- Shortage of skilled staff at facility level.
- Inadequate knowledge of staff on care and management of Neonatal care
- Late booking of Pregnant mothers to access ANC services Insufficient funds allocation on Nutrition interventions
- Frequently stock out nutrition commodities from MSD
- Community Traditional practices (Polygamist)

- Stigmatization among communities
- Low of awareness of the community on social welfare services
- Low social standard of living of the community
- Poor parenting of children especially for single parent resulted to neglected children
- Insufficient knowledge of staff in managing disaster
- Delay of recruitment permit
- Delay of data sheet cleaning for providing internal control system for financial management
- Shortage of science books and teachers for science subjects
- Shortage of classrooms, laboratories and administration blocks
- Negative attitude among community on important of education for girls

## CHAPTER FOUR

### THE PLAN

#### 4.1 Vision

To be a Council with improved socio-economic services and living standard for sustainable development

#### 4.2 Mission

To improve socio economic services to the community through effective and efficient use of available resources for sustainable development

#### 4.3 Strategic Objectives

- A. Services Improved and HIV/AIDS Infection Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access, quality and equitable Social Services Delivery improved
- D. Quality and quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced
- F. Social Welfare, Gender and Community Empowerment improved
- G. Management of Natural Resources and Environment Enhanced and Sustained
- H. Local Economic Development Coordination Enhanced
- I. Emergency and Disaster Management Improved
- Y. Multi-sectoral Nutrition Services Improved

#### 4.4 Strategic Plan Matrix

##### 4.4.1 Strategic Objectives, Targets, Strategies and Performance Indicators

##### 4.4.1.1 Result Area 1: Agriculture, Irrigation and Cooperatives

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Services Improved and HIV/AIDS Infection Reduced	Number of staffs living with HIV/AIDS supported from 0 to 4 by 2025	Educate staffs Support staff	Number of staffs trained supported	0
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Number of corruption cases in AMCOS and SACCOS reduced from 10% to 0 % by 2025	Train work ethics to AMCOS and SACCOS Supervise AMCOS and SACCOS	Number of corruption cases reduced from 10% to 0%	0

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
C. Access to Quality and Equitable Social Services Delivery Improved	Number of transport facilities increased from 0 to 16 by 2025	Procure transport facilities Write up Proposal	Number of transport facilities increased	14
C. Access to Quality and Equitable Social Services Delivery Improved	Availability of agriculture inputs increased from 0% to 50% by 2025	Distribute inputs Educate stockiest	Availability of agriculture inputs increased from 0% to 50%	35%
	Number of agricultural machineries increased from 0 to 10 by 2025	Procure machinery Educate beneficiaries Sensitizes stakeholders	Number of agricultural machineries increased	2
	Prevalence of agriculture pest and diseases outbreak reduced from 20% to 10% by 2023	Train farmers Procure pesticide	Prevalence of agriculture pest and diseases outbreak reduced	15%
	Production of agriculture crops increased from 282,930.60ton to 353,663.10ton by 2025	Train farmers Use technology Plant on time	Production of agriculture crops increased	283147.08tone
	Farmers and agriculture stakeholder's database increased from 70% to 90% by	Identify stakeholder Prepare data Use data	Farmers and agriculture stakeholder's database increased	77.5%

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	2025			
	Good agronomic practices improved to farmers from 65% to 80% by 2025	Train farmers Supervise farmers	Good agronomic practices improved	71.13%
C. Access to Quality and Equitable Social Services Delivery Improved	Number of strategic crops sold under warehouse receipt system increased from 0 to 4 by 2025	Identify crops Train farmers	Number of strategic crops sold under warehouse receipt system increased	0
	Number of AMCOS and SACCOS linked to financial institution increased from 0 to 4 by 2025	Train members of AMCOS and SACCOS Identify financial institutions	Number of AMCOS and SACCOS linked to financial institution increased	0
	Number of SACCOS members increased from 3008 to 7800 by 2025	Sensitize community Review by-Laws	Number of SACCOS members increased	350
	Management Information System in AMCOS and SACCOS increased from 1 to 4 by 2025	Prepare budget Create awareness	Management Information System in AMCOS and SACCOS increased	0
	Number of AMCOS and SACCOS imparted	Train board members	Number of AMCOS and SACCOS imparted	2

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	knowledge on cooperative management increased from 2 to 4 by 2025		knowledge on cooperative management increased	
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Irrigation scheme increased from 0 to 2 by 2025	Create new irrigation schemes	Irrigation scheme increased	0
E. Good Governance and Administrative Services Enhanced	Number of processing machine increased from 67 to 154 by 2025	Sensitize stakeholders	Number of processing machine increased	97
	Conducive working environment for agriculture, irrigation and cooperative staffs increased from 50% to 75% by 2025	Procure office facilities and accessories	Conducive working environment for agriculture, irrigation and cooperative staffs increased	62
	Agriculture extension staffs increased from 17 to 52 by 2025	Employ agriculture extension staffs	Number of agriculture extension staffs increased	0

#### 4.4.1.2 Result Area 2: Administration and Human Resource

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
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Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
E. Good Governance and Administrative Services Enhanced	Number of Workers' Council Meeting held increased from 6 to 10 by 2025.	Prepare adequate budget Create new source of revenue and improve collection.	Number of Workers' Council Meeting held increased	2 meetings done
	375 Statutory Council Committee meetings held by 2025.	Prepare adequate budget Create new source of revenue and improve collection. Finance annual statutory Committee Meetings	Number of Statutory Council Committee meetings held	Own sources increase from Shs 1,509,452,812 to Shs 1,659,900,000 100%
	20 Statutory Contributions paid by 2025.	Prepare adequate budget Create new source of revenue and improve collection. Finance 4 Statutory Contributions annually	Number of Statutory Contributions paid	Done for 100%
E. Good Governance and Administrative Services Enhanced	Conducive working environment improved from 25% to 60% by 2025.	Provide office's working tool, leave, disturbance ,subsistence allowance, and Burial expenses and incentives Implements Employee training	Percent of Conducive working environment improved	Done
	Number of public servants increased from 866 to 1410 by 2025.	Prepare adequate budget Remind timely recruitment permit Budget new vacancy in each annual budget Plan Maintain staff retaining policy	Number of public servants increased	Done 100%
	Number of	Create new source	Number of	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	trained public servants increased from 90 in the year 2020 to 130 by 2025.	of revenue and improve collection Prepare adequate budget Maintain staffs training program	trained public servants increased Not done	
	Number of public servants promotions increased from 16 in the year 2020 to 80 by 2025.	Prepare adequate budget Budget proper number of promotions in each annual budget Plan Remind timely promotion permit each year Maintain employee training and development plan	Number of public servants promotions increased	Done 100%
E. Good Governance and Administrative Services Enhanced	Percent of Ceremonial Services improved from 95% to timely and perfectly 100% in the Council by 2025.	Create new source of revenue and improve collection. Prepare adequate budget	Percent of Ceremonial Services improved	Done 100%
	Number of rewards for best staff performance increased from 5 in the year 2020 to 30 by June 2025.	Create new source of revenue and improve collection. Prepare adequate budget Reward 24 best staffs every year Distribute own source revenue collection proportional to each department/Unity.	Number of reward for best staff performance increased	Done 100%
			Councilors improved	



Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	allowances paid to Councilors improved from 90% in the year 2020 to timely and perfectly 100% by 2025.			
A. Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS infection reduced from 2.5% to 1.9 in the Council by 2025.	Prepare adequate budget Sensitize HIV/AIDS knowledge to staff Provide allowance and diet to staff living with HIV/AIDS.	Percent of HIV/AIDS infection reduced	100%
	20 Quarterly CMAC Committee Meeting held by June 2025	Prepare adequate budget Create new source of revenue and improve collection Finance 4 CMAC Committee annually	Number of CMAC Committee Meeting held	50%
A. Services Improved and HIV/AIDS Infection Reduced	Number of special diet provision increased from 40% of staffs with HIV/AIDS in the Council to 100% by 30th June 2025.	Identify number of staff with HIV/AIDS on time. Consider as priority of the council	Number of special diet provision increased	50%

#### 4.4.1.3 Result Area 3: Livestock and Fisheries Development

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Services Improved and HIV/AIDS Infection Reduced	Knowledge of HIV/AIDS at work place to 11 extension staff provided by June 2025.	Mobilize resources, Raise workers awareness on HIV/Aids.	Number of staff provided with HIV/AIDS knowledge	0
B. Effective implementation of the National Anti-Corruption Implementation Strategy Enhanced and Sustained	National Anti-corruption implementation strategy implemented 0-11 extension staff by 2025	Create awareness to extension staff Involve the PCCB in sensitization	National Anti-corruption implementation strategy implemented	Created to 10 staff member
D. Increased Quality and Quantity of Socio-Economic Services and Infrastructure	Working tools in livestock and fisheries department increased from 8 to 12 by 2025	Mobilize resources, Involve other stakeholders (NGOs, CBOs)	Number of working tools in livestock and fisheries increased	08 motor cycle have been given to staff members
	Fish production in artificial ponds increased from 29.5 kg to 102.5 by 2025	Involve fish farmers, Mobilize resources, Capacitate community on importance of eating fish meal Write proposals to solicit investors	Fish production in artificial fish ponds increased	17 artificial ponds
D. Increased Quality and Quantity of Socio-Economic Services and Infrastructure	Fish production in natural fish ponds increased from average of 0 kg to 100 kg per fish pond by 2025	Involve fish farmers, Mobilize resources, Capacitate community on importance of eating fish meal Write proposals to solicit investors	Fish production in natural fish ponds increased	04 natural fish ponds increased its production up to 55kg
	Fish productivity in artificial and natural fish	Mobilize resources, Involve fish	Fish productivity in artificial and	0

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	ponds increased from 8 to 4 fish per kg by 2025	farmers,	natural fish ponds increased	
	Conflicts between livestock keepers and farmers reduced to 0 by 2025.	Mobilize resources, Prepare land use with distinguished use, Create awareness to livestock keepers and farmers on productivity to respective their activities	Conflict between livestock and farmers reduced	
	Milk production from 415 dairy cattle increased from 24840 liters to 124200 liters per year by 2025	Mobilize resources, Collaborate with development partners in providing training on improved livestock production to livestock keepers Create awareness to community on importance of drinking milk	Milk production to dairy Cattle farmers increased	Increased from 24840 to 31050
	Milk productivity to dairy cattle increased from 5 to 18 litres per cattle by 2025	Mobilize financial resources Capacitate the community on Involve other stake holders involved in dairy (Dairy board, CBOs, NGOs)	Liter milk productivity to dairy cattle increased	Increase from 05 liter to 12 liter per cattle
D. Increased Quality and Quantity of Socio-Economic Services	Two improved primary livestock auction market established by	Mobilise financial resources Write proposals to solicit investors	Number of improved primary livestock	0

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
and Infrastructure	June 2025		auction market established	
	Funds released to implement livestock projects increased from 5% to 100% by June 2025	Mobilise resources from other stakeholders (Central Government, NGOs, CBOs)	Funds released to implement livestock projects increased	0
	Number of extension staff increased from 11 to 44 by June 2025	Mobilize financial resources, submit request to central government	Number of extension staff increased	0
D. Increased Quality and Quantity of Socio-Economic Services and Infrastructure	Knowledge on fish farming practice to fish farmers increased from 41 fish farmers to 315 fish farmers by June 2025.	Involve the fish farmers, mobilize human and financial resources Involve other stake holders (NGOs, CBOs)	Knowledge on fish farming practice to fish farmers increased	51 increased
	Number of livestock and fish farmers cooperative unions increased from 1 to 5 by June 2025.	Involve the livestock and fish in forming the cooperation, Mobilize financial resources,	Number of livestock and fish farmers cooperative unions increased	0
	Improved pasture for livestock increased from 0 to 5 hectares by June 2025	Involve community to release land, Mobilize financial resources, Involve other stakeholders (NGOs, Bos, Mlanga farm)	Improved pasture for livestock increased	01 hectares
	Functional livestock	Mobilize resources	Number of Functional	0

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	infrastructures increased from 8 to 14 by June 2025	Write proposals to solicit investors Sensitize the community on bank brick, labour force contribution	livestock infrastructures increased	
D. Increased Quality and Quantity of Socio-Economic Services and Infrastructure	Industries for processing livestock extremities such as hair, skin, horns and hooves increased from 0 to 1 by June 2025	Write proposals Mobilize resources Involve investors in investment events Involve other stakeholders (NGOs, CBOs)	Industries for processing livestock extremities such as hair, skin, horns and hooves increased	0
	Title deeds for cattle dips areas in the Council increased from 0 to 6 by June 2025	Mobilize resources Involve the community in land acquisition	Number of title deeds for cattle dips areas	1
	Number of cattle identified for traceability increased from 11,778 to 51,476 by 2025	Involve the community to bring their livestock for identification and Mobilize financial resources	Number of cattle identified for traceability increased	30500
	Number of improved poultry breeds in the Council increased from 10,256 to 50,000 by June 2025	Mobilize resources, Involve other stakeholders CBOs, NGOs Sensitize the community to keep poultry	Number of improved poultry breeds in the council increased	12820
E. Enhanced Good Governance and Administrative Services	Conducive working environment to extension staffs	Mobilize financial resources	Conducive working environment to extension staffs	37.5%

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	increased 30% 100% by June 2025		increased	
G. Improved Emergence, Risks and Disaster Management	Knowledge to livestock keepers on treatment ,vaccination against livestock diseases and pasture establishment increased from 20% to 60% by June 2025	Mobilize community involvement in programe	Knowledge to livestock keepers on treatment and vaccination of livestock against diseases increased	25%
G. Improved Emergency, Risks and Disaster Management Improved	Rate of migration of livestock keepers with their livestock within the Council from other areas reduced from 20% to 0% by June 2025	Mobilize government leders to prohibit Livestock encroachment to other areas	Rate of migration of livestock keepers with their livestock in the Council from other areas reduced	13%
Y. Multi-sectoral Nutrition Services Improved	Increase number of household sensitized on importance of consuming nutrient dense food from 50% to 85% by 2025	Sensitize the community on importance of nutrient	Number of household increased	62.5%

#### 4.4.1.4 Result Area 4: Health

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
C. Access to Quality and Equitable Social Services Delivery Improved	Reduced shortage of medicines, medical equipment and diagnostic supplies from 3% to 0% by 2025	Press order of medicine and medical equipment timely. Increase allocation of fund in medicines and medical equipment. Increase internal collection of funds in health facilities. Press emergency order to prime vender	Shortage of medicines, medical equipment and diagnostic supplies reduced	
	Reduce number of maternal deaths from 170 per 100,000 to 85 by 2025	Increase health facilities with CEmONC services Provide health education to pregnant women on early attend in antenatal care Resources mobilization to establish neonatal ICU and HDU Units	Number of maternal deaths reduced	
C. Access to Quality and Equitable Social	Reduce number of infants' death by 7 per 1,000 live births	Increase health facilities with	Number of infants' death reduced	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
Services Delivery Improved	to 4 by 2025	CEmONC services Provide vaccine and immunization to under five children Resources mobilization to establish neonatal ICU and HDU Units		
	Increase number of health facilities with CEmONC services from 1 to 3 by 2025	Increase number of health facilities with CEmONC services	Number of health facilities with CEmONC	
	Increase early initiation of ANC from 19% to 40% by 2025	Improve community awareness of importance of initiation of ANC Improve Quality of ANC services at all level	Number of maternal death prenatal death reduced	
	Increases mCPR from 73.5% to 85%	Improve provider skills for FP services, community awareness on importance of modern FP Uptake And availability of FP commodities	Number of provider and availability of FP commodities	
	Improve post-natal care uptake within	Improve availability of	Number of women	



Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	7 days among women from 40.7% to 75% by 2025	health facilities with ability to provide PNC service		
	Improve routine HMIS data quality and use through data quality assessment quarterly at council level	-Improve provider skills on HMIS data collection, analysis and use Improve CHMT data quality assessment skills	Provider skills on HMIS Data Collection, Analysis and Use Improved	
	Prevalence rate of malaria reduced from 1% to 0.5% by 2025	Provision ITNs to vulnerable groups i.e pregnancy women and children with 9 months Educate population on correct use of ITNs	Prevalence rate of malaria reduced	
	Reduced prevalence of Diabetes mellitus from 3% to 0.5% by 2025	Conduct mobile clinics on diabetes mellitus diagnosis	Prevalence of Diabetes mellitus reduced	
		Increase community sensitization to diabetes mellitus treatment available	Prevalence of Diabetes mellitus reduced	
	Reduce cervical cancer from 15% - 5% by June 2025	Conduct cervical cancer screening in	Prevalence of cervical cancer reduced	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
		the community To conduct health education on how to prevent cervical cancer screening. To provide cryotherapy		
	Reduced prevalence of mental health condition from 5% to 2% by 2025	Sensitize the community on avoid use of unauthorized drug Provide health education to the community on early care seeking	Prevalence of mental health condition reduced	
	Reduced prevalence rate of oral diseases among OPD cases from 0.8% to 0.2% by 2025	Provide education on oral health to the community Conduct early diagnosis and detection of oral problem.	Prevalence rate of oral diseases among OPD cases reduced	
C. Access to Quality and Equitable Social	Increased TB case detection rate 63% to 80% by	Collect sputum samples Provide health	TB case detection rate Increased	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
Services Delivery Improved	2025	education in community in signs and symptoms of TB		
	Reduced prevalence of eye diseases among OPD cases from 5% to 1% by 2025	Conduct early diagnosis and detection of eye problem. Provide education on eye health to the community	Prevalence rate of eye diseases among OPD cases reduced	
A. Services Improved and HIV/AIDS Infection Reduced	Reduced incidence rate of new HIV infection cases by 2.8% to 0.1% by 2025	Provide health education on HIV infection protection Link in counseling and treatment centre for those who are infected	Incidence rate of new HIV infection cases reduced	
E. Good Governance and Administrative Services Enhanced	Increased availability of skilled and mixed human resource for health sector from 27.5% to 80% by 2025	Continue budgeting for personal emolument needs to the annual budget	Availability of skilled and mixed human resource for health sector increased	
	Increased organizational structures and institutional management from 68% to 80% by 2025	Equip office with necessary working tools Facilitate statutory meeting	Organizational structures and institutional management increased	
	Increased of ICT infrastructure (GoT-HOMIS) from 4% to 50% by 2025	Incorporate in annual plan budget Install GoT-	ICT infrastructure (GoT-HOMIS) increased	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
		HOMIS in health facilities		
E. Good Governance and Administrative Services Enhanced	Increased number of transport facilities from 80% to 100% by 2025	Request vehicles from PO-RALG	Number of transport facilities increased	
B. National Anti-Corruption implementation strategy Enhanced and sustained	Number of Corruption Incidence among health staff reduced from 23 to 0 by 2025	Provision of Education to staff on the matters relating to corruption Educating Community on their rights and responsibilities in accessing health care services	Number of Corruption Incidence among health staff reduced	
F. Social Welfare, Gender and Community Empowerment Improved	Increased access to social welfare services and protection to vulnerable groups by 53% to 80% by 2025	Formulate MTAKUWWA groups in council, wards and Mtaas	Access to social welfare services and protection to vulnerable groups increased	
	Increased provision of care, support and protection to elderly people from 60% to 80% by 2025	Formulate ward and Mtaa elderly committee	Provision of care, support and protection to elderly people increased	
	Decreased patients' rate with complications associated with traditional medicine and	Sensitize traditional healers, traditional birth attendants	Patients rate with complications associated with traditional medicine and alternative healing	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	alternative healing practices from 40% to 20% by 2025	and community health workers on referral services	practices decreased	
	Increased enrollment in iCHF from 11.2% to 80% by 2024	Sensitize community on the importance of enrolling in iCHF	Enrollment in iCHF increased	
F. Social Welfare, Gender and Community Empowerment Improved	Increased Psycho social support to people with disabilities from 32% to 50% by 2025	Provide skin lotion to people with skin disabilities Formulate committee of people with disabilities	Psycho social support to people with disabilities increased	
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Increased health care waste management at facility from 60% to 90% by 2025	Construct incinerators and ash pits Procure waste storage facilities	Health care waste management improved	
	Increased number of dispensaries from 46 to 66 by 2025	Construct of new dispensaries Sensitize community on contributing in building construction	Number of dispensaries increased	
	Increased number of health centers from 7 to 14 by 2025	Construct of new health centers Sensitize community on contributing in building construction	Number of health centers increased	
	Increased coverage	Provide health	Coverage of	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	of improved toilets in households by 57.49% to 100% by 2025	education to the community on importance of using improved toilets	improved toilets in households increased	
Y. Multi-sectoral Nutrition Services Improved	Reduced prevalence rate of stunting among children under five from 33.5% to 28% by 2025	Provide health education on good preparation of food/diet	Prevalence rate of stunting among children under five reduced	
	Increased of nutrition commodities from 30% to 80% by 2025	Press sufficient order nutrition commodities to MSD Increase allocation of fund in medicines	Nutrition commodities increased	
Y. Multi-sectoral Nutrition Services Improved	Reduced prevalence rate of wasting among children under five 3.6% to 1.6% by 2025	Provide health education on good preparation of food/diet	Prevalence rate of wasting among children under five reduced	
	Increased percentage of children receiving vitamin A supplementation from 95% to 100% by 2025	Provide health education to the community on the importance of their children receiving vitamin A	Percentage of children receiving vitamin A supplementation increased	
I. Emergency and Disaster Management Improved	Increased capacity on management of emergency/disaster preparedness and response from 40% to 80% by 2025	Mobilize and collect blood units from voluntary blood donors	Capacity on management of emergency/disaster preparedness and response increased	

#### 4.4.1.5 Result Area 5: Primary Education

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Services Improved and HIV/AIDS Infection Reduced	Provide awareness on HIV/AIDS Infection to primary education staff and teachers from 5 to 0 by 2025	Support teachers leaving with HIV/AIDS by Sensitized on HIV/AIDS	Number of HIV/AIDS decreased	100%
B. Effective impematation of National Anti-Corruption Implementation Strategy Enhanced and Sustained	Number of corruption incidence among education staff reduced from 2 to 0 by 2025	Provide education of corruption to all primary Education staff and teachers	Number of corruption incidence among education staff reduced	100%
C. Improved access, quality and equitable Social Services Delivery	Teachers with ICT knowledge increased from 372 to 400 by 2025	Prepare a good training and development programme  Facilitate Training to teachers Make follow ups on the capacity building grants from the central government	Number of work shop conducted at Council level	100%
	Capitation Grants disbursed in 27 primary schools by June 2025	Provide Capitation Grants	Number of primary schools received capitation Grants	
	Meal allowance disbursed in 11	Provide meals allowance	Number of primary	100%

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	primary school by June 2025		schools received meal allowance	
	Sport and games competition facilitated by June 2025	Facilitate UMITASHUMTA competition in primary schools Council, Region and National level	Number of sports competition facilitated and participated	100%
C. Improved Access to Quality and Equitable Social Services Delivery	Self-reliance education provided to 34 primary schools by 2025	Provide education on self-reliance to teachers in order to teach their pupils	Number of primary schools provided with self-reliance education	100@
	Teaching and learning materials increased from 265,364 books to 300,000 books by 2025	Involve stakeholders, parents and other Institutions (TIE)	Teaching and learning materials increased	100%
	Pass rate for STD,IV andSTD VII pupils increased from 84% to 100% by June 2025	Facilitate teaching and learning materials.	Percentages of pass rate in National examinations.	100%
	Increase Enrollment number of pupils from 16365 to 17500 by 2025	Facilitate enrollment for pupils	Number of pupils enrolled	100%
	Moral, ethics, national patriotism and civil education provided to 34 primary schools by 2025.	Facilitate sensitization to primary schools students on moral, ethics, national patriotism and civil education	Number of pupils trained on moral, ethics, national patriotism and civil	100%



Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
			education	
	Conducive teaching and learning environments in 26 primary school improved by 2025	Provide leave, disturbance ,subsistence allowance, moving and Burial expenses	Number of primary department staffs and primary school teachers facilitated	100%
	Adult education programme MEMKWA centers increased from 7 to 20 by 2025	Facilitate enrollment for MEMKWA Provide training	Number of adult education programme MEMKWA increased	100%
	Increase number of distance pupils from 9 pupils to 40 pupils by 2025	Distance pupils	Number of pupils	Not done
D. Increased Quality and Quantity of Socio-Economic Services and Infrastructure	Construction of pit latrines increased from 386 to 687 by 2025	Mobilise community to contribute local material for construction Mobilize financial resource from central government	Number of pit latrines increased	Not done
D. Increased Quality and Quantity of Socio-Economic Services and Infrastructure	Construction of classrooms increased from 239 to 400 by 2025	Mobilise community to contribute local material for construction Mobilize financial resource from central government	Number of classrooms increased	Not done
	Construction of teachers house increased from 62 to 402 by 2025	Mobilise community to contribute local material for construction. Mobilize financial resource from	Number of teachers house increased	Not done

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
		central government		
	Increased number of desks from 4155 to 5099 by 2025	Mobilise community to contribute local for desks Mobilize financial resource from central government	Number of desks increased	Not done
	MUKEJA centers increased from 0 to 15 centers by 2025	Mobilize MKEJA groups Provide Capacity building	Number of MUKEJA centers increased	Not done
	VTC centers increased 2 to 10 Centers by 2025	Mobilize stakeholders to establish VCT centers	VTC centers increased	Not done
	Schools with electricity increased from 16 schools to 33 by 2025	Facilitate installment of electricity to primary schools using capitation grant	Number schools with electricity increased	100 %
Y. Multi-sectoral Nutrition Services Improved	Sensitization preparation and storage quality of food provided to student in 27 primary schools by June 2025	Quality of food	Number of primary schools	100%

#### 4.4.1.6 Result Area 6: Secondary Education

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Services Improved and HIV/AIDS Infection Reduced	Awareness on HIV/AIDS Infection to secondary education staff and teachers provided increased from 182 to 200 by 2025	Support teachers leaving with HIV/AIDS by Sensitized on HIV/AIDS	Number of secondary education staff and teachers provided with awareness on HIV/AIDS Infection increased	100%
B. Effective implementation of National Anti-Corruption Implementation Strategy Enhanced and Sustained	Number of corruption incidence among education staff reduced from 2 to 182 by 2025	Provide education of corruption to all secondary Education staff and teachers	Number of corruption incidence among education staff reduced	100%
C. Improved access quality and equitable Social Services Delivery	Teachers with ICT knowledge increased from 9 to 45 by 2025	Prepare a good training and development programme Facilitate Training to teachers Make follow ups on the capacity building grants from the central government	Number of teachers with ICT knowledge increased	100%
	Teaching and learning materials increased from 2148 books to 4296 books by 2025	Involve stakeholders, parents and other Institutions (TIE)	Teaching and learning materials increased	100%
	Conducive	Provide leave,	Number of	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	teaching and learning environments in 26 primary school improved by 2025	disturbance substance, allowance, moving and Burial expenses	secondary school teachers facilitated	
C. Improved access quality and equitable Social Services Delivery	Moral, ethics, national patriotism and civil education provided to 9 secondary schools by 2025.	Facilitate sensitization to primary schools students on moral, ethics, national patriotism and civil education	Number of students trained on moral, ethics, national patriotism and civil education	100%
	Increase Enrollment number of students from 1267 to 1500 by 2025	Facilitate enrollment for students	Number of students enrolled	100%
	Pass rate for Form II ,IV and VI Students increased from 85% to 100% by June 2025	Facilitate teaching and learning materials.	Percentages of pass rate in National examinations.	100%
	Capitation Grants disbursed in 9 secondary schools by June 2025	Provide Capitation Grants	Number of secondary schools received capitation Grants	100%
	Meal allowance disbursed in 1 secondary school by June 2025	Provide meals allowance	Number of secondary schools received meal allowance	100%
	Sport and games competition facilitated by June 2025	Facilitate UMISETA competition in Secondary schools Council, Region	Number of sports competition facilitated and	100%

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
		and National level	participated	
D. Increased Quality and Quantity of Socio-Economic Services and Infrastructure	Classrooms constructed increased from 129 to 149 by 2025	Mobilize fund Receive fund EP4R for the implementation of development projects.	Number of classrooms constructed increased	100%
	Construction of pit latrines increased from 170 to 210 by 2025	Mobilize community to contribute local material for construction Mobilize financial resource from central government	Number of pit latrines increased	50%
	Construction of teachers houses increased from 60 to 182 by 2025	Mobilize community to contribute local material for construction. Mobilize financial resource from central government	Number of teachers houses increased	Not done
	Number of tables increased from 4296 to 5500 by 2025	Mobilize community to contribute local for desks Mobilize financial resource from central government	Number of tables increased	100%
D. Increased Quality and Quantity of Socio-Economic Services and Infrastructure	Number of chairs increased from 4296 to 5500 by 2025	to contribute local for desks Mobilize financial resource from central government	Number of chairs increased.	100%
	Schools with electricity	Facilitate instalment of	Number schools with electricity	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	increased from 7 schools to 10 by 2025	electricity to secondary schools using capitation grant	increased	
	Administration blocks constructed increased from 4 to 10 increased by 2025	Mobilize fund Involve community in development projects	Number of administrative blocks and offices constructed increased	100%
	Laboratory rooms constructed increased from 9 to 27 by 2025	Mobilize fund Receive fund from EP4R for the implementation of development projects Involve community in development projects	Number of laboratory rooms constructed increased	100%
	Dining halls constructed from increased 1 to 3 by 2025.	Mobilize fund Involve community in development projects	Number of dining halls constructed increased	100%
Y. Multi-sectoral Nutrition Services Improved	Sensitization preparation and storage quality of food provided to student in 12 secondary schools by June 2025	Quality of food	Number of secondary school	100%

#### 4.4.1.6 Result Area 7: Land and Natural Resources

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
D. Quality and Quantity of Socio-Economic Services and infrastructure increased	Formal settlements accessed increased from 25% to 50% by 2025.	Mobilize financial resources Mobilize community to participate on land acquisition	Formal settlements accessed increased	Not done
D. Quality and Quantity of Socio-Economic Services and infrastructure increased	Kondoa Town Council General Detailed Plan Schemes prepared from 0 to 1 by 2025.	Mobilize financial resources Capacitate the community to participate into preparation of general detailed plan schemes	Kondoa Town Council General Detailed Plan Schemes prepared	Not done
	Town planning drawings prepared increased from 20 to 30 by 2025.	Mobilize financial resources Create awareness to the community to participate into preparation of town planning drawings	Town planning drawings prepared increased	Not done
	General Detail Planning Schemes prepared increased from 0 to 1 by 2025.	Mobilize financial resources Create awareness to the community to participate into preparation of Master Plan	General Detail Planning Schemes prepared increased	Not done
C. Access to Quality and Equitable Social Services Delivery Improved	Granted and secured certificates of right of occupancy on Land and properties increased from 3500 to 10,000	Mobilize financial resources Mobilize community to participate in the process of acquiring certificates of the right of occupancy	Granted and secured certificates of right of occupancy on Land and properties increased	Not done

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	by 2025.			
E. Good Governance and Administrative Services Enhanced	Conducive staff working environment increased from 4 to 10 staff as per its establishment by 2025.	Provide incentives and prizes to staff, provide motor Vehicles.	Conducive staff working environment increased	Done 10%
	Employed land sector staff increased from 4 to 10 by 2025.	Provide office, motor vehicles.	Employed land sector staff increased	Not done no



#### 4.4.1.7 Result Area 8: Environment and Cleansing

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Services Improved and HIV/AIDS Infection Reduced	Meeting on HIV/AIDs conducted increased from 0 to 4 meeting by 2025	Create awareness to staff on HIV/AIDs	Number of meeting on HIV/AIDs conducted increased	20%
E. Enhanced Good Governance and Administrative Services	Fund release for collection and disposal of solid waste increased from 2,981,216.00 to 11,924,864.00 by 2025	Prepare budget for collection of solid waste	Fund release for collection and disposal of solid waste increased	50%
	Working environment to 2 cleaning and environment officers improved by 2025	Provide extra duty, per diem allowances, diesel and office consumable	Number of staffs paid	50%
	Awareness on solid waste management increased from 0 to 36 Mtaas by 2025	Create awareness on waste management, campaign on waste management	Number of Mtaas wit awareness on solid waste management	50%
	Preparation of Environmental Profile	Enviromental Profile	Number of Enviromental Profile	50%
	Awareness on land pollution increased from 3 to 8 wards by 2025	Create awareness on land pollution	Number of wards with awareness on land pollution	50%
E. Enhanced Good Governance and Administrative	Number of staff increased from 1 to 3 by 2025	Facilitate increase of staff	Number of Staff	20%

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
Services				
E. Enhanced Good Governance and Administrative Services	Environmental awareness to the community increased from 0 to 36 Mtaas by 2025	Create awareness, Conduct meeting, conduct awareness campaign	Number of Mtaas with awareness on environmental issues	
	Office working tools increased from 0 to 5 by 2025	Increase working tool, Allocate fund,	Number of offices working tools	
H. Sustainable Management of Natural Resources and Environment for the community	Dump for solid waste owned by the council constructed by 2025	Construct a Dump, allocate fund, mobilize financial resources, prepare proposal for dump construction	Number of solid waste dump	
	Environmental and social impact review for development project increased from 5 to 13 projects by 2025	Perform review of development project,	Environmental and social impact review for development project increased	
H. Sustainable Management of Natural Resources and Environment for the community	Solid waste collection equipment increased from 0 to 5 by 2015	Purchase equipment, Allocate fund,	Number of Solid waste collection equipment increased	
	Tree planting for combating climatic change increased from 0 to 6.5 million trees by 2025	Conduct tree planting campaign, Allocate funds, Conduct commemoration, prepare proposal for combating climate change	Number of trees planted	

#### 4.4.1.8 Result Area 9: Community Development Gender and Youth

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS program at work place developed annually from 10% to 60% by 2025.	Create awareness to staff and Allocate fund for combating HIV/AIDS	Number of staff aware with HIV/AIDS,	
	HIV/AIDS capacity building increased from 20% to 70% awareness to councils of people living with HIV AID by 2025	Create awareness to councils of people living with HIV AIDS , resource mobilize,	Number of awareness to councils of people living with HIV AID increased	
	HIV/AIDS capacity building increased from 5 wards to 21 Wards council of people with HIV AIDS by 2025	Create awareness to ward councils of people living with HIV AIDS Mobilize resources	Number of Ward council of people with HIV AIDS	
	Medicine truant of people living with HIV AIDS reduced annually from 20% to 0% by 2025	Create awareness to people with HIV AIDS, mobilize resource	Number people living with HIV AID decreased	
A. Services Improved and HIV/AIDS Infection Reduced	Gender based violence-sensitive sexual reproductive health and HIV/AIDS education enhanced from 5 wards to 8 wards by 2025	Create awareness to people with HIV AIDS, mobilize resource	Number of wards reached increased	
	People living with HIV/AIDS	Create awareness to	Number of streets reached	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	care support improved from 30 streets to 36 streets by 2025	people with HIV/AIDS, mobilize resource	increased	
	Oppressed, stigmatized and discriminated people living with HIV/AIDS is decreased from 40% to 5% in all ward by 2025	Create awareness to people with HIV/AIDS, mobilize resource	Number of Wards reached increased	
	HIV/AIDS Commemoration day attained annually by 2025	Create awareness to people with HIV/AIDS, mobilize resource	Number of Commemoration held	
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Corruption cases investigated and prosecuted increased from 0 to 10 annually by 2025	Create awareness, Fund is allocation	Number of cases found, number of staff	
	Number of corruption incidences reduced annually from 10 to 0 annually by 2025	Create awareness to staff, resource mobilization	Number of corruption incidences reduced	
C. Access to Quality and Equitable Social Services Delivery Improved	Program of management, implementation, monitoring and evaluation facilitated annually from 20 streets to 36 streets by 2025	Commitment, resource mobilization	Program of management, implementation, monitoring and evaluation facilitated	
D. Quality and Quantity of Socio-Economic Services and Infrastructure	Working facilities and infrastructures increased from	Resource mobilization,	Working facilities and infrastructures increased	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
Increased	20% to 80% by 2025.			
	Number of working staffs increased from 20% to 85% by 2025	Recruit staff	Number of working staffs increased	
	Community development planned activities allocated fund and implemented increased from 20% to 80% by 2025	Mobilise community to contribute  Allocate Fund	Community development planned activities allocated fund and implemented increased	
F. Social Welfare, Gender and Community Empowerment Improved	Loan disbursed and refunded for women, youths and people with disabilities increased from 85% to 100% by 2025.	Allocate Fund	Number of Loan disbursed and refunded for women, youths and people with disabilities increased	
	Loan refunded for women, youths and people with disabilities group increased from 85% to 100% by 2025.	Create awareness to women, youths and people with disabilities group  Allocate Fund	Number Loan refunded for women, youths and people with disabilities group increased	
F. Social Welfare, Gender and Community Empowerment Improved	Strengthened elders, child and people with disability services increased from 60% to 100 % by 2025	Create awareness to community, mobilize resource	Number of elders, child and people with disability	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	Incidences of elders and child violated and oppressed reduced from 20% to 0% by 2025	Create awareness community, resource mobilization	Number of Incidences of elders and child violated and oppressed reduced	
	Mobilize and sensitize the community to join the improved community health funds (CHF) from 15% to 40% for total Households by 2025	Create awareness community, resource mobilization	Number of people joined the CHF	
Y. Multi-sectoral Nutrition Services Improved	Nutritional issues and eradication of malnutrition from 20 streets to 36 streets by 2025	Create awareness community, resource mobilization	Number of streets reached increased	

#### 4.4.1.9 Result Area 10: Planning Statistics and Monitoring

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS knowledge at workplace improved by 2025	Sensitize HIV/AIDS knowledge to staff Provide allowance and diet to staffs living with HIV/AIDS.	HIV/AIDS knowledge at workplace improved	45%
B. Effective implementation of the National Anti-Corruption Strategy Enhanced and Sustained	3 staff trained on transparency and accountability by 2025.	Motivate staff , Empower ethics committee	Number of staff motivated	100%
C. Improved access quality and equitable Social Services Delivery	Council plans and Socio-Economic Projects constructed increased from 70 to 100 by 2025	Prepare Annual Plan and Budget  Mobilize financial resource	Number of Council plans and Socio-Economic Projects constructed	Not done
D. Increased Quality and Quantity of Socio-Economic Services and Infrastructure	Socio-economic services and infrastructure constructed increased from 70 to 100 by 2025	Construct Socio-economic infrastructure Involve community in development projects	Number of Socio-economic infrastructures constructed.	Not done
D. Increased Quality and Quantity of Socio-Economic Services and Infrastructure	3 ongoing investment projects accomplished by 2023	Construct Council Stand, Modern Market and Landfill	Council Stand, Modern Market and landfill constructed	Not done
	Investment projects initiated increased from 3 to 5 by 2025	Involve participation of stakeholders in implementation of investment projects	Number of investment projects initiated	100%
	Project proposal prepared	Prepare and submit project	Number of project	100%

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	increased from 5 to 10	proposals to development partners.	proposals prepared increased.	
E. Enhanced Good Governance and Administrative Services	Working environment to 3 planning Department staff improved by 2025	Provide extra duty, per diem allowances, diesel, office equipment, gifts and prizes	Number of staffs paid	30%
	Number of staffs recruited increased from 3 to 8 by 2025	Recruit statistician, Economist and Planning Officer	Number of staff recruited increased	20%
	Number of development projects timely disbursed with fund from central government and donors increased from 0 to 3 by 2025	Communicate to central government and donors timely Reschedule project implementation plan Mobilize fund from other sources Conduct regular follow-up	Number of development projects timely disbursed with fund from central government and donors increased.	100%
	03 staffs supported on leave travel by June 2023	Facilitate leave expenses	Number of staffs supported	40%
G. Improved Emergency, Risks and Disaster Management	Preparedness to management of 20 emergencies administered by 2025	Sensitize the community on emergencies provide relief materials Provide financial support	Number of emergencies administered	50%
H. Sustainable Management of Natural Resources	Supervised and monitored socio-economic	Involve HoD's, stakeholders, Mtaa government,	Supervised and monitored	50%



Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
and Environment for the community	infrastructures increased from 70 to 100 by 2025	community and WDC to Adhere with policies and regulations	socio – economic infrastructures increased	
Y. Multi-sectoral Nutrition Services Improved	Under five Children Nutrition Budget increased from 22,850,000 to 105,000,000 by 2025	Allocate Under five Children Nutrition Budget	Number of Under five Children provided with macro-nutrients	50%

#### 4.4.1.10 Result Area 11: Works

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS knowledge at workplace improved by 2025	Sensitize HIV/AIDS knowledge to staff Provide allowance and diet to staffs living with HIV/AIDS.	HIV/AIDS knowledge at workplace improved	25%
E. Enhanced Good Governance and Administrative Services	Number of work department staff provided building capacity on National Anti-Corruption Implementation Strategy increased from 3 to 6 staffs	Conduct meeting	Number of staff provided building capacity on National Anti-corruption implementation increased	45%
D. Increase Quality and Quantity of Socio-Economic Services and Infrastructure	Building infrastructure supervision increased from 90 to 200 infrastructures	Solicit fund and facilitate supervision	Number of building infrastructure supervised	50%

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	by June 2025			
E. Enhanced Good Governance and Administrative Services	Number of work department staff provided with conducive working environment increased from 3 to 6 employee by June 2025	Provide Conducive working environment, provide fund, provide working equipment, Provide working facilities	Number of staff with conducive working environment increased	25%
	All infrastructures disrupted by disasters rehabilitated by June 2025	Provide financial resource & facilitate supervision	Number of rehabilitated infrastructures disrupted by disasters increased	30%
	Capacity building in managing emergency, risks and disaster at ward level increased from 0 to 8 wards by June 2025	Conduct training on disaster management	Number of wards held capacity building in managing emergency and disaster increased	40%

#### 4.4.1.11 Result Area 12: Trade and Finance

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Operation tools increased from 5 to 10 by 2025.	Allocate fund for purchasing computers and printers	Number of computers, Printers Purchased.	50%
	Staffs trained for LGRCIS , FFARS and MUSE system increased from 5 to 100 by 2025.	Facilitate training.	Number of Staffs trained	45%
	Community	Conduct	Number of	

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	awareness on tax payment enhanced from 60% to 100% by 2025.	seminaries Fund allocation.	Seminar Conducted	
E. Good Governance and Administrative Services Enhanced	Conducive working environment in Finance Departments enhanced by 2025	Conduct training and seminars Fund allocation	Number of staffs trained, fund allocated	40%
	Business knowledge and skills to 2000 micro and small entrepreneurs provided by 2025	Facilitate Training and seminars to entrepreneurs	Number of training and seminars conducted	50%
	60 monthly reports, 20 quarter and 5 annual financial reports prepared and submitted to authorities by 2025	Financial reports submitted Training to finance staffs	Number of reports submitted	50%
	Management commitment in own source collection increased from 65% to 100% by 2025.	Provision of allowance, diesels for Patrols	Number of managements participated; allowance paid.	50%
C. Access to Quality and Equitable Social Services Delivery Improved.	Council Revenue collection from own sources increased from TZs 1,105,452,812.12 to TZs 4,528,358,436.36 by 2025	Introduce new source of revenue. Introduce bylaws for other revenues source.	Amount of revenue collection from own sources increased	50%

#### 4.4.1.13 Result Area 13: Legal

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Services Improved and HIV/AIDS Infection Reduced	2 legal staff capacitated with HIV/AIDS knowledge by June 2023	Conducting Training, Counseling and Encourage HIV testing	Number of staffs Capacitated	50%
B. Effective implementation of the National Anti-Corruption Strategy Enhanced and Sustained	40 Council staff capacitated in combating petty and grand corruptions by June 2025	Conduct Training. Prepare posters and brochures	Number of staffs Capacitated	Not done
C. Improved access, quality and equitable social services delivery	Council solicitors of local government yearly meeting conducted from 1 to 4 by 2025	Attend local Government Solicitor's yearly Meeting	Number of Staffs attended the meeting	50%
	2 legal staffs facilitated for performing addition works by June 2021	Provide Extra duty allowance	Number of staffs performed	Not done
E. Enhanced Good governance and administrative service	2 legal staffs capacitated with education on bylaws review and amendments by June 2025	Provide Tuition fees, travelling allowance, extra duty and attending training	Number of staffs Capacitated	30%
	Rule of law education imparted to 08 Wards by June	Conduct training Ward tribunal member	Number of Ward tribunal members trained	20%

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	2025			
	Court attire increased from 2 to 8 by 2025	Purchase court attire	Number of court attire increased	40%
	Office equipment purchased increased from 0 to 5 by 2025	Purchase Office equipment	Number of equipment purchased	40%
	Tanzania Law reports and JUTAS of 2002 purchased by 2025	Purchase Tanzania Law reports and JUTAS of 2002	Number of Tanzania Law reports and JUTAS of 2002 purchased	Not done

#### 4.4.1.14 Result Area 14: Procurement Management Unit

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Services Improved and HIV/AIDS Infections Reduced	Increased number of procurement staffs trained on HIV prevention from 0 to 5 by 2025	Invite experts to conduct sessions about the HIV/AIDS prevention.	Number of procurement staffs trained on HIV prevention increased	50%
B. Effective implementation of the National Anti-Corruption Strategy Enhanced and Sustained	Increased number of procurement staff trained about anticorruption from 0 to 5 by 2025	Conduct training on anti-corruption.  Use of signboards	Number of procurement staff trained about anticorruption increased.	50%
	Increases number of PMU staff capacitated in combating	Conduct training on anti-corruption.  Develop spirit to	Increased number of PMU staff capacitated in combating petty and grand	505

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	petty and grand corruption from 0 to 5 by 2025	hate Corruption	corruption	
E. Enhanced Good Governance and Administrative Services	Increased number of PMU staff with Conducive working environment from 0 to 5 by 2025	Provide Good working environment.  Provide statutory benefits and overhead cost Support office utilities, working gears and office utilities	Number of PMU staff with Conducive working environment increased	40%
	Increased number of procurement stuff provided training on Government procurement procedures, rule and regulations increased from 0 to 5 by 2025.	Provide training in any issues concern with procurement laws and regulations.	Number of procurement stuff trained	30%

#### 4.4.1.15 Result Area 15: Internal Audit

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
D. Increase Quality and Quantity of Socio-Economic Services and Infrastructure	Equipment increased from 2 to 8 by 2025	Allocation of fund for buying equipment	Number of equipment increased	30%

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
D. Increased Quality and Quantity of Socio-Economic Services and Infrastructure	Staffs trained increased from 1 to 5 by 2025	Allocation of fund for attending different system training.	Number of staff trained	50%
E. Enhanced Good Governance and Administrative Services	Staff increased from 1 to 5 by 2025	Solicit recruitment permit of staffs	Number of staffs recruited	30%
	Working environment to 1 Internal Audit Department staff improved by 2025	Retool department motor vehicle	Working environment improved	20%

#### 4.4.1.16 Result Area 16: Information, Communication Technology and Public Relation

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
E. Enhanced Good Governance and Administrative Services	Number of staff recruited increased from 2 to 4 by June 2025	Prepare budget	Number of staff recruited increased	
D. Increased Quality and Quantity of socio-economic services and infrastructure	Working tools increased from 2 to 10 by 2025	Prepare budget	Working tools increased	100%
	Number of the Staff having knowledge on information technology increased from 221 to 250 by 2025	Involve staff Prepare budget	Number of the Staff having knowledge on information technology increased	Not done

#### 4.4.1.17 Result Area 17: Beekeeping

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Service improved and HIV/AIDS infections reduced	Unit awareness on HIV/AIDS created to 2 Staffs by 2025	Conducting of meeting for HIV precaution, Counseling and Encourage HIV testing	Unit HIV/AIDS awareness facilitated.	
C. Improved access, quality and equitable social services delivery	Number of fields working gears increased from 0 to 2 by 2025	Write project proposals Mobilize fund involving the community Mobilize Financial resources	Number of fields working gears and fund	Not done
	Number of Beekeeping Staff increased from 0 to 2 by 2025	Recruit new Staffs Outsource Staffs	Number of Beekeeping Staffs	Not done
	Fund allocation to beekeeping Unit increased from Tsh 3,000,000 to Tsh 12,000,000 annually by June 2025	Budget improvement and revenue collection by Promotion of value addition and Bee product market	Fund allocation increased	Not done
E. Enhanced Good Governance and Administrative Services	Working condition to 2 Beekeeping Unit staffs improved by 2025	Provide extra duty, per diem allowances, diesel, office equipment, gifts and prizes, leave and burial	Number of staffs paid	Not done



Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
		expenses		
H. Sustainable Management of Natural Resources and Environment for the community	Bush fire incidence reduced from 10% to 0% by June 2025	Sensitize community Educate early burning Apply fire break in Bee farm	Bush fire incidence reduced.	Not done
H.Sustainable Management of Natural Resources and Environment for the community	Uncontrolled deforestation incidence decreased from 70% to 0% by 2025	Discourage shifting cultivation Sensitize community to improved agriculture practice Introduce tree planting scheme Improvement of Beekeeping groups Facilitation use of modern beehives	Deforestation incidence decreased	Not done
	Bee produce increased from 2500 kg to 5000 kg by 2025.	Link bee farmers with potential buyers Engage bee farmers on production of standard bee products -Train standard means of processing and packaging of bee product	Kg of honey and other Bee production increased.	Not done
	Modern bee hives increased from 200 to	Educate bee farmers on the importance of	Number of modern beehives increased	Not done

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
	500 bee hives by June 2025	modern hives Write proposal for financial support		

#### 4.4.1.18 Result Area 18: Election Unit

Strategic Objectives	Targets	Strategies	Performance Indicators	Implementation
A. Services Improved and HIV/AIDS Infection Reduced	1 staff capacitated on HIV/AIDS infection by June 2025	Train staff	Number of staffs Capacitated	Not done
B. Effective implementation of the National Anti-Corruption Strategy Enhanced and Sustained	1 staff capacitated on combating petty corruptions by June 2025	Train staff	Number of staffs trained	Not done
E. Enhanced Good Governance and Administrative Services	Free and fair election at 36 Mtaa in the Council conducted by 2025	Sensitize community to participate election process	Number of Elections conducted	100%
	Working environment to 1 Election Department staff improved by 2025	Provide extra duty, per diem allowances and office equipment	Number of staffs paid	54%
	Civic education provided to 36 Mtaas by 2025	Set budget	Number of Mtaas provided Civic education	12%

## CHAPTER FIVE

### PLAN IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORK, INTERNAL AND EXTERNAL REPORTING PLAN

#### 5.1 Plan Implementation

The Town Director (TD), who is the Chief Executive Officer of the Council, is the custodian and accountable for the implementation of Kondoa Town Council strategic plan 2020/2021 - 2025/2026. TD will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. Moreover, with the support of the management, shall regularly report to the full council with regards to the strategic plan implementation and its overall performance.

For the successful coordination of all Result Areas, the Planning Statistics and Monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of this strategic plan. Thus, the respective Departments and Sections with a helping hand from the key stakeholders from within and outside the Council shall be responsible for the day to day operation of the Strategic Plan activities that shall derived from respective targets and included in the Medium Term Expenditure Framework for annual costing and implementation.

#### 5.2 Plan Monitoring

Monitoring for Kondoa Town Council's strategic plan shall provide essential feedback mechanisms within the adaptive management framework to keep the plan dynamic and responsive to changing conditions. Monitoring shall provide the public and partners with information on the progress and results of the strategic plan implementation. Monitoring of this strategic plan will include both simple observation of the results of planned activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan. 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 Kondoa Town Council Community including the Council Management Team and the Council's Full Council. Presentations shall be made to make sure that table 54 shall guide the format of the progress reports.

**Table 61: Framework for quarterly progress report**

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

In order to assess the plan performance, three types of evaluations are recommended; there shall be on-going evaluation that shall be taking place throughout the life span of this strategic plan at specified period preferably on annual basis. At this stage it is recommended that the evaluation exercises are conducted at the end of the financial year. There shall be also Midterm review as an interim evaluation that shall be conducted after two and half years to be carried out by internal evaluators. The Midterm review shall draw lessons from the previous annual implementation period and in the process generate information that can be utilized in the subsequent period of plan implementation. This evaluation will focus at the Matching activity funding with plan implementation, evaluation and review. The third type of evaluation to be carried is terminal evaluation that shall be carried out at the end of the plan period to determine achievements, failure and constraints. This is preferably done by using external evaluators with the assistance from internal evaluators. Here detailed assessment of each plan components will be done. Both the quarterly ones, annually and midterm reports shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan.

Specifically, the evaluation of the Kondoa Town Council Strategic Plan (2020/2021 - 2025/2026) 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 Council Objectives Mission and Vision

During evaluation, performance indicators or evidence that shows the extent of the strategic plan implementation progress shall be used. These will be a base to determine success or failure of the plan. Moreover, these will help in collecting useful data and in search for required evaluation tools and information sources. Performance indicators as a

unit of success will be both quantitative (Number of people served with a particular service and number of services delivered) and qualitative such as positive or negative feedback, problems, complaints, and comments.

#### 5.4 Plan Review

Plan review is carried out in order to remain focused in realizing the 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, Mid-term review after two and half years and a major Plan review after five years.

**Table 62: A Review Plan**

S/No.	Years	Planned Review	Time Frame	Responsible
1.	Year2: 2021/22	Annual Performance review	May,2020	Head of department responsible for Planning, Monitoring and Statistics
2.	Year3: 2022/23	Annual Performance Review	May,2021	
3.	Year4: 2023/24	Mid-term review	March,2022	
4.	Year4: 2024/25	Annual Performance Review	May,2023	
5.	Year4: 2025/26	Final KTC Outcome Review	May,2024	

#### 5.5 Internal Reporting Plan

There shall be internal reporting plan to control the periodic internal reporting system during plan implementation period. In this case there shall be six internal reports disseminated to a range of committees; these reports include: Council Procurement Report provided quarterly, Council Audit Report provided quarterly, Council workers report provided bi annual, Council Fraud and Risk Management Reports provided quarterly, Council Progress Reports provided monthly, Council finance and administration Report provided monthly.

**Table 63: Internal Reporting Plan**

S/No.	Types of Report	Recipient	Frequency	Responsible Person
1.	Council Progress Reports	Management Team, Council standing Committee & full Council	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
2.	Council Audit Report	Audit Committee,	Quarterly	Head of section responsible for Internal Audit
3.	Council workers report	Workers Board Meeting	Biannual	Head of department responsible for Human Resource and Administration
4.	Council Fraud and Risk Management Reports	Council Management, Finance Committee	Quarterly	Head of department responsible for Planning, Monitoring

				and Statistics
5.	Council Finance and administration Report	Finance and administration Committee	Monthly	Head of department responsible for Finance
6.	Council Procurement Report	Finance and administration Committee	Monthly	Head of Section Responsible for Procurement

### 5.6 External Reporting Plan

The external control of the plan shall involve the external reporting system in which various reports shall be presented to heterogeneous respective authorities. There shall be 7 external reports provided to external organs; these include: The Council CCM Manifesto Implementation Report submitted to the Council Commissioner Officer, Regional Administrative secretary and to the Ministry Responsible for Local Government. The Council Performance and Progress Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Annual Audited Financial Statements submitted to Regional Administrative Secretary, Ministry Responsible for Local Government and the Controller and Auditor General. The Council Fraud and Risk Management Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Council Audit Report submitted to the Regional Administrative secretary and Ministry of Finance, the Council Procurement Report submitted to Regional Administrative secretary and Public Procurement Regulatory Authority. And the Council Sector Progress Report submitted to Regional Administrative secretary and Ministry responsible for each sector.

**Table 64: External Reporting Plan**

S/No.	Type of Report	Recipient	Frequency	Responsible Person
1.	Council CCM Manifesto Implementation Report	Council Commissioner Officer, Regional Administrative secretary and Ministry Responsible for Local Government	Bi annual	Head of department responsible for Planning, Monitoring and Statistics
2.	Council Performance and Progress Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
3.	Annual Audited Financial Statements	Regional Administrative secretary and Ministry Responsible for Local Government ,CAG	Annually	Head of department responsible for Finance
4.	Council Fraud and Risk Management Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
5.	Council Audit Report	Regional Administrative secretary and Ministry of Finance	Quarterly	Head of Internal Unity Section
6.	Council Procurement Report	Regional Administrative secretary and Public Procurement Regulatory	Quarterly	Head of Section Responsible for Procurement

		Authority		
7.	Council Sector Progress Report	Regional Administrative secretary and Ministry responsible for each sector	Quarterly	HoD/Section responsible for each Sector

## CHAPTER SIX

### RESULT FRAMEWORK

#### 6.1 Preamble

Execution of the Kondo Town Council Strategic Plan shall result to a measurable and describable change arising from cause and effect relationship of the implemented development projects. The execution of this plan shall crop up with short-term results or outputs; medium-term results or outcomes; and Longer-term results or impact which is linked together into what is referred to as a results chain. The result chain of this plan is presented in a result framework matrix below.

**Table 65: Result Framework Matrix**

Result Area 1: Agriculture, Irrigation and Cooperative						
Outcome	Indicative Framework	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Services Improved and HIV/AIDS Infection Reduced	Staffs living with HIV/AIDS supported	0	4	Quarterly report	THRO	24,000,000.00
National Anti-Corruption Implementation Strategy Enhanced and Sustained	Corruption cases in AMCOS and SACCOS reduced	10	0	Annual report	PCCB	10,000,000.00
Access to Quality and Equitable Social Services Delivery Improved	Transport facilities increased	0	16	Quarterly report	TD/TAICO	80,000,000.00
	increased availability of agriculture inputs	0	50	Quarterly report	TAICO	
	Number of agricultural machineries increased	0	10	Annual report	TD	500,000,000.00

Result Area 1: Agriculture, Irrigation and Cooperative						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	Prevalence of agriculture pest and diseases outbreak reduced	20	10	Annual report	TAICO	5,000,000.00
Access to Quality and Equitable Social Services Delivery Improved	Production of agriculture crops increased	282930	353663	Annual report	TAICO	75,600,000.00
	Farmers and agriculture stakeholders database improved	70	90	Annual report	TAICO	15,000,000.00
	Good agronomic practices improved	65	80	Quarterly report	TAICO	25,000,000.00
	Number of strategic crops sold under Warehouse receipt system increased	0	4	Annual report	TAICO	120,000,000.00
	Number of AMCOS and SACCOS linked to financial institution increased	0	4	Annual report	TAICO/TCO	15,000,000.00
	Number of SACCOS members increased	3008	7800	Annual report	TAICO/TCO	15,000,000.00
	Management Information System in AMCOS and SACCOS increased	1	4	Annual report	TAICO/TCO	25,000,000.00
	Number of	2	4	Annual	TAICO/TCO	20,000,000.00



Result Area 1: Agriculture, Irrigation and Cooperative						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	AMCOS and SACCOS imparted knowledge on cooperative management increased			report Quarterly report,		
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Irrigation scheme improved	0	2	Annual report	TAICO/NIRC	1,500,000,000
	Number of processing machine increased	67	154	Annual report	TD	500,000,000.00
Good Governance and Administrative Services Enhanced	Working environment for agriculture, irrigation and Cooperative staffs improved	50	75	Annual report	TD/TAICO	48,700,000.00
	Agriculture extension staffs increased	17	52	Annual report Quarterly report,	PSRS	40,900,000.00

Result Area 2: Administration and Human Resource						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Good governance and Administrative Services enhanced	Number of Workers' Council Meeting held increased	6	10	Council Quarterly progressive Reports Workers' Council. Meeting Minutes	TD Kondoa TC Workers Associations	75,000,000.00
Good governance and	Statutory Council	375	375	Full Council meeting	TD Kondoa	1,703,958,000

<b>Result Area 2: Administration and Human Resource</b>						
<b>Outcome</b>	<b>Indicative Frame work</b>	<b>Key Progress Indicator: Baseline (B) and Target (T)</b>		<b>Means of Verification</b>	<b>Major Partnership Framework</b>	<b>Indicative Resource (TZs)</b>
		<b>Baseline Value</b>	<b>Target Value</b>			
Administrative Services enhanced	Committee meetings held			Quarterly minutes Council Committee meeting Quarterly Minutes		
Good governance and Administrative Services enhanced	Statutory Contributions paid.	20	20	Council Quarterly, progressive Reports Council Financial Reports, Cash books	TD Kondoa	40,000,000
Good governance and Administrative Services enhanced	Conducive working environment improved	25%	60%	OPRAS, Council Quarterly progressive, Reports Council, Financial Reports	TD Kondoa	2,600,000,00
Good governance and Administrative Services enhanced	Number of public servants increased	866	1410	Payroll reports, Seniority list reports, Council Quarterly progressive Reports, Council Employment Board meeting minutes, Council Finance Committee meeting Minutes	TD Kondoa President Office, Public Service Management and Good Governance (PO PSMGG) President Office, Regional Administration and Local Government (P.O – RALG) Public Service Recruitment Secretariat (PSRS)	30,000,000

Result Area 2: Administration and Human Resource						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Good governance and Administrative Services enhanced	Number of trained public servants increased	90	130	OPRAS Seniority list reports,  Council Quarterly progressive Reports;  Council Finance Committee meeting Minutes	TD Kondoa President Office, Public Service Management and Good Governance (PO PSMGG) President Office, Regional Administration and Local Government (P.O – RALG) Public Service Recruitment Secretariat (PSRS)	50,000,000
Good governance and Administrative Services enhanced	Number of public servants promotions increased.	16	80	Payroll reports Seniority list reports Council Quarterly progressive Reports Council Employment Board Meeting Minutes; Council Finance Committee meeting Minutes Approved PE budget reports	TD Kondoa President Office, Public Service Management and Good Governance (PO PSMGG)  President Office, Regional Administration and Local Government (P.O – RALG)	6,200,000,000
Good governance and Administrative Services	Percent of Ceremonial Services improved	95%	100%	Uhuru torch Regional visit review report Mei Mosi	TD Kondoa	150,000,000

Result Area 2: Administration and Human Resource						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
enhanced				event review reports Council Quarterly progressive Reports Council Finance Committee meeting Minutes		
Good governance and Administrative Services enhanced	Number of reward for best staff performance increased	5	30	Mei Mosi event review reports OPRAS Council Finance Committee meeting Minutes	TD Kondoa	30,000,000
Good governance and Administrative Services enhanced	Percent of Statutory allowances paid to Councilors improved	90%	100%	Council Quarterly progressive Reports; Council Finance Committee meeting Minutes	TD Kondoa	650,000,000
Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS infection reduced	2.5	1.9	Health Board meeting reports HIV/AIDS Workshop reports	THRO TCDO DACC Boresha Afya US AIDS	50,000,000
Services Improved and HIV/AIDS Infection Reduced	20 Quarterly CMAC Committee Meeting held by June 2025	20	20	Health Board meeting reports Quarterly CMAC Committee Meeting minutes	THRO DACC TCDO US AIDS	40,400,000
Services	Number of	40%	100%	Health Board	THRO	320,000,000

Result Area 2: Administration and Human Resource						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Improved and HIV/AIDS Infection Reduced	special diet provision increased			meeting reports Quarterly CMAC Committee Meeting minutes	Boresha Afya US AIDS	

Result Area 3: Livestock and Fisheries Development						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS awareness created to livestock and fisheries extension staff	11	11	Council HIV/AIDS profile report	TD, DACC,TMO,CHAC, TLFsDO, extension staff	5,000,000
National Anti-Corruption Implementation Strategy Enhanced and Sustained	National Anti-corruption implementation strategy implemented	11	11	PCCB Quarterly report	PCCB, TD, TLFsDO	4,000,000
Quality and Quantity of Socio-Economic Services and Infrastructure increased	Working tools increased	8	11	Procurement Progress report	TD, PMU, TLF DO	24,000,000
	Fish production in artificial ponds increased	29.5kg	102.5kg	Quarterly livestock and fisheries Progress report	TD, TLF DO, Community	7,500,000
	Fish production in natural fish ponds increased	0 kg	100kg	Quarterly livestock and fisheries Progress report	TD, TLFDO, Community	6,000,000
	Fish productivity in artificial and natural fish	8	4	Quarterly livestock and fisheries Progress	TD, TLFDOs, DO, Community	6,000,000

Result Area 3: Livestock and Fisheries Development						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	ponds increased			report		
Quality and Quantity of Socio-Economic Services and Infrastructure increased	Conflicts between livestock keepers and farmers reduced	6	0	Livestock and fisheries quarterly report	TD, TLFDO, VEOs,WEOs, Farmers, Livestock keepers	10,000,000
	Milk production from dairy cattle increased	24840	124200	Livestock and fisheries quarterly report	TD, TLFDO, Dairy cattle farmers	20,000,000
	Milk productivity from dairy cattle increased	5	18	Livestock and fisheries quarterly report	TD, TLFDO, Dairy cattle farmers,	20,000,000
	Established improved primary livestock auction market increased	0	2	Livestock and fisheries quarterly report	TD, VEOs,WEOs,	45,000,000
	Establishment of registry on quantity of fish fished from fishing activities increased	0	1	Livestock and fisheries quarterly report	TD, DLFsDO, FISHERS	2,500,000
	Funds released to implement livestock projects increased	5%	100%	Financial progress quarterly reports	TD, TLFDO, DONOR	50,000,000
	Extension staff increased	11	44	Human resource Progress reports	TD, TLFDO, Human resources, Public service recruitment secretariat	1,000,000,000
	Knowledge to fish farmers on fish farming practice increased	41	315	Livestock and fisheries quarterly report	TD, Fish Farmers, TLFDO	10,000,000
	Cooperative unions of livestock	1	5	Livestock and fisheries quarterly	TD, TLFDO, Livestock keepers, Fish	10,000,000

Result Area 3: Livestock and Fisheries Development						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Quality and Quantity of Socio-Economic Services and Infrastructure increased	keepers and fish farmers established			report	farmers, Cooperative Officer.	
	Improved pasture for livestock increased	0	5	Livestock and fisheries quarterly report	TD, DLFsDO, Mlanga farm, Livestock farmers	5,000,000
	Livestock infrastructures working increased	8	14	Livestock and fisheries quarterly report	TD, TLFDO, PMU, Suppliers	40,000,000
	Industries for processing livestock extremities such as hair, horns and hooves increased	0	1	Livestock and fisheries quarterly report	TD, TLFDO, DONORS, TNRLO,	200,000,000
	Established title deeds for cattle dips areas in the Council increased	0	6	Livestock and fisheries quarterly report	TD, TLFDO, TNRLO,	48,000,000
	Number of cattle identified for traceability increased	11,778	51,476	Livestock and fisheries quarterly report	TD, TLFDO, Livestock keepers.	75,000,000
	Number of improved poultry breeds in the Council increased	10,256	50,000	Livestock and fisheries quarterly report	TD, TLFDO, Community,	25,000,000
Good Governance and Administrative Services Enhanced	Conducive working environment to extension staffs increased	30%	100%	Livestock and fisheries quarterly report	TD, TLFDO,	30,000,000
Emergency and Disaster Management Improved	Knowledge to livestock keepers on treatment and vaccination of livestock against	20%	60%	Livestock and fisheries quarterly report	TD, TLFDO, Livestock keepers,	25,000,000

Result Area 3: Livestock and Fisheries Development						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	diseases increased					
	Rate of migration of livestock keepers with their livestock in the Council from other areas reduced	20%	0%	Livestock and fisheries quarterly report	TD, TLFDO, Livestock keepers, Community	15,000,000

Result Area 4: Health						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Access to Quality and Equitable Social Services Delivery Improved	Shortage of medicines, medical equipment and diagnostic supplies reduced	50%	100%	Annual progress report	MSD, Prime vendor and Health Care facilities in charges	5,204,457,535
Access to Quality and Equitable Social Services Delivery Improved	Prevalence rate of malaria case reduced	50%	15%	Malaria Dashboard Report	Malaria FP, USAID-Boresha Afya	4,935,000,000
	Infant mortality rate reduced From	16/1000	0/1000	Annual RCH Reports	RCH co, Marie stopes, PSI, USAID-Boresha Afya and Community	417,341,081
	TB case detection rate Increased	63%	80%	Quarterly TB Evaluation reports	TB FP, Community, Global Fund project	40,000,000
	Maternal mortality rate Reduced	3%	0%	Annual RCH Reports	RCH co, USAID-Boresha Afya, PSI,	417,341,081



Result Area 4: Health						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
					Marie stopes & Community	
	Number of Facilities with CEMONC services INCREASED	3	14	Annual health reports	DMO, Council Engineer	12,200,000,000
	Prevalence rate of Oral diseases among OPD cases reduced	0.8%	0.2%	Annual Health report, Malaria Dashboard	Malaria FP FP, USAID-Boresha Afya	12,800,000
	Prevalence rate of Eye diseases among OPD cases reduced	5%	1%	Annual Health Reports	DMO, Community	14,000,000
	Prevalence of diabetes disease among OPD cases reduced	3%	0.5%	Annual Health Plan	DMO, Community	11,320,000
	Prevalence of diabetes disease among OPD cases reduced	5%	2%	Annual Health Plan	DMO, Community	18,000,000
Multi-sectorial nutrition services improved	Increased availability of nutrition commodities in Health facilities	30%	80%	Annual Nutrition Reports	Nutrition FP, Community	11,869,660
	Increased proportion of Councils implementing the minimum budget allocation to nutrition	80%	100%	Annual Nutrition Reports	DMO, DAICO, DLFs DO, CDO	35,609,000
Multi-sectorial nutrition services improved	Functioned Multisectoral nutrition coordination steering committees meetings on quarterly basis	4	4	Annual Nutrition Reports	Health department	8,000,000
	Increased	95%	100%	Annual	Health	12,670,000

Result Area 4: Health						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	percentage of children receiving vitamin A supplementation and deworming			Nutrition Reports	department	
	Reduced prevalence of stunting among children aged 6 - 23 months	33.5%	28%	Annual Nutrition Reports	Health department	
	Reduced prevalence of wasting among under five	3.6	1.6	Annual Nutrition Reports	Health department	34,000,000
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Health care waste management improved at facility	60%	90%	Annual Environmental and Sanitation Report	DHO, Health Facilities In charges	128,000,000
	Coverage of dispensary infrastructure increased	46	66	Annual Health Report	Council Medical Officer	45,980,000
	Coverage of Health Centre infrastructure increased	7	14	Annual Health Report	Council Medical Officer	120,812,000
	Coverage of Improved Toilets in Household Improved	57.49%	100%	Annual Sanitation Report	DHO	23,000,000
Service improved and HIV infection reduced	New HIV infections reduced	2.8%	0.1%	Council HIV/AIDs Profile	DACC/CHAC, Community, USAID-Boresha Afya, TACAIDs	418,000,000
Social Welfare, Gender and Community Empowerment Improved	Increase access to Social welfare and protection services to vulnerable groups	53%	80%	Annual Social welfare Services report	Court, police force, Social welfare officers & Community	23,000,000
	Care, support and	60%	80%	Annual Social	Court, police	

Result Area 4: Health						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	protection to elderly people increased			welfare Services report	force, Social welfare officers & Community	
	Number of children in conflict and contacts with the law reduced	40%	10%	Annual Social welfare Services report	Court, police force, Social welfare officers & Community	15,000,000
	Increased enrollment in ICHF	11.2%	80%	Annual Health report	Community, Council medical officer	28,000,000
	Economic status to MVCs households improved	82	90	Annual Social welfare Services report	Court, police force, Social welfare officers & Community	34,000,000
	Psycho social support to people with disabilities improved	32%	50%	Annual Social welfare Report	Court, police force, Social welfare officers & Community	50,000,000
	Rate of patients with complication associated with traditional medicine and alternative healing practice reduced	40%	30%	Annual Social welfare Report	Court, police force, Social welfare officers & Community	14,000,000
Good Governance and Administrative Services Enhanced	Increased availability of skilled and mixed human resource for health	27.5 %	80%	Human resource for Health System	Public services recruitment secretariat	760,000,000
	Shortage of transport facilities	80%	100%	Annual Report	Transport Officer	40,000,000
	Increased of ICT infrastructure (GOT-Homis)	4%	50%	Annual Health reports	Council ICTo	48,000,000
	Organization structure and institutional Management at all	68	80	Annual Health Reports	DMO	10,000,000

Result Area 4: Health						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	level strengthened					
Emergency and Disaster Management Improved	Capacity on management of emergency/disaster preparedness and response strengthened	40%	80%	Annual Health Reports	Council Medical Officer	30,000,000

Result Area 5: Primary Education						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS infection reduced	5	0	Primary school education progressive report on HIV/AIDS	TPEO,TMO	500,000.00
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Construction of pit latrines increased	386	687	Progressive report of availability of pit latrines	Mobilise fund Collaborate fund with donors SWASH	424,600,000.00
	Construction of classrooms increased	239	400	Progressive report, availability of classrooms	Mobilise fund Collaborate fund with donors EP4R	4,780,000,000
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Construction of teacher's house increased	62	402	Progressive report, availability of teachers houses	Mobilise fund Collaborate fund with donors EP4R	180,000,000.00
	Increased number of	4,155	5099	Progressive report on	Mobilise fund Collaborate	207,750,000.00

Result Area 5: Primary Education						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	desks			availability of desks	fund with donors EP4R	
	Schools with electricity	16	33	Progressive report on availability of electricity	TD, TPEO and Teachers,	12,000,000.00
Access to Quality and Equitable Social Services Delivery Improved	Teachers with ICT knowledge increased	372	400	Progressive report availability of ICT knowledge	TD, TPEO	1,545,000.00
	MUKEJA centers increased	0	15	Progressive report availability of electricity	TD, TPEO, Teachers, Parents, Pupils	3,445,000.00
	Adult education programme MEMKWA centers increased	7	20	Progressive report of MEMKWA Centers	TD, TPEO, Teachers, Parents, Pupils	1,345,000.00
	VTC centers increased	2	10	Progressive report of VTC Center	TD, TPEO, Teachers, Stakeholders	1,148,000.00
	Teaching and learning materials	265,364	300,000	Progressive report of teaching materials	TIE, TD, TPEO	847,798,000.00
National Anti-Corruption Implementation Strategy Enhanced and Sustained	Number of corruption incidence among education staff reduced	2	0	Progressive report of corruption implementation	PCCB, TPEO Teachers, Pupils	3,545,000.00

Result Area 6: Secondary Education						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Services Improved and	Awareness on HIV/AIDS	182	200	Secondary schools'	TD, TSEO	2,000,000

Result Area 6: Secondary Education						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
HIV/AIDS Infection Reduced	Infection to secondary education staff and teachers provided increased			education progressive report on HIV/AIDS		
National Anti-Corruption Implementation Strategy Enhanced and Sustained	Number of corruption incidence among education staff reduced	2	182	Progressive report of corruption implementation	PCCB, TSEO Teachers,	1,000,000
Access to Quality and Equitable Social Services Delivery Improved	Teachers with ICT knowledge increased	9	45	Secondary education succession plan and staff training reports	TD, TSEO, CENTRAL GOVERNMENT	4,000,000
	Teaching and learning materials increased	2140	4296	Report on Teaching and learning materials purchased	TD, TSEO	7,500,000
	Parents with negative attitude towards free education decreased	80%	100%	Monthly secondary education progress report	TD, TSEO, COMMUNITY, Teachers	1,000,000
	Moral, ethics, national patriotism and civil education provided	2	9	Monthly secondary education progress report	TD, TSEO, Students	1,000,000
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Classrooms constructed increased	129	149	Council Quarterly and Annually development implementation report.	EP4R, TD, TE, TSEO, TPLO	400,000,000
	Construction of pit latrines	170	210	Council Quarterly and Annually development implementation report.	TD, TSEO, TE, TPLO	44,000,000

Result Area 6: Secondary Education						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	Construction of teachers houses increased	60	182	Council Quarterly and Annually development implementation report	EP4R, TD, TE, TSEO, TPLO	4,880,000,000
	Number of tables Increased	4296	5500	Council Quarterly and Annually development implementation report	EP4R, TD, TE, TSEO, TPLO	120,400,000
	Number of chairs increased	4296	5500	Council Quarterly and Annually development implementation report	EP4R, TD, TE, TSEO, TPLO	120,400,000
	Schools with electricity increased	7	10	Council Quarterly and Annually development implementation report	EP4R, TD, TE, TSEO, TPLO, TANESCO	3,000,000
	Administration blocks constructed increased from 8 to 23 and 99 offices constructed increased by 2025	4	10	Council Quarterly and Annually development implementation report	TEA, EP4R	300,000,000
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Laboratory rooms constructed increased	9	27	Council Quarterly and Annually development implementation report	Central Government, TD, TPLO, TE, TSEO	1,080,000,000.
	Dining halls constructed increased	1	3	Council Quarterly and Annually development implementation report	EP4R, Central Government, TD, TPLO, TE, TSEO	300,000,000

Result Area 7: Land and Natural Resources						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Formal settlements accessed increased	20%	80%	Survey (Cadastral) Maps and Part CCM Ruling Part Manifesto Progressive reports	community, ward leaders, town planner, land surveyor and land officers	
	Kondoa Town Council General Detailed Plan Schemes prepared	1	1	General Detailed Plan Schemes of Kondoa Town Council reports.	Community, Town planner, land surveyor and land officers, ward leaders.	
	Town planning drawing prepared increased	20	30	Town Planning Drawings brief reports and town planning maps.	Community, Town planner, land surveyor and land officers, ward leaders.	
Access to Quality and Equitable Social Services Delivery Improved	Granted and secured certificates of right of occupancy on land and properties increased	200	1000	Quarterly and annual reports from council and CCM Manifesto of prepared and issued certificates right of occupancy to the community.	community, town planning officer, land surveyor, Regional Town Planning Officer, Assistance Regional Land Commissioner,	

Result Area 8: Environment and Cleansing						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Services Improved and	Meeting on HIV/AIDs	0	4	Council HIV/AIDs	TMO, TEMO, TCDO, TD,	500,000



Result Area 8: Environment and Cleansing						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
HIV/AIDS Infection Reduced	Conducted			Profile	CHAC,DACC,Communities,THRO	
Good Governance and Administrative Services Enhanced	Fund released for collection and disposal of solid waste increased	2981216	11924864	Planning progress report, Budgeting report	TPLO,TEMO,	5,000,000
	Motor vehicle for solid wastes transportation purchased	0	1	Procurement Annual report,	HPMU, TEMO, NEMC	80,000,000
	Awareness on solid waste management increased	0	36	Environment Sector Quarterly Report	TEMO, Communities	5,000,000
	Law enforcement facilitated	3	8	Environment Sector Quarterly Report	TEMO, LO, WEOs, MEOs	5,000,000
	Land pollution reduced	3	8	Environment Sector Quarterly Report	TEMO, WEOs, MEOs, Communities	5,000,000
	Number of staff increased	1	3	Human resource Annual report	THRO, TAMISEMI,	6,500,000
	Environmental awareness to the community increased	0	36	Environment Sector quarterly report	TEMO, WEOs, MEOs, Communities	2,500,000
	Office working tools Increased	0	5	Procurement Annual Inventory report	HPMU, TEMO	10,000,000
Management of Natural Resources and Environment Enhanced and	Dump for solid waste owned	0	1	Environment Sector Annual report	TE, TEMO, Donor	80,000,000
	Environmental and social	5	13	Environment Sector	TEMO,TPLO	2,000,000

Result Area 8: Environment and Cleansing						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Sustained	impact review for development project performed			quarterly report		
	Solid waste collection centers increased	0	5	Environment Sector Annual report	TE, TEMO	5,000,000
	solid waste collection equipments increased	0	5	Procumbent Annual Inventory report	PMU, TEMO	4,000,000
	Tree planting for combating climatic change increased	0	6,500,000	Environment Sector quarterly report	TEMO, TFS, DFO, WEOs, MEOs, WWF Communities	10,000,000

Result Area 9: Community Development Gender and Youth						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS program at work place developed	10%	60%	Council HIV/AIDS Profile	TMO, TCDO, TD, CHAC, DACC, Communities,	600,000
	HIV/AIDS capacity building increased	20%	70%	Council Community development department implementation report	THRO	500,000
Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS capacity building increased	5	21	Council Community development department implementation report	Communities, THRO, TCDO CDO staff, PCCB	300,000
	Medicine truant	20	0	Council	Communities,	300,000

Result Area 9: Community Development Gender and Youth						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	of people living with HIV AIDS is reduced			Community development department implementation report	THRO, TCDO CDO staff, PCCB	
	Gender based violence-sensitive sexual reproductive health and HIV/AIDS education enhanced	5	8	Council Community development department implementation report	Communities, THRO, TCDO CDO staff, PCCB	400,000
	People living with HIV/AIDS care support improved	30	36	Council Community development department implementation report	Communities, THRO, TCDO CDO staff, PCCB	500,000
	Oppressed, stigmatized and discriminated people living with HIV AIDS is decreased	40	5	Council Community development department implementation report	Communities, THRO, TCDO CDO staff, PCCB	600,000
	HIV/AIDS Commemoration day attained annually	0	5	Council Community development department implementation report	Communities, THRO, TCDO CDO staff, PCCB	400,000
National Anti-Corruption Implementation Strategy Enhanced and Sustained	Corruption cases investigated and prosecuted increased	0	10	Community development department implementation	Communities, THRO, TCDO CDO staff, PCCB	500,000
	Number of corruption incidences is reduced annually	10	0	Activities annual report	Communities, THRO, TCDO CDO staff, PCCB	163,000,000
Access to Quality and Equitable Social Services Delivery Improved	Program management including implementation , monitoring	20	36	Council Community development department implementation	Council Community development department implementatio	163,000,000

Result Area 9: Community Development Gender and Youth						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	and evaluation enhanced			activities report	n	
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Working facilities and infrastructures is employed	20%	80%	Activities report	Communities, THRO, TCDO CDO staff, PCCB	163,000,000
	Number of working staffs increased	20%	85%	Council Community development department implementation report	Communities, THRO, TCDO CDO staff, PCCB	163,000,000
	Community development planned activities is allocated fund and implemented	20	80	Council Community development department implementation	Communities, THRO, TCDO CDO staff, PCCB	163,000,000
Social Welfare, Gender and Community Empowerment Improved	Loan disbursed and refunded for women, youths and people with disabilities increased	85%	100%	Council Community development department implementation	Communities, THRO, TCDO CDO staff	839,000,000
Social Welfare, Gender and Community Empowerment Improved	Strengthened elders, child and people with disability services increased	60%	100%	Council Community development department implementation report	PCCB	
	Elders and child violated and oppressed is reduced	20	0	Council Community development department implementation report	Communities, THRO, TCDO CDO staff, PCCB	14,000,000
	Strengthened elders, child and people with disability services increased	60%	100%	Council Community development department implementation report	Communities, THRO, TCDO CDO staff, PCCB	163,000,000
	Elders and child violated and	20	0	Council Community	Communities, THRO, TCDO	5,000,000

Result Area 9: Community Development Gender and Youth						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	oppressed is reduced			development department implementation report	CDO staff, PCCB	

Result Area 10: Planning Statistics and Monitoring						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Services Improved and HIV/AIDS Infection Reduced	HIV/AIDS knowledge at workplace improved	3	5	HIV/AIDS Workshop reports	DACC Boresha Afya US AIDS	5,000,000
Access to Quality and Equitable Social Services Delivery Improved	Council plans and Socio-Economic Projects constructed	70	100	Council Quarterly progressive Development Reports  Council Financial Reports	TPLO	500,000,000
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Socio-economic services and infrastructure constructed increased	70	100	Council Quarterly progressive Development Reports, Council Financial Reports, Finance Minutes, Cash books	TD, TPLO, TE	767,635,264
	Ongoing Investment projects accomplished	0	3	Council Quarterly progressive Development Reports, Council Financial Reports, Finance	TD, LGLB, MoFP	3,600,000,000

<b>Result Area 10: Planning Statistics and Monitoring</b>						
<b>Outcome</b>	<b>Indicative Frame work</b>	<b>Key Progress Indicator: Baseline (B) and Target (T)</b>		<b>Means of Verification</b>	<b>Major Partnership Framework</b>	<b>Indicative Resource (TZs)</b>
		<b>Baseline Value</b>	<b>Target Value</b>			
				Minutes, Cash books		
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Investment projects initiated increased	3	5	Council Quarterly progressive Development Reports, Council Financial Reports, Finance Minutes, Cash books	TD/LGLB/MoFP	2,600,000,000
Good Governance and Administrative Services Enhanced	Working environment to planning Department staff improved	3	7	Council Quarterly progressive Development Reports, Council, Financial Reports, Cash books, Kondoia Town Council Annual Inventory report, Ceremonial annual reports	TD,TPLO, TT, THRO	210,000,000
	Number of staffs increased	3	7	President's Office- Public Service Recruitment Secretariat report, Kondoia Town Council Annual recruitment report	Presidents' Office PSRS board members, Council Human Resource Officer,	
Local Economic Development Coordination Enhanced	Supervised and monitored socio – economic infrastructures	70	100	Council Quarterly progressive Development Reports, Council	TD, TPLO, TT, THRO	315,000,000

Result Area 10: Planning Statistics and Monitoring						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	increased			Financial Reports, Finance Minutes, Cash books		
Multi-sectoral Nutrition Services Improved	Under five Children Nutrition Budget increased	22,850,000	105,000,000	Council Quarterly progressive Development Reports, Council Financial Reports, Finance Minutes, Cash books	TD,	105,000,000

Result Area 11: Works						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Services Improved and HIV/AIDS Infection Reduced	Nutrition food Supported	50%	0%	Quarterly report	DED,DE,DMO	3, 000,000.00
	Awareness on HIV infection Staffs provided	3	6	Minutes of meeting	TD, TE,TMO	4,200,000.00
National Anti-Corruption Implementation Strategy Enhanced and Sustained	National Anti-Corruption implementation strategy enhanced and sustained	3	6	Minutes of meeting	PCCB, TD, TE,	4,200,000.00
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Building infrastructures supervised	70	180	Project Progress report, availability of infrastructure	TD, TE, TPLO, TEO SEC, TEO PR	12,800,000.00
Good Governance	Conducive working	3	6	Quarterly report	THRO, TD, TE	10,000,000.00

Result Area 11: Works						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
and Administrative Services Enhanced	environment to employees enhanced					
Emergency and Disaster Management Improved	Infrastructures disrupted by disasters improved	6	18	Progress report	DC, TD, TE,	300,000,000.00
	Management of emergency and disaster at all Wards strengthened	0	21	Minutes of the meeting	DC, TD, WEOs, VEOs and Community	64,200,000.00

Result Area 12: Finance and Trade						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Point of Sales (POS) increased	43	90	POS Register	Council Executive Director, Council Treasures OR- TAMISEMI	15,040,000
	Operation tools increased	4	8	Procurement Reports	Council Executive Director, Council Treasures	14,500,000
	Staffs trained for IPSAS, LGRCIS and EPICOR system increased	4	20	Back to Training reports	Council Executive Director, Council Treasures OR- TAMISEMI.	9,600,000
Good Governance and Administrative Services Enhanced	Community awareness on tax pay enhanced	60%	100%	Activity Reports	Revenue collectors Committee, TRA office.	5,500,000
	Manageme	65%	100%	Activity	Council	15,500,000



Result Area 12: Finance and Trade						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
	nt commitment in own source collection increased			Reports, Payment Vouchers	Executive Director, Council Treasures Management Council Management Team	
Access to Quality and Equitable Social Services Delivery Improved.	Revenue collection increase	1,770,000,000	2,850,000,000	Payment Vouchers, New Bylaws	Council Executive Director, Council Treasures Management Council Management Team	250,000,000

Result Area 13: Legal						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Good governance and administrative service improved	Council bylaws strengthened	5	10	Council Quarterly progressive enactment Reports	Council Solicitor	20,000,000
Access to quality and equitable social services delivery improved	Conducive working environment condition increased	2	3	Council Quarterly progressive Development Reports Council financial report	Council Executive Director	17,000,000

Result Area 14: Procumbent Management Unit						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			

Services Improved and HIV/AIDS Infections Reduced	Increased number of procurement staffs trained on HIV prevention from 0 to 5 by 2025	0	5	Training reports	PMU staffs and health sector staffs	Human resources
	Number of PMU staff living with HIV/AIDS supported increased from 0 to 2 by 2015	0	5		PMU, TD	1,000,000
National Anti-Corruption Implementation Strategy Enhanced and Sustained	Increased number of procurement staff trained about anticorruption	0	5	Training reports	PMU staffs, PCCB	Human resources
	Increases number of PMU staff capacitated in combating petty and grand corruption	0	5	Number of corrupting cases	PMU stuff, PCCB	Human resources
Good Governance and Administrative Services Enhanced	Increased number of PMU staff with Conducive working environment	0	5	Working tools and facilities	HPMU, TD	10,000,000
	Increased number of procurement stuff provided training on Government procurement procedures, rule and regulations adhered to and strengthened	0	5	Training certificates, auditing reports	HPMU, TD	10,000,000

Result Area 15: Internal Audit					
Outcome	Indicative Frame work	Key Progress Indicator: Baseline	Means of Verification	Major Partnership	Indicative Resource

		(B) and Target (T)			Framework	(TZs)
		Baseline Value	Target Value			
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Equipment increased	2	8	Procurement annual report	HPMU TIA TT	10,500,000
Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Staffs training increased	1	5	Back to Training Report	TT TIA TD	30,000,000
Good Governance and Administrative Services Enhanced	Staff increased	1	5	Internal audit quarterly Report	THRO	18,500,000

Result Area 16: Information, Communication Technology and Public Relation						
Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Good Governance and Administrative Services Enhanced	Number of staffs recruited increased	2	4	Progressive report of staffs	THRO, RSRS	10,000,000
Quality and Quantity of socio-economic services and infrastructure increased	Number of staffs having knowledge on information and technology increased	221	250	Legal unit implementation Quarterly report	TD	7,700,000
	Working tools increased	2	10	Tools purchased report	TD	10,000,000

Result Area 17: Beekeeping					
Outcome	Indicative	Key Progress Indicator:	Means of	Major	Indicative

	Frame work	Baseline (B) and Target (T)		Verification	Partnership Framework	Resource (TZs)
		Baseline Value	Target Value			
Service improved and HIV/AIDS infections reduced	Unit awareness on HIV/AIDS created	0	2	Unital meeting report	THRO/TMO	2,500,000
Access, quality and equitable social services delivery	Number of fields working gears increased	0	2		TBO	10,000,000
	Number of beekeeping staff increased	0	2	Staff enumeration report	THRO	10,000,000
	Fund allocation to beekeeping unit increased	3,000,000	12,000,000	Budget report	TD/TT/TBO	12,000,000
Management of Natural Resources and environment improved	Bush fire incidence reduced.	10	0%	Annual progressive report Activity report	TFO/TBO	50,000,000
	Un controlled deforestation incidence decreased.	10%	0%	Progressive report	TFO/TBO/TFS/	60,000,000
	Bee produce increased.	2500 KG	500 KG	Progressive report Activity report	TFS /TBO	75,000,000
	Modern bee hives increased	200 pcs	500 pcs	Survey report	TBO/TAFF	67,000,000

### Result Area 18: Election

Outcome	Indicative Frame work	Key Progress Indicator: Baseline (B) and Target (T)		Means of Verification	Major Partnership Framework	Indicative Resource (TZs)
		Baseline Value	Target Value			
Good Governance and Administrative Services Enhanced	Free and fair election at 36 Mtaas in the Council	0	36	Council Minutes Finance minutes Election Results	PO-RALG, NEC, MOFP	260,000,000
	Number of Staffs increased	1	2	Council Minutes Finance minutes Recruitment Board Minutes	PO-RALG, NEC, MOFP	40,000,000

