

UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE

REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



ARUSHA DISTRICT COUNCIL

STRATEGIC PLAN

2016/2017-2020/2021



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EXECUTIVE SUMMARY

Arusha District Council is committed to be a leading transformed council that provides high quality services for sustainable development of the community by 2025. This pledge shall be achieved through effective and efficient use of available resources found within and outside the council; in turn contributing to the overall national direction of nurturing industrialization for economic transformation and human development. Therefore, this strategic plan provides a means of achieving the desired future of the council. In ensuring ownership, commitment and accountability, participatory approach was used in the process of strategic plan preparation with involvement of a consortium of management team of the District council who were head of departments, Units and a wide range of stakeholders. A thorough analysis of the District council's internal and external environment was inclusively conducted, where by both primary and secondary data were collected analysed and presented. This strategic plan has taken into account the Tanzania Development Vision 2025, The Long-Term Perspective Plan (LTPP, 2011/12-2025/26), National Second Five Years Development Plan 2016/2017 -2020/2021 (FYDP II), National Sectoral Policies, East African Community Initiatives, Sustainable Development Goals and Action Programme of Agenda 21 (APA – 21)

The plan is divided into five chapters where Chapter One presents background information and concise profile of Arusha District council, chapter Two provides situation analysis of the District Council where a thorough diagnosis on the existing situation of the council was analysed to determine issues of major concern to be addressed in the plan; results of the Strengths, Weaknesses, Opportunities and Challenges Analysis, stakeholders analysis; finally the chapter windup by presenting core values that shall guide the implementation of the plan. Chapter three describes performance review report on the implementation of 2012/2013 - 2015/2016 strategic plan.

Chapter Four describe the Plan in which the vision, mission; strategic objectives, result area, targets, strategies and performance indicators has been presented. Finally chapter five presents the implementation, monitoring, evaluation, review frameworks and assumptions. The implementation of this plan shall be the responsibility of all stakeholders of the District Council. The District Executive Director (DED) who is the Chief Executive Officer of the Council shall be responsible and accountable for the implementation of Arusha District Council (2016/2017 – 2020/2021) Strategic 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 Arusha District community members. There shall be annual plan evaluation exercises for the entire plan period aimed to assess the match of activity funding with plan implementation. The implementation of the Arusha District Council strategic plan is guided by 9 major core values that constitute what the council values most which are: Teamwork; Transparency and Accountability; Effective and Efficient utilization of resources; Anti-corruption environment; Good customer care; Stewardship; Integrity and excellence; Evidence based decision making; Integrity and excellence.

LIST OF ABBREVIATIONS AND ACRONYM

AMCOs	Agricultural marketing Cooperatives
CPA	Certified Public Accountant
DAP	Diammonium Phosphate
GPS	Geographical Point System
HESLB	Higher Education Student Loan Board -
HIV/ AIDS	Human Immune Virus/ Acquired Immune Deficient Syndrome
ICT	Information and Communication Technology Unit ()
OPRAS	Open Performance Review Appraisal System
OSHA	Occupational Safety and Health Authority
PhD	Doctor of Philosophy
SP	Strategic Plan
SWOC	Strength, Weakness, Opportunities, and Challenges
TAHA	Tanzania Horticultural Association
TSC	Teachers Service Commission
TSD	Teachers Service Department
UREA	Organic compound with the chemical formula CO(NH ₂) ₂ .
VC	Village Council
WDC	Ward Development Committee
WRC	Ward Resource Centre
FCI	Farm Concern International
HOMVERG	Home Vegetable
RECODA	Research Community and Organization Development Associates
SEVIA	Seeds of Expertise for the Vegetable Sector of Africa
JICA	Japan International Cooperation Agency
ASDP	Agricultural Sector Development Programme
DADPs	District Agriculture Development Plans
NGOs	Non-Governmental Organizations
FBO	Faith Based Organization
COWSOs	Community Owned Water Supply Organizations

DWST	District Water and Sanitation Team
CDH	Council Designated Hospital
TB	Tuberculosis
HRH	Human Resource for Health
DMOs	District Medical Officers
CCHP	Comprehensive Council Health Plan
FGM	Female Genital Mutilation
SACCOS	Savings and Credit Cooperative Societies
VICOBA	Village Community Banks
MVC	Most Vulnerable Children
PEDP	Primary Education Development Programme
COBET	Complementary Basic Education
ICBAE	Integrated Community Basic Adult Education
ODL	Open and Distance Learning
PBR	Pupils Book Ratio

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Statement of the District Council Chairman



On, July first 2017, Arusha District Council will be celebrating 10 years of existence after its establishment from the split of former Arumeru District Council. It is my pleasure to provide this Strategic Plan for 2016/2017 – 2020/2021, in accordance to the requirements of Act Number 9 of 1982 which requires Local Government Authorities (LGA's) to prepare five years Strategic Plans to be used as guidelines during preparation of Medium Term Plan and Budget Expenditure Framework (MTEF). Strategic Plan identified priorities of service delivery and normal routine of annual reviews conducted by communities.

This Five Years' Strategic Plan (2016/2017 – 2020/2021) is aimed at fulfilment of the District Council's Vision of being a leading transformed Council that provides high quality services for sustainable development of the community by 2025. This Strategic Plan of 2016/2017 – 202/2021 emphases on improving services delivery to the communities of Arusha District through effective and efficient uses of resources. In addition, Arusha District Council has put concerted efforts into implementing cross cutting issues of, Children Protection, Nutrition, Gender, Environment and HIV/AIDS through community sensitization, awareness creation and conducive environment for women, youth and all disadvantaged groups.

The Council has utilized her own sources, support from Central Government and development partners that are uses into implementation of development projects in all sectors in order to produce services that improve and increase socio-economic development to the communities. The Strategic Plan elaborates a number of key issues ranging from situation analysis of the District, Vision statement and mission. It also defines organization objectives, targets and develops strategies that enable attainment of the desired vision of the Council.

Finally, the Council would like to thank all those who have made this task of preparing Strategic Plan to be possible. Special appreciations go to the following; Councilors, Ward and Village Executive Officers, Division Secretaries, Political Party Leaders, Religious Leaders, and Civil Societies Organizations. The Council extends acknowledgement to all Council technical staff for their commitment and contribution to make this document successful.

Last but not least, I thank Mr. Titus Mwageni and Dr. George Kinyasi (PhD) of the Institute of Rural Development and Planning (IRDP) Dodoma for facilitating the preparation of this Strategic Plan. I extend my acknowledgement to the Central Government of Tanzania by release funds to finance the entire process of Strategic Plan review. It is my sincere hope that the 2016/2017-2020/2021 Strategic Plan will inspire stakeholders and bring considerable achievement in our District both socially, economically and politically.

Honorable. Noah Lembris Sapuk (*Councilor*)
District Council Chairman
Arusha District Council

Statement of the District Executive Director



The Arusha District Strategic Plan of 2016/2017 – 2020/2021 shows a direction and scope of the Council over a period of time which achieves advantage for the organization through development of deployment of resources of the organization within the changing environment; and fulfils Community's expectations and organizational objectives.

The Arusha District Council Strategic Plan is an outcome of an environmental situation analysis conducted and the review of previous Mission, Vision, Core Values and Performance reviews. Analysis was also done through evaluating SWOC (Strengths, Weaknesses, Obstacles and Challenges for Development) on information gathered from stakeholders. The exercise culminated in the generation of critical issues and objectives that need to be worked upon for realize community sustainable development through provision of high quality services by using available resources effectively and efficiently. Whereby, critical consideration of National Sectorial Policies, Directives and Strategies were taken into account during preparation of this Strategic Plan that includes: Second Five Year Development Plan, Tanzania Development vision 2025, Speech of President Dr. John Joseph Magufuli during inauguration of eleventh parliament meeting session, Sustainable Development Goals 2030 and Ruling party election manifesto of 2015.

To address the critical issues which were identified, the following sets of strategic objectives were developed:

- A. Services improved and HIV/AIDS infections reduced,
- B. Effective implementation of the National Anti- corruption strategy enhanced and sustained,
- C. Access, quality and equitable social services delivery improved,
- D. Quantity and Quality of economic services and Infrastructure improved,
- E. Good Governance and Administrative Services Enhanced,
- F. Social welfare, Gender and Community Empowerment Improved,
- G. Emergence preparedness and disaster management improved,
- H. Management of natural resources and environment improved and
- I. Information and communication technology improved.

The Plan summarizes by indicating strategic objective, targets, strategies and performance indicators, are well presented in chapter four in a matrix. Whereby, the current Organization Structure that takes into consideration of all departments and sections.

Dr. Wilson Mahera Charles (PhD)
District Executive Director
Arusha District Council

CHAPTER ONE

BACKGROUND INFORMATION AND CONCISE PROFILE OF ARUSHA DISTRICT COUNCIL

1.1 Mandate and Functions of Arusha District Council

Arusha District council was established with effect from the 1st July, 2007 vide a certificate of establishment under the terms of the provisions of sections 7,9,10,11 and 12 of the Local Government (District Authorities) Act, 1982. The Council is the result of a split of former Arumeru District Council thus forming Arusha District Council and Meru District Council. Arusha District Council is among seven District Councils in Arusha Region, other Councils include Meru, Arusha Municipal, Monduli, Karatu, Ngorongoro and Longido. Based on Article 148 of Local Government District Authorities Act of 1982 Arusha District Council like other Local Government Authorities is mandated to play three main functions: Maintenance of law, order and good governance; Promotion of economic and social welfare of the people in its jurisdiction and Ensuring effective and equitable delivery of qualitative and quantitative services to the people within its areas of jurisdiction.

In addition to the basic functions, according to Local Government Authorities Act, 1982, all local governments are charged with other functions and duties, as follows:

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

- i) Ensuring, regulating and coordinating development plans, projects and programmes of villages and township authorities within their areas of jurisdiction.
- j) Regulating and monitoring the collection and utilization of revenue of village councils and township authorities.
- k) Subject to the laws in force, doing all such acts and things as may be done by a people's government.

1.2 Geographical Location

The District is located South of the equator in between Latitudes '3°10'- 4°00' and Longitudes 34°47'-35° 56' East. It is boarded by Meru District to the East, Monduli District to the West, Longido District to the North West and Simanjiro District to the South. It surrounds Arusha City in both sides.

1.3 Land Area and Land Uses

The District covers an area of 1446.692 square kilometers. The major land uses in the District include: agricultural, residential, commercial, mining, livestock keeping/grazing land, culture tourism and small scale industries and enterprises and forest reserve. Whereby, forest reserve covers areas of 54.17km², arable land is about 446.56Km², grazing areas cover 506.01Km² and the remaining estimated size 440.2 Km² of land is in use of other activities such as commercial, residential and mining.

1.4 Administration

Administratively, Arusha District council has one township authority located at Ngaramtani. It is divided into three divisions, namely; Muklat, Moshono and Enaboishu. It has 27 Wards, which include *Ilkidinga, Moivo, Nduruma, Mwandet, Kiranyi, Oltrumet, Bangata, Laroi, Olturoto, Musa, Lemanyata, Tarakwa, Oldonyosambu, Oloirien, Kisongo, Kimnyak, Olmotonyi, Oljoro, Ilboru, Sokon II, Kiutu, Oldonyowass, Lengijave, Bwawani, Mateves, Mlangarinina and Sambasha*; 67 villages; 256 sub-villages; and 72,289 households.

1.5 Population Size and Ethnicity

The Council is currently having a population size of 323,198 people, whereas 154,301 are males and 168,897 are females. The population density is 227.4 while the population growth rate stands at 3.4%. The average family size is 5 persons and the life expectancy is estimated at 52 years based on the 2012 National Population and Housing Census. The dominant ethnic groups residing in the district includes the

Maasai and Meru. The Meru ethnic group are bantu, while the Maasai are Hamitic group - Maa speakers. Other Ethnic groups found in the area are: Chagga, Pare, Sukuma and Rangi who migrated from the nearest Districts for trading and social issues

1.6 Physical Features

Arusha District Council has several physical features that are found and describe the District. Physical features in the Council include different landforms such:

- **Mountains and Hills** namely: *Oldonyosapuk in Oldadai Ward, Oldonyowas in Oldonyowas Ward, Kiutu found in Kiutu, Oldonyosambu, Sambasha Ward etc.)*
- **Rivers, canyons and Streams** includes both seasonal and non-seasonal are found in various wards,
- **Plains** found in some areas of Bwawani, Musa, Oljoro, and Laroi wards,
- **Valleys and craters** found in Laroi Ward like “*Kisima cha Mungu*”
- **Natural forests**, found in some wards of Oldadai, Olmotonyi, Oldonyosambu, Sambasha, Bangata and Kiutu have some areas covered by Natural forest of Meru-USA.
- **Waterfalls**, In the Council there are two waterfalls in Kiutu ward at Olgilari villages it known as Napuk waterfall, and the second one is found in Bangata ward.
- **Springs**, found in different wards like Bangata, Olmotonyo, Oltrument, Laroi, Ilboru and other more there are 55 spring in total.

1.7 Rainfall, Temperature and Wind

The climate of Arusha District Council is characterized by two rainy seasons, long and short rains. A long rain begins on April to early June while short rains begin in October to December and ranges between 800mm to 1000mm per annum. The mean annual rainfall is 900mm with a humidity of 42% minimum and 50% maximum, while the temperature ranges from 16°C to 33°C throughout the year. The recorded wind speed, range between 6 and 7 kilometers per hour, cool weather is experienced in the months of June to August with temperature ranging between 16°C and 28°C.

1.8 Agro-ecological Zones

The council has two main agricultural zones including the green belt of the slopes of Mount Meru to the South, the areas that have potential for banana, coffee and horticultural cultivation. The zone gets a rainfall of 800mm – 1000mm annually. The other zone is in the lowlands belt which is potential for production of

maize, beans, cassava, peas, rice, pigeon peas cultivation and free grazing livestock keeping. Livestock keeping on the green belt is practiced on zero grazing approaches.

1.9 Main Economic Activities

The Arusha District Council residence main economic activities are agriculture livestock keeping, culture tourism and small scale enterprises.

1.10 Process of developing the 2016/2017-2020/2021 Strategic Plan

Development of the Arusha District Council 2016/2017–2020/2021 Strategic Plan follows the realization that, its successor plan of has expired. In the preparation of this Plan, participatory approach was used. The process started with capacity building exercise to nineteen (19) heads of departments and units. The capacity building focused on refreshing memories of participants on SP's concepts and how to practically develop a useful Strategic Plan. During the exercise, participants were introduced to various concepts and tools that enabled them to generate information relevant to the design of the SP. The capacity building exercise took a form of planning workshop, which was used to generate data via rapid assessment methodology. This planning workshop took seven (7) days, whereas at the end of each day participants were required to provide a certain output depending of concept and tool they have learnt. At the end of the seventh day, the participants were able to generate all the information needed for writing the Plan.

After the planning workshop, the Planning Team which facilitated the workshop was given opportunity to write the draft plan to be circulated to heads of units and departments for review and validation. The heads of units and departments are expected to give their comments in one-month time, whereas the Planning Team will incorporate the comments to come up with second draft which will be circulated and presented to the Special Councilors' meeting for comments and/or approval.

1.11 Structure of the document

This document is organized into five chapters. Chapter one is on the background information which gives details on the profile of the District and explains the process of developing this SP. Chapter two present the results of the situation analysis, which covers the internal and external environment in which the District Council operates. Chapter three reviews the implementation of the previous Strategic Plan. Chapter four presents the Plan, whereas; the Councils vision, mission, core values, strategic objectives, targets,

strategies and performance indicators for each target are for this present Plan are presented. The last chapter describes the plan implementation, monitoring, evaluation, review framework and assumptions.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Introduction

This chapter analyses the internal and external environment which have impact on the Council operations. The internal environment focuses on the current situation of nineteen (19) Arusha District Council result areas, namely: Administration and Human Resources; Agriculture, Irrigation and Cooperatives; Land and Natural Resources; Water; Livestock and Fisheries Development; Health; Community Development, Gender and Youth; Primary Education; and Secondary Education. Other include; Works; Environment and Cleansing; Planning, Statistics, Monitoring and Evaluation; Finance and Trade; Beekeeping; Internal Audit; Legal; Information and Communication Technology Unit (ICT); Election; and Procurement Management Unit. The external environment focuses on review of national vision, policies, and plans; regional initiatives, and international agenda that have implications on the Councils' operations. The chapter ends with the presentation of the summary of the result of the SWOC analysis.

2.2 Internal Environmental Scan

2.2.1 Personnel and Administration

The department of Personnel and Administration is one of the thirteen departments in Arusha District Council. It has three sections; Administration, Personnel, and Ngaramtoni Township Authority which is newly established authority. This Authority is still under this department because it is yet to be assigned its own vote. Also in the department there are 2 subsections dealing with office operations these are Minute Writing and Office Supervision. The situations of these three sections are detailed below:

The administration section has been operating since the establishment of Arusha District Council, it comprised of District Executive Director, one Town Executive Officer, two Personal Secretaries, two office attendant, 27 Ward Executive Officers, 88 Village Executive Officers, two Office Supervisors, 4 Committee Clerks, 1 Restructuring Coordinator, 7 Security Guards and one record management Officer. Its core function is to supervise all organization operations through:

- Conducting and supervising statutory meetings from district level to lower level. Statutory meetings at the District level conducted quarterly include; Councilors meetings, Economics, Works and Environment committee; Education, Health and Water committee; HIV committee and Administration; party caucus, council meeting for presenting ward reports, Finance and Planning committee conducted every month of the financial year.
- Statutory meetings conducted at lower level are Ward Development Committee, Village Development Committee and Village General Assembly. Statutory meetings at the District level are conducted as required while in lower level WDC and VDC are also conducted as required. However, Village General Assembly are not conducted as required due to poor attendance caused by inadequate knowledge on the importance of attending Village Assembly, political interference, and reluctance of the village Executive Officers to conduct them.
- The Department is also responsible for all matters regarding Councilors' rights such as allowances (monthly, responsibility, sitting, and transport) and welfare.
- Solving and settling community complaints by establishing complaints desk (*Dawati la Kero*) and appointing a specific person responsible for the desk. The complaints desk officer is responsible for registering all complaints and channels them to the specific departments for immediate action and give feedback to the compliant desk officer as a sign of accountability and transparency. Most of the community's complaints are those related to land, road and water.
- Ensuring security, working facilities, cleanness of working environment, and records keeping. This is done to fulfill the following Council's responsibilities, to ensure:
 - ✓ security of its properties and employees
 - ✓ there are enough working facilities for its employees such as computers, printers, furniture and stationeries
 - ✓ the working environment of its employees (outside and inside) is clean and attractive.
 - ✓ all Government's records are kept well and safely.

In performing the above responsibilities, the Department faces some obstacles due to shortage of staff (Office Attendants, Record Management Assistants, Security Guards) and working tools. According to recently Budget Guidelines, the Council is required to outsource cleaning and security services from private owned Companies but due to financial constraints the Council has fail to comply.

- Coordinating good governance including, bringing services near to the community through Ward and Village Executive Offices, and establishment of Ngaramtoni Township Authority.
- The department supervises the operation of Ward and Village offices to make sure that the specific community is receiving quality services through Ward and Village Executive Officers, whereby they supervise different Government development projects, implemented by the District Council, specific community and development stakeholders, Solving and settling all complains reported by the community, coordinating and supervising all statutory meetings, receiving and acting upon instructions from the head office including preparation of different reports.

In performing the above duties Ward and Village Executive Officers are facing some obstacles due to lack of means of transport to reach out communities timely and frequently, bearing in mind that the areas they are serving are scattered. In addition, most of Wards and Villages do not have office buildings, shortage of staff and most of those employed do not have relevant qualifications (Village Executive Officers are required to have certificate in any courses especially in Social Science course the same to Ward Executive Officers who required to have diploma and above in social science courses) and working tools.

The personnel section has been in operation since the establishment of Arusha District Council; it is responsible for matters regarding all 3448 employees. It has five Human Resource Officers, one Personal secretary and one office attendant. Its core function is to make sure that the Council's goals are met through human resources by:

Training and Developing human resource: The council has Training Program for three years 2015/2018 which we normally updating after every financial year depending on the current need of the department. According to this program the council is expecting to train 350 employees in different courses by the year 2021, and Currently 152 employees are already on study leave to different colleges and universities of their choices. 1 in certificate course, 45 in diploma courses, 94 in bachelor degrees, 10 in postgraduate courses and 2 in PhD. Currently the council is funding short courses which are conducted by different institutions for employee capacity building (5 accountants are sponsored for their CPA studies, 2 human resource officers was sponsored to attend studies on Proficiency Human Resource and Records Appraisal and Retention) and on this financial year, 5 employees of lower cadre are expecting to attend training on performance and

ethical issues at Institute of social work – Dar es Salaam for one week. The Council does not fund long term courses such as diplomas and bachelor degrees because of the financial constraints. Since the Capacity Building Grant was abolished, employees on training programs are advised to be prepared to finance their studies through different sources (loan from Higher Education Student Loan Board - HESLB, financial institutions and others).

Coordinate staff establishment: following inevitable human processes like death, resignation, retirement, and other exits, the council on each financial year has to assess the current number of its employees and plan for the new hire, permit, and re categorization to have the required number of employees according to Public service establishment. In government institutions the big challenge is on poor human resource planning which results to overstaffing/ understaffing which in turn some syndromes like poor performance, late to report at workstation, absenteeism, work politics, and ghost workers start to rise up. The council has a plan to enforce personnel and administration department to make close follow up on employees accounting an audit at their workstation instead of a current system of waiting Particular department to report their monthly employees' status by going through the payroll list. This may help to solve the problem of ghost workers at large.

Providing incentives to employees: the council through the department ensures that all employees are paid their salaries accordingly, allowances for extra duties, per diems and forth are paid accordingly on the basis of the current regulations and standing order. Also the council provides tea to employees. The council is striving to improve and promote working environment in order to retain and motivate employees to perform at their best.

Occupational health and safety management: the council is practicing Occupational Health and Safety system for the health and safety of its employees. According to OSHA Act of 2003, the council has safety program at work which involves fire management, supporting employees with HIV/ AIDS and disabled. The council is on the process of establishing a place within the Council premises which will provide health services such as physiotherapy, first aid service, emergency, hazards, working diseases, stress related diseases.

Performance appraisal and management: the council supervises the process of performance appraisal and management. All employees and their heads of departments or sections are required to set working objectives together in Open Performance Review Appraisal System (OPRAS) forms, whereby they are being assessed twice a year. The results of OPRAS are used as criteria for making decision on promotion, training, succession and best employee award.

Employee relation: the council is striving to build and maintain good relationship among employees, between employees and their supervisors and the community at large. This is done by emphasizing collective bargain in decision making, transparency, and social responsibility by contributing and involving into one another social activities, having football and netball teams which participate into different competitions organized at regional and national level. Also the council has good relation with trade unions which represent the sense of collective bargain concerning employees' welfare.

Also the council has good program to handle employees' grievances, disputes and disciplinary measures. The disciplinary authority for teachers is TSD/TSC, and for other employees who are not teachers is Full Council. Most of the disciplinary matters arose relate with absenteeism, misuse of public resources and unaccountability. Departmental meetings are used to remind employees about laws and regulations concerning public servants as well as its penalties.

Recruiting and placing new employees: the process of recruitment has been vested to the public service commission which undertakes all the process of announcing the post, interviewing and selecting the best candidate whom they send to the council. Recently Institutions have been given an authority to recruit lower cadres such as drivers, secretaries and procurement officers' assistants.

The council has to request for permit to recruit as well as to get employees through Public Service Commission from the Ministry of Public Service Management. For three years now the council has been requesting for permits in order to solve the shortage of employees but no response.

In performing its functions, the department is facing some problems such as, financial constraints, inadequate working facilities (stationeries, furniture, office premises, equipment's, transport facilities i.e. motor circles for staff who work in remote areas), shortage of staff, lack of motivation especially for those who work in remote areas, lack of skills to some staff.

Most of the employees have the appropriate education qualifications but the problem is behavioral skills or organization culture which supports the organization attainment of its goals. Apart from other problems above we are facing, there is a need to focus in changing the behavior of employees by including organization's core values as the one of the agenda in every department meeting, displaying them on the notes boards in every buildings/offices and training.

2.2.1.1 The Ngaramtoni Township Authority

The Ngaramtoni Township Authority was established in 2014 by the Government notice number 301 on 22nd August, 2014, granted power by the Local government (District Authority) Act (1982) whereby it performs its functions as an independent authority under the supervision of Arusha District Council. The aim was to bring high quality services near to the community.

The Authority comprises of seven wards and twenty-one sub villages (vitongoji). The Township Authority currently has 30 members whereby 21 members are elected, 5 members are nominated by their political party and 3 councilors who were appointed through the full council meeting at Arusha district council. Its core function is to provide high quality services to the community through:

- Coordinating good governance including, bringing services near to the community through Ward and Village Executive Officer, accountability and transparent for the public servant is good. In Ngaramtoni authority statutory meetings 14 out 25 meetings were conducted.
- The Ngaramtoni Township Authority establishment was to simplify the revenue collection and bring services close to the community. Sources of collection include; service levy, hotel levy, liquor license, market stalls, packing fees, livestock market fees and property Tax. The year 2015/2016 has collect Tsh.353,413,527. Out of 408,937,700 which were 86.42 percent. The year 2016/2017 from July to December, 2016 has collect 355,487,345.79 out 815,055,000.00
- In Land Department, Town planning section at Ngaramton Township Authority has performed several works related to Urban planning in accordance with the laws and regulations of urban planning that includes:
 - ✓ Preparations of town planning drawings at Moivo ward (1 drawing), 2 drawings at Olosiva area (olorien ward), and 2 drawings at Mringa area (Olorieni ward) and still work is on progress.
 - ✓ Also, 167 plots have been surveyed at kishori area in Oltrumet ward and the drawing was submitted to Director of survey and Mapping in Dar es Salaam for approval.
 - ✓ For the case of underdeveloped areas, inspection was done to identify the land owners and provide warning letters.

Land Department, Town planning section use participatory approach in all level of planning to analyze, planning and decision making in which all relevant group and organizations, stakeholders take part. It allows all participants to formulate their interest and objectives in a dialogue, which lead to decision and activities in harmony with others, where by the aims and interests of other participating groups, are taken into account as possible. Land Department also planning township Authority as to avoiding land conflicts,

whereby every part of the land is being divided accordingly to their usage. This include, Identification of the boundaries between all land uses

Problems facing Ngaramtoni Township development: Inadequate working materials tools.eg Survey kit, GPS, Car.Lack of Electronic System of collecting revenue in township Authority. The majority of people complain the long distance between townships Authority to Arusha District fail to pay their tax dues on time. Lack of place for throwing wastage materials (Dampo). Wrong interpretation of the directives among the community. Lack of Integrated Land Management Information System (including establishment of land bank) and lack of enough money to complete two bore holes in Ngaramtoni Township

2.2.2 Agriculture, Irrigation and Cooperatives

Agriculture is among the 13 departments at Arusha District Council. The sector contributes highly in the economic development of the district. Agricultural activities play a role of been the source of food supply to people, creation of agricultural infrastructures to the community, relief from shortage of capital to farmers, Source of Council revenue, employment opportunity to rural people, improving rural welfare, and extension of market for industrial output. Specifically, the core functions of the sector are: provision of extension services. improvement of agricultural infrastructures (irrigation infrastructures, market, ware houses and wrc's). Linkage between farmers and development partners; dissemination of agricultural information's e.g. research and private sectors. monitoring and evaluation of project or activities related to agriculture and livestock. capacity building to farmers and agricultural staff. legal entity to agricultural aspects, and food evaluation and budgeting.

The Agro-ecologically, agricultural sector is classified into three Agro-Ecological Zones which are Upper zone, Middle zone and Lower zone. The three Agro-Ecological zones have been classified according to locality, altitude, rainfall and main agriculture economic activities.

Upper zone: this is a mountainous area rising between 1400m and 1800m above sea level, having an average annual rainfall of 1000-1500mm. Most of the area is forestry and is used as water catchments area. Most of the streams originate from this belt. Main Economic activities are Agriculture and zero grazing of livestock. Main crops grown in this belt are coffee, Pyrethrum, banana, Irish potatoes, maize, beans and horticultural crops.

Middle Zone: this belt rises between 1000m and 1350m above sea level, receiving average annual rainfall of 800-1000mm. The rainfall is subsidized by traditional irrigation main economic activities are agriculture and livestock keeping. Crops grown in this area are coffee, banana, maize, beans, wheat/barley, pigeon peas, flowers, and horticultural crops.

Lower Zone: this belt rises between 800m and 1000m above sea level, receiving an average annual rainfall of about 500mm and below. Most of the rivers and streams originating from the upper land spill their water in this zone. Main economic activities in this area are agriculture and livestock keeping. Crops grown in this area include maize, beans, sorghum, banana, sweet potatoes, pigeon peas, cassava, vegetables and fruits. This classification stands as a tool for agricultural planning activities. The department is divided into three sub section which include; Agriculture, Irrigation and Co-operatives of which detailed descriptions are given below:

2.2.2.1 Agriculture

Agriculture is the major economic activity of the people in Arusha District Council. About 58,000 Households are fully engaged in agriculture which is about 75%. Currently the land under cultivation is 36,802Ha (368.02square kilometer) of which is about 47% of the total arable land of 78,350Ha (783.5Km²). Mainly cash crops grown are; coffee, flowers and pyrethrum and food crops grown include bananas, pulses, root tubers, horticultural crops sorghum and sunflowers.

The current number of extension staff stands at 65 in different field of specialization against demand of 85 extension staff, hence there is a shortage of extension staff in agriculture sector which leads to inadequate extension service delivery to farmers. The district is currently endowed with factors which facilitate agricultural production. These include of high literacy rate of 85% of active productive population of 140,567 people, availability of rivers, streams and underground water which create irrigation potentials of 5,344 ha (53.44Km²) of which 3,413 ha (34.13 Km²) are currently irrigated.

(i) Production

The district has potentiality of different crop production in both cash and food crops. Production of agricultural products in Arusha District Council is decreasing day to day due to some factors. These factors include; inadequate and unreliable rain fall, land degradation, high cost of inputs, high cost of production and laxity of adoption technologies. The result of the situation is ending up with 3-7 bags of cereal crops

per acre in a season to most of farmers without using agricultural inputs, where inputs are utilized the yield increased from 7-15 bags of cereal crops. The table below shows the production of different crops per hector in the district in the season 2015/2016.

Table 1: Production of Various Crops in the Year 2015/2016

No	Crop type	Projection		Actual	
		Ha	Tons	Ha	Tons
1	Maize	10,300	25,750	13,226	34,752
2	Wheat	940	2,350	930	2,250
3	Banana	2,260	10,760	2,260	10,760
4	Cassava	239	1,590	192	1,272
5	Sweet potatoes	70	460	70	460
6	Irish potatoes	200	1,200	200	1,200
7	Beans	4,000	8,000	3,200	6,400
8	Onions	150	1,500	150	1,500
9	Tomatoes	35	2,500	35	2,500
10	Cabbages	35	650	35	650
11	Amaranthus	60	347	60	347
12	Coffee	1,500	77.4	1,500	61.3
13	Pyrethrum	400	200	400	200
14	Carrot	55	600	55	600
15	Night shade	57	300	57	300
16	Chinese	20	105	20	105
17	Spinach	15	85	15	85
18	Green gram	5	10	5	8.2
19	Lablab	5	10	5	6.1
20	Pegion peas	6.5	12	6.4	11

Source: Arusha District Council-Agriculture, Irrigation and Cooperative Department, 2016

(ii) Productivity: Agricultural productivity is the term given to the output of agriculture in terms of inputs such as capita and labour, hence efficiency of the farm. The source of productivity in any farm can be itemized as the use of mechanization in the farm, fertilizers application (organic and in organic), Liming of the soil to raise PH of the soil and provide Calcium and Magnesium, Irrigation skills, Herbicides and Pesticides management. Low productivity in the sector calls for enhanced research and extension services, as well as more access to and appropriate use of improved seeds, fertilizers, chemicals and pesticides. Likewise, the use of farm implements plays a critical role in reducing drudgery in the sector which results into reduced rural-urban youth migration. The table below show the productivity of cash and food crops.

Table 2: Status of cash Crop production

Crop	Area under crop (Ha)	Production (Tone)	Productivity Average Yield (Tones/Ha)	Standard according to FAO /Ministry Policy Tons
Coffee	1500	750	2.0	6.5
Pyrethrum	200	200	1.0	3.5
Pigeon peas	6.5	11	1.7	2.25

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

The status of food crop yield per hector or productivity in the District is given in the table below.

Table 3: Productivity for food crop

Crop	Area under crop (Ha)	Production (Tone)	Average Yield (productivity)-Tons/ha	FAO and Ministry Standard (Tons/ha)
Maize	13,226	34,752	2.6	7.5
Beans	4,000	8,000	2.0	6.5
Banana	2,260	10,760	4.76	7.5
Sweet potatoes	70	460	6.5	3.0
Irish potatoes	200	1,200	6.0	3.5
Cassava	239	1,590	6.65	3.0
Vegetables	173	1,211	7.0	2.0
Wheat	940	2,350	2.5	6.0

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

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

In the production season of 2015/2016 the council received 16,000 inputs vouchers which were supplied to 16,000 household farmers. The criteria for a farmer to access farm input was having one (1) acre of an area. Such inputs are: Improved maize seeds and industrial fertilizers (DAP and UREA). Central Government contribution was (50%) and farmers contributed 50%. The inputs were distributed accordingly based on guideline provided. To date there are 365 tractors and 22 power tillers as farm implement for minimizing hard work in the farm. Some farmer's access loans from National Implement and Equipment Fund for small projects like fish ponds, Rabbit projects, inputs supply shops, new and rehabilitated tractors and poultry productions. Apart from inputs subsidies, 124,567 farmers were advised to buy inputs to the 6 stockiest and 12 Agro dealers which provide services in the district in order to earn high farm yield.

Farmers are advised to have proper utilization of farm equipment's and implements that is; proper use of tractors, power tillers Conservation agriculture, (the use of Ripper, sub soiler, jar planters and zam wipe).

Table 4 below shows the inputs received and supplied and supplied to farmers.

Table 4: Itemized input supplied the year 2015/2016

No	Subsidy voucher	No of voucher	Tons	Remarks
1	Improved maize seeds	16,000	160	Farmers reseeding their own seeds (Local)
2	Planting fertilizers	16,000	800	Most farmers depend on farm yard manure
3	Growing fertilizers	16,000	800	Most farmers depend on farm yard manure

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

(iii) Sales of farm produce

Due to trade liberalization farmers sell their farm produces where prices are relatively attractive. Most of the surpluses on food crop produce are sold at the weekly open markets located within the district. Such markets are 5 in the district which are; Mateves, Mbugaya Chumvi, Mirongoine, Ngaramtoni and Oldonyosambu.

Cash Crops are marketed through private buyers, Agricultural marketing Cooperatives (AMCOs - whereas there are 4 AMCO's - Sokon II, Engareolmotony, Oltoroto, and Eumata); Farmer groups (there are 3 farmer groups Muungano Horticultural group, Youth Horticultural group and Umoja group), Association and Direct Export (Specifically for Commercial farmers in coffee, flowers and vegetables) TAHA, Farm Concern International (FCI) and HOMVERG. Other development partners are; RECODA, OIKOS, World Vision, SEVIA and JICA.

Producer prices depend on the forces of demand and supply, and also whether is during the harvesting period when the prices are relatively low, or when it is off season when the prices are relatively higher. However; there is a need of capacitating farmers on food value chain to their routine agriculture production in order to increase quantity, quality and value addition to their produce. The table below shows the sample price for agricultural products in one of available market in the district.

Table 5: Price trends of agricultural products

Type of the crop	Unit	Price (Tshs)
Rice	Bag	180,000 -250,000
Maize	Bag	61,000-65,000
Wheat	Bag	120,000-140,000
Ulezi	Bag	85,000-90,000
Beans (Red)	Bag	90,000-120,000
Beans (Grey)	Bag	160,000-250,000
Green gram	Bag	180,000-200,000
Irish potatoes	Bag	55,000-70,000
Sweet potatoes	Kgs	1,000-1,200
Cassava	Kgs	1,300-1,500
Plantain	Bunch	1,000-1,200
Coffee	Kgs	2500 – 3000
Pegion peas	Kgs	1800-2000
Lablab	Kgs	5,500-6,000
Cooking bananas	Bunch	1,500-3,500

Source: Arusha District, Ngaramtoni market 2016

2.2.2.1 Irrigation unit

Irrigation unit is under Agricultural sector in collaboration with National Irrigation Commission. This unit deals with Irrigation infrastructures, water user associations, community water rights and proper land management for agriculture. Currently there are 35 traditional irrigation schemes found in the Council. These structures mostly are not completed due to scarcity of financial resources. Types of crops grown under irrigation are maize, banana, coffee, irish potatoes, sweet potatoes, horticultural crops and beans. Major concern of the District council is to make completion of those structures in collaboration with development partners like, ASDP/DADPs, and JICA.

2.2.2.2 Cooperation Unit

This is a unit under Agricultural sector in collaboration with National Cooperative Commission. The district has a total number of 38 registered cooperatives societies which has 17,671 members of which males are 5,476 and females are 12,195 and served by 2 staff out of 5 required. The co-operatives are divided into various types, where in the District there are 7 Agricultural marketing societies, 27 saving and credit cooperative society, 1 industrial cooperative, 3 horticultural cooperatives and 2 Livestock cooperatives.

Issues affecting the department responsible for agriculture, irrigation and cooperative, are: Low production and productivity, unreliable rainfall, high price of agricultural inputs, unreliable market of agricultural products, poor linkage between research, Extension and farmers, insufficient number of extension staff, inadequate working tools, poor quality of commercial agricultural products, lack of work motivations, lack of soft loans to farmers, post harvest losses to agricultural products, land degradation, uncompleted irrigation infrastructures, insufficient capacity building, low knowledge on food Value Chain and inadequate extension service delivery

2.2.3 Land and Natural Resources

Land and natural resource department is one of the 13 departments in Arusha District Council; this department consists of two sections i.e. Land and Natural resources. Land section is responsible for coordinating, facilitating and technical advice in supervision and implementation of land use plan in the district, it is also responsible in surveying and evaluation of land and properties according to the land act of 1999. Natural resources contributing to social and economic development such as employment and revenue gained. Apart from economic gains, the section also plays an important role in maintenance of climate stability, conservation of water sources, soil fertility, controlling land erosion, and providing source

of wood fuel and industrial materials. Currently, the department has 22 staff with a deficit of 8 staff for various expertise.

Table 6: Current number of staff and deficit

Subsection	Available Staff	Deficit
Land Management	6	-
Town Planning	2	1
Surveying and Mapping	6	-
Valuation	2	1
Forest	4	4
Wildlife /Tourism	2	2
Total	22	8

Source: Arusha District Council, Land and Natural Resources Department, 2016

2.2.3.1 Land

Land unit is involved in implementation of Land Use Planning and Management which involves preparation of town planning layouts, village site surveys. Also the Land section is involved in the preparation and issuing of customary rights of occupancy which have helped in empowering the community and also reduced land conflict in the community. Land section is divided into four subsections namely; Town planning, Survey and mapping and Land Management and Valuation.

(i) Town planning

The town planning subsection is responsible for preparation of town planning in the District. Given the current situation Arusha District council surrounds its borders with Arusha city council this has led to an influx of people from Arusha City to buy land and construct residential houses in Arusha district council due to its proximity leading to informal or unplanned settlements. Most of the land in Arusha District Council is unplanned approximately 95%. There has been some planning in a few areas and some regularization though it has been piece meal and inconsistent. This has been mainly due to limited budget, though through collaboration with private stake holders and Ministry of Land and housing, the Land section has managed to prepare Master Plans in 3 areas; Mlangarini, Selian city, and Aga khan these have been incorporated into the Arusha Master Plan 2035 funded by Ministry of Land and Housing. This Subsection has also Managed to prepare detailed layouts in different areas of the district a total of 12 detailed layouts including regularization schemes were prepared with 3736 plots. Also in conjunction with the Ministry of land and Housing, this section has prepared land use plans in 9 villages i.e. Kimnyaki, Lemongo, Oldonyowas, Imbibia, Lengijave, Ilkurot, Olkokola Ekenyewa and Sambasha. There have also been some

challenges in the preparation of these land use plans the main one being conflicts or border disputes between two or more villages hence not completing the land use plans and also lack of funds to complete land use plans in the remaining villages. This Subsection in partnership with the engineering department is also responsible for development control through provision of building permits. But given the fact few areas of the district are planned, this has hindered its success because the general public are not aware of provision in the law that prohibit construction of any structure without a permit. So sensitization is very much required to the public on this.

(ii) Survey and mapping

This Subsection is responsible for the surveying all areas that have detailed layouts and also survey all farms and government owned institution, this section is responsible for surveying all village boundaries, prepare deed plans and also establish control points and further still provide technical advice on the importance of survey and solve land disputes. Out of the 3736 plots 1432 plots have been surveyed in Kisongo, Mlingrini and Ngaramtoni Township. That is 38% of the plots surveyed. Five (5) secondary schools and 6 primary schools have been surveyed. Challenges faced in surveying section include lack of modern equipment to carry out survey easy and fast. Also there is limited fund to survey individual plots plus surveying is not affordable to most of the general public.

(iii) Land Management

This Subsection is responsible for the provision of both customary and Certificate right of Occupancy based on the provisions of the land Act of 1999 No.4 and Act No.5. This section has so far produced 5696 Certificate right of occupancy and 136 customary rights of occupancy respectively. Several land conflicts have been reported totaling 7 to this Sub section as its function of resolving them, 1 has been resolved and others are still ongoing. This Sub section is also responsible for land rent collection as of year 2015/2016 it managed to collected Tshs. 317,665,104 as land rent out of the target of Tsh. 675,000,000 set by the Ministry of Land and Housing Development. Main challenges in this sub section is few people are preparing title deeds because of the cost involved especially premium of 7.5% of the total value of the land. Also most of the land in Arusha district council is not planned hence can't be surveyed meaning no title deed can be granted leading to growth of informal settlements.

(iv) Valuation

This subsection is responsible for establishing market value of land and various properties for tax collection; transfer of right of Occupancy; and land rent. It also estimates property tax. Valuation as a sub – section has managed to collect data on properties (buildings) in Ngaramtoni Township as required by the law as shown in Table 7.

Table 7: Available properties at Ngaramtoni Township Authority

Ward	Sub Village	Number of Buildings
Olorien	Olorien	860
	Mringa	747
	Olosiva	1802
Kiranyi	Ilkiurei	968
	Kiranyi	Not yet
	Siwandeti	Not yet
	Namanya	Not yet
	Total	4377

Source: Arusha District Council, Land and Natural resource department, 2016

2.2.3.2 Natural Resources Section

Natural resources have to comply with the Natural resource management which refers to the management of natural resources such as land, water, soil, plants and animals. With a particular focus on how management affects the quality of life for both present and future generations. This deals with managing the way in which people and natural landscapes interact, it brings together land use planning, water management, biodiversity conservation, and the future sustainability of industries like agriculture, mining, tourism, fisheries and forestry. It recognizes that people and their livelihoods relying on the health and productivity of landscapes. Natural resources section is implementing two sub-sections namely; Forest and Game or Tourism.

(i) Forest

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

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

Arusha District Council has natural forest as well forest plantation (manmade forests), Forest provides goods and services and support the livelihoods of people in terms of food (wild fruits, wild vegetables), medicine, firewood, building materials and regulate our climate through the carbon cycle, and protect watersheds. Yet this priceless resource, a fundamental component of ecological infrastructure, is threatened by deforestation and forest degradation due to population increase. In Arusha District Council forest area covers 6,168.889 ha (61.67Km²) of the total area which is 78,350 ha (783.5Km²) which is 7.87% of forest area.

Forest area in Arusha district council is divided into two ecological zones which cover natural vegetation that includes the highlands and lowlands.

(ii) Highlands

This area is always green area covered with Natural forests which are Kibwezi forest reserve, Kiutu forest reserve, Mount Sambasha forest reserve together with Meru Forest Reserve and Meru-Usa Forest Plantations. Kibwezi forest reserve is the local government authority forest reserve which is owned by the Arusha District Council, it covers an area of 315 acres (1.27 Km²), Kiutu Forest reserve is the Local Government Authority which is owned by the District Council, it covers an area of 52 acres (0.2Km²), Mountain Sambasha Forest reserve is the local government authority which is owned by the District Council, it covers an area of 13 acres (0.05Km²), Meru-Usa forest plantation is central government authority forest reserve which is owned by the Government, it covers an area of 13,500 acres (54.6Km²).

(iii) Low lands

This zone is located in Mukulat division; it is experiencing higher rate of droughtiness in comparison to other areas in the district. More efforts are needed in this area so as to recover natural vegetation, the resident of this area are the pastoralist societies. In this area more effort has to be put in place in order to restore the area. To rescue the low land areas, deliberate efforts to plant trees have been done by the District Council and various institutions including individuals to overcome environment degradation. The tree planting

exercise is considered of vital importance in the District because some areas in lowlands are already degraded. The table below highlights the exercise of raising tree seedling and its general trend for the period of five years from 2011/2012 to 2014/2015. It is observed that there has been a good trend in the number of tree seedling raised since 2011/2012. These exercises were made possible through coordinated efforts between various institutions including villages, schools, NGOs, Religions and individuals.

Table 8: Tree planting statistics from 2011 to 2015

Year	Trees planted	Survival (60%)	Estimates of Ha.
2011/12	1,200,000	720,000	450.0
2012/13	1,100,000	660,000	412.5
2013/14	1,150,000	690,000	431.25
2014/15	1,200,000	720,000	450
Total	4,650,000	2,790,000	1,743.75

Source: Arusha District council, Land and Natural Resources Department, 2016

Technical knowledge on tree planting was provided in 67 villages in Arusha District council and total of 4,650,000 trees were planted from 2011/2015 to 2014/2015, backstopping in environmental management committees in 15 villages were provided and 6 villages were supported to carry out forest boundary reconnaissance survey to their forest reserves.

(iv) Wildlife and Tourism

The District is endowed with flora and fauna, plus a wide range of beautiful natural areas like waterfalls, and cultural heritage sites. Tourism and game sub sections in Arusha District are within natural resource section which is under the Land and natural Resource Department. The wildlife section deals with coordination and conservation of wildlife resources and eco-tourism activities. The role of this subsection at the district level is to implement the national wildlife policy of (1998 which was revised in 2007). Since 2003 hunting activities has not been practiced because of the shortage of open areas and the absence of game reserves. Previously the District council had 4 villages of Imbibia, Oldonyosambu, and Lengijave in which the hunting activities were taking place. Human Population increase has led to the decrease of wildlife species as many people have encroached to the wildlife habitat.

Arusha District council is rich of various species of animals such as eland, dikdik, Thomson gazelle, grant gazelle, buffalo, Impala, warthog, wild beast, heart beast and various birds types such as Sand goose, pigeon, guinefowls and francolin.

Tourism section operates under the National Tourism Policy (1999) which is seeking to assist efforts to promote the economy and livelihood of the people, essentially in poverty alleviation through encouraging the development of sustainable and quality tourism.

The National cultural policy (1997) recommends that every Tanzanian is responsible for the preservation of culture so as to diversify and promote the tourism activities. Arusha District council is composed of different tribes but the major native tribes are the Maasai, Meru and Wa-arusha. In Arusha district there are cultural and historical sites which need to be preserved and conserved due to their ecological and economic importance. The section is planning to improve eco tourism program by improving and promoting 5 tourism attractions, 2 cultural tourism programs and 1 tourism enterprises which are existing in the District. The following are attractive sites found in Arusha District.

- Ilkiding'a cultural tourism program; Is situated at about 11km from Arusha town the area offers a view into the culture of Wa-arusha tribe, a visit to a traditional built homestead, nature walk through the coffee plantations and a visits to traditional healer (Laiboni).
- Ilkuroti cultural tourism program; Is situated about 20km from Arusha town. The area provide the opportunity to visit the Maasaibomas, a visit to the Maasai holy tree where the sacrifice are been done, and the visit to Kilimamoto crater and the Ngorora hill.
- Ng'iresi water falls; Is situated about 7km from Arusha town. The area provide a guided tour to farms on the lush slopes of Mt Meru, a visit to a village soil conservation project, and climbing the Kivesi hill.
- Olgilai water falls (Themi falls) ; Is situated 5km from the Arusha town. The area provides a nature walk into a forest, opportunity for bird watch activity, and a visit to the Maasai boma and to a traditional healer (Laiboni).
- Songota water falls; Is situated about 7km from the Arusha Town. The area provides an opportunity for a nature walk, a visit to the Maasai bomas, and soil conservation projects.
- Kioga Cultural enterprise; Is located within 6km from Arusha town. The area provides an opportunity for hiking to the themi water falls, walk to a natural forest, local farm tour and visit to the Maasai worship place.

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

- Sustainable utilization of forest, water and marine resources
- Increased natural forest cover
- Tree planting (Target is to plant 1,500,000 trees annually)
- Reduction in charcoal production in urban areas
- Conservation of natural resources management
- Conserving and sustainable using rivers for sustainable development
- Patrol against illegal forest harvesting
- Increase revenue collection
- To enhance community based wildlife management
- Aggressive promotion and marketing of Arusha Dc as a unique tourism attraction
- Diversification of tourism products (Identification of new areas)
- Infrastructure improvement
- Improving training and skills development
- Encouraging local tourism
- To improve enabling environment for tourism sector (Encouraging investor)
- Formalization of (informal) settlements
- Increase revenue from new sources (Buildings, basic infrastructure including for water sewerage; especially for Arusha District Council own source revenue.
- Implementing Integrated Land Management Information System (including establishment of land bank)
- Institutionalizing Land use conflict solving framework
- Developing satellite cities including secondary townships

2.2.4 Water

The functions of the water department are to provide clean, safe and affordable drinking water to the community within 400m and each water point to serve not more than 250 populations. The department has 11 staff and has the shortage of 17 staff. The 11 technical staff collaborate with District Water and Sanitation Team for planning, evaluation and monitoring for sustainability of water projects. Also the department is working in collaboration with various stakeholders, including; NGOS, Community, Central Government, and FBO to implement the department activities. In terms of working facilities, the department has 1 vehicle, 2 motorcycles, 2 laptops, 2 desktops, 1 photocopy machine and 1 scanner.

Current data on population with access to water indicate that, 57.9% of the District population has access to clean, affordable and safe drinking water from various improved sources. These sources include springs, underground water, streams, rivers and rain water harvesting. So far the District have about 85 schemes which are grouped in five categories, namely; Gravity schemes, Boreholes, Shallow wells, Surface pumps schemes and Rainwater harvesting schemes tank.

Table 9: Type of schemes

Type of schemes	No of schemes	Functioning	Not functioning	Requirement
Gravity schemes	52	51	1	70
Boreholes	10	10	-	30
Shallow wells	2	2	-	10
Surface pumps schemes	2	2	-	5
Rainwater harvesting schemes tank	19	19	-	10,000
Total	85	84	1	10,115

Source: Arusha District, Water Department, 2016

Currently, the Department has several achievements; firstly, the department is implementing National Rural Water Supply and Sanitation Program in 10 villages, also it implements 5 projects through Own Source funds and various NGOS like Water Mission. After completion of this program the water coverage is expected to rise to 66.5%. Secondly sensitizes the community on establishment and empowering of existing COWSOs which enabled the community to operate and maintaining their own projects in the villages. 7 COWSOs have been registered and 9 COWSOs are in different stages to be registered. Issues affecting the department of water includes: Insufficient population with access to clean and affordable water, shortage of skilled personnel, Un-conducive working environment to staff, non-existence of COWSOs in some of the projects, inadequate of monitoring and evaluation of water projects by District Water and Sanitation Team (DWST).

2.2.5 Livestock and Fisheries

Department of Livestock and Fisheries is one among the 13 Departments in Arusha District that deliver services to Arusha District community members. There are 81 Staff, out of which 15 are stationed at the Headquarter and 64 Staffs works at ward and village levels. The core functions of the department include the following:

- Coordination of Livestock Extension service providers at all levels: Department of livestock and fisheries is mandated to coordinating all service providers from a District level to village level by facilitating them to achieve their goals and ensuring provision of appropriate services to the community.
- Diseases control. Department coordinating animal disease control measures, supervising and control entry and exit of animals and animal products, supervising the supply and distribution of

veterinary inputs, coordinating animal disease surveillance and diagnosis and making sure all animal disease legislations are enforced.

- Supervision of Livestock markets. Department providing Livestock movement permits and to ensure the adequate and proper Infrastructures to all Livestock markets eg. Loading and off Loading structure.
- Coordination and Strengthening of Research– Extension-Livestock Farmer - Linkages. The Department ensures accurate and timely delivery of technical packages to Livestock farming communities through Subject Matter Specialists and other Livestock extension services providers.
- Public –Private Partnership in the Facilitation of Livestock Extension Services. Department ensure that all private Livestock Extension service providers are identified and their areas of operations known as well as their capacity gaps.
- Strengthening of Infrastructure and Facilities for Livestock Extension Services. Through demarcating land for commercial Livestock farming and to ensure proper infrastructure and facilities.
- Cross - Cutting Issues. Department of Livestock collaborates with other stakeholders to institute mechanisms for coordinating the mainstreaming of these issues into Livestock services.
- Clarification of roles and responsibilities of various Stakeholders. The Department map out livestock farmer categories and their respective needs, promote commercial livestock farming and value addition practices for livestock products.

The department has two units, namely; Livestock and Fisheries. Livestock and Fisheries operation starts at District level to village level with the coverage of 27 wards and 67 villages.

2.2.5.1 Livestock

The District has a total area of 144669.2 ha (1446.7Km²) of land suitable for agriculture and livestock and more than 50,600.5ha (506Km²) suitable for grazing. However, about 50, 424.7ha (50424.7Km²) are in use for agriculture and livestock, while 175.8 hectare (1.8Km²) are not in use. Livestock unit deals with infrastructure and livestock management and data. In line with this, the District has allocated land in some areas which is used for building Livestock infrastructures to improve livestock services in the District. However, the District has 6 Slaughter houses, out of which 2 Slaughter houses are owned by the District and 4 slaughter houses by private livestock keepers. Other infrastructures are in the District are 26 charcoal dams and 8 veterinary centers.

Moreover, the unit ensures that, there is up to-date livestock data through conducting livestock census from all villages each year. The livestock population for the year 2016 is 208,700 cattle, whereby indigenous cattle are 189,227 and dairy cattle are 19,473. Dairy goats are 1,490 and indigenous goats are 199,175 which make the total number of goats to be 200,665. Poultry population is 364,915, out of which broiler chicken are 30,256, layers chickens are 36,000, indigenous chicken are 295,389 and the total number of ducks are 3,270. According to that census the populations of other domestic animals are 14,675 donkeys, 31 camels, 821 pigs, 4384 dogs, 2,354 cats and 10 horses. Data from slaughter houses and milk collection centers shows that, the Beef meat produced were 583,200kgs, Pork meat produced were 43,680kgs, goat meat were 15,840kgs, and sheep meat were 33,194kgs. The total amount of milk, animal skins, and hides produced per year is as follows: milk produced was 3,374,720 litres, skins were 13,644 pieces, goat hides were 4,344 pieces, and sheep hides were 4000 pieces.

2.2.5.2 Fisheries

Fisheries unit deals with all issues related to fishing, whereas in the District these activities are practiced in form of aquaculture (fish farming) due to absence of natural water bodies such as lakes and rivers. Therefore, the Department of Livestock and Fisheries introduced aquaculture practice as a source of income and food to the community members. In order to facilitate fish farming the District established 3 demonstration fish ponds; 2 of these fish ponds are located at the District headquarter and the 1 located at Nane Nane exhibition ground. Establishment of demonstration fish ponds and services provided by staff of the section resulted to establishment of 30 fish farmers and 2 fish farming groups, whereas in total the district has 40 ponds located at various Wards including Bangata, Kiutu, Moivo and Ngaramtoni. Out of the 40 ponds, 3 are owned by the district council, 2 are owned by fish farming groups at Kimnyaki village and the rest 35 are owned by private fish farmers. Issues Affecting Livestock and Fisheries are:

- Climate change: the climate change in the district, affects availability of pasture, livestock feeds and water due to inadequate and unreliable rainfall. The result of climate change forced most farmers to migrate from one area to another searching for water and pasture which results into conflicts between Livestock keepers and farmers.
- Inadequate budget. Results into low performance of the Department activities.
- Inadequate working tools. Example Transportation etc.

- Land related conflicts. The most challenge which is facing the Department of Livestock and Fisheries is conflicts by the neighboring district councils as result of unclear boundaries.
- Untimely fund disbursement – Lead to the failure of the most planned activities.
- Low production and marketing
- Inadequate Skilled Personnel in Livestock related field
- Inadequate internal market for milk and milk products.
- Low capacity of production, collection, processing and marketing of a wide range of dairy products.
- High rate of rural poverty.
- Inefficient of regulatory frame work for animal health services.
- Low capacity of Institution of the Veterinary Council to regulate animal health services effectively and efficiently.
- Poor linkage of farmers with Financial Institutions.
- Low level of technology adoption.
- Poor participation of private sector on construction of markets.
- Lack of smallholder farmers aggregated into commercial farmer Organizations.
- Low value chains in Livestock and Fisheries.
- Lack of modern Technology in Aquaculture.
- Lack of low cost Aquaculture Technology.

2.2.6 Health

Health Department has 8 Sections and 24 functional sub sections. The district has a total number of 54 Health facilities, including 2 Hospitals (one being CDH and the other owned by the council), 5 health centers and 47 dispensaries. The ratio of health facilities versus targeted population is 1:6355.2. However, the ratio mentioned is not realistic due to poor health seeking behavior contributed by distance to the health facilities, ignorance and native traditions. The roles of health Department vary from one section to another. These roles differ from each other due to core functions of each section. The major roles of Health department are to oversee that quality Health services are delivered to the Community. To coordinate and supervise collection of Community Health funds and make sure is utilized as per guideline. To supervise all Maternal and Child Health services in the District. To control, survey, all Epidemics in the District. To participate in development, supervise, and Implement Policies and regulations brought by higher

institutions. To treat all condition such as Medical, Dental, Surgical, and all other conditions. To investigate all conditions as the Doctors will order to be investigated. To conduct on job training to Health workers to improve capacity of service delivery. To train students in Health Institutions and conduct outreach services in the community where there is no Health Facility.

The current status with regards to health issues in the district indicates that supply of medicine, equipment, and diagnostic supplies is 73%; presence of drugs at health facilities is 77%; condition of medical equipment at health facilities is 81%; maternal mortality rate is 62/100,000; neonatal mortality rate is 3/1000; Infant Mortality rate is 12/1000; Under five mortality rate is 17/1000 live Birth; Referral system of patients from Health facilities is 78%; Proportion of Home delivery is 48%; Proportion of obstetric complications is 32%; Prevalence of communicable Disease 4%; Case fatality rate due to HIV/AIDS is 38%; Prevalence due to TB is 0.3%; Prevalence of mental health conditions is 3%; Prevalence of diabetic mellitus is 4%; Incidence of accidents leading to disability is 2%; Incidence of Injuries is 1%; Prevalence of other non-communicable diseases is 5%; Prevalence of oral conditions is 7.8%; Prevalence of eye diseases in above five years is 2.1%; Prevalence of eye diseases among under-five is 2.5%; Prevalence of Anthrax in the district is 0.1%; Proportion of Households with no toilets is 28%; Proportion of Households with no quality toilets is 17%; Adherence to laws and regulations on quality goods supply is 75%; Sanitation at food distribution and consumption areas is 82%; Quality supply of water in community is 57.7%; Levels of fluorosis in the community is 4.1%; Living areas in Orphanage centers is 48%; Proportion of disabilities caused by motor traffic accidents is 9.1%; proportion of child abuses is 3%; Proportion of most vulnerable children are 2,033; Incidences of Abuse and Neglect among older people is 1%; Proportion of management at Health Facilities is 80%; Proportion of Health facilities with 0 star is 34%; Proportion of Health Facilities with 1 star is 58%; Proportion of Health Facilities with 2 stars is 6%; Proportion of Health Facilities with qualification of 3stars is 2%; Availability of skill mix HRH is 39.9%; Proportion of management at Health Facilities is 80%; Incidence of outbreaks of Cholera is 2%; Information (Research) on epidemic occurrences is 0.8%; Proportion of unregistered Traditional Healers is 67%; Proportion of Traditional Healers with poor quality medicines is 95%; Proportion of Health facilities with fair infrastructures is 56%; Proportion of health facilities with high degree of dilapidation is 68% and Health facilities delivery is 85%; and Prevention of HIV Transmission from Mother to child is 1%.

In addition, there is critical shortage of shortage of Drugs for Opportunistic infection. HIV/AIDS awareness seems to be very high (98%) though transmission is high whereas the prevalence HIV/AIDS rate stands at

2%. National wise Birth attended by skilled health Workers was 90% in 2014 and estimated to be 95% by 2025. Life expectancy is 70 Years; Access to safe water and Sanitation in Urban areas in 2016 was 86% to 85% by 2025; Rural areas 67,7% (2014) estimated to be 90% (2025). People reported to travel long distance to seek medical services seemed to be 36% (2015) which is expected to be reduced to 15% by 2025. In order for the health department to operate successful, health facilities will require 198 staff Houses. The 24 Wards which have no Health Centres and 25 Villages with no Dispensaries need to be furnished with these facilities. In order to improve referral system 51 motor cycles and 4 motor vehicles are needed.

2.2.6.1 The status of health department by units

Nursing unit: the function of the unit is to oversee all nursing cadre in the District. This section is one of the key parts of the Department since Nurses are most important workers in Health Service Delivery. Currently, there is critical shortage of nurses. Out of 942 required Nurses only 241 (26%) Nurses exist in the District.

HIV/AIDS unit: This unit controls all the activities that are to be carried out on HIV/AIDS control; in consideration to testing; medication; adherence to drugs administration; Laws and Regulations; and policy implementation. This, unit constrained by lack/deficiency of opportunistic infection drugs such as septrine, antifungal and tropical drugs; insufficient number of CD4 machine (only four in the district and absence of nutritional foods for patients.

Home-based care unit: with other stakeholders this unit functions to assist all sick people at their homes. This section is highly assisted by home based care providers who visits the sick people at their home and give them necessary assistance including Drugs, nutritional assistance, and Counseling. Challenged by unit is lack of motivation to home based care provides such as transport fair and allowances.

Pharmacy unit: this unit deals with ordering, requiring, forecasting and storage of drugs in the District. Availability of drugs has been a challenge due to financial constrains facing Medical Store Department. There are several sources of funds for purchasing drugs such as, Community Health Funds which has been potential source of fund for Drug. Basket fund also is another important source of fund for drug purchases although it provides drugs to all Health facilities.

Nutrition unit: this unit oversees all nutritional issues in the District through conducting various activities such as vitamin “A” supplementations, de-worming of under-fives, nutritional supplements and nutritional assessments. Currently the prevalence of malnutrition is 2.1%. Vitamin A supplementation and De-worming

is 96%. Nutrition unit facing the following challenges such are; - lack of nutritional supplements for children and adults with malnutrition (F75, F100 and plummy meets) and lack of malnutrition unit at Oltrument Hospital and enough personnel.

Environmental Health unit: in this unit Health Officers control all important issues of sanitation and cleaning of various facilities and Streets. They also inspect the selling sites like food premises, shops, Super markets, schools, Hotels, Colleges, Universities and other institutions. Currently the solid waste management rate stands at 68%. Challenges facing this unit are: Outbreak of cholera due to lack of pit latrines to the communities and Insufficient knowledge on importance ties of using toilets

TB/Leprosy unit: this unit controls all activities relating to Tuberculosis and Leprosy. It supervises all treatment regimes that are given day to day and regulates the principles of the projects based on the laws and regulations and policy implementations. Follow up on index swear positive family members fuel, transport, allowances, highlight challenges facing this unit.

Traditional medicine and alternative medicine unit: this unit has the roles of registering all Traditional Healers and guide the how to conduct their activities. There are 35 Traditional Healers, though only 15 (33%) are registered. Common challenge is unrecognized and unregistered traditional healers which resulted from shifting from one place to another.

Public private partnership unit: the coordinator of this unit normally coordinates all stakeholders who are providing Health services in the District. The District has 16 private and faith based health facilities. Among these 7 are private health facilities and 9 are owned by faith based organizations. The major problems are: some the private facilities refuse to join the PPP a good example is Pamoja Dispensary fearing government wants to take their facilities and unsatisfactory collaboration amongst the private health facilities.

Mental health unit: this unit coordinates all mental health conditions and their effects to the community. The situation of mental Health is currently stabilizing after provision of drugs and supervision. Currently, the prevalence of mental health conditions stands at 3%. Unavailability of important drugs all the time, lack of mental health consultation room and ward at Oltrument Hospital are challenges facing this unit.

Integrated, logistics surveillance and logistics unit: this unit usually collects the HMIS Data weekly, monthly, and annually and utilizes them for the District. Currently, this unit is well performing with reporting rate of 100% for the week 1 of 2017. Not all MTUHA registers are available all the time, insufficient knowledge on data collection and reporting as well as utilizing the data output, these are existing challenges.

District health secretary unit: this unit controls Human resource for health and other DMOs functions. It deals with preparation of CCHP, Coordinating the budget preparation, report writing and send them to the respective authorities. The council has total number of 349 (34%) health workers. The Council has shortage of 988 (60.1%) health workers.

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

Radiology unit: this unit controls all activities relating to radiology and emerging in the District. Currently the District has no X- Ray machine, Ultrasound Machine, and their supplies.

Eye unit: the unit is coordinated to control all eye problems in the District. There is no eye department/unit at Oltrument Hospital and lack of essential equipment's for this unit.

Community health fund unit: the coordinator of this unit controls all the contributions of members who are joining health facilities. Currently, there is low number (28.4%) of households joining the Community health fund regime.

Health management information system unit: this unit receives the data from various Health facilities for the departmental use. Not all MTUHA registers are available all the time, insufficient knowledge on data collection and reporting as well as utilizing the data output, these are existing challenges.

Immunization unit: this unit serves as custody of immunization, storages, vaccination, ordering, and foreseeing the vaccine requirement. This unit facing some challenges as insufficient storage facilities i.e. fridges to cover all facilities. Lack of some essential vaccines such as HPV, MR, BCG and polio vaccines.

The major problems facing the health department are as given below:

- Medicine, Medical equipment, medical and diagnostic supplies management systems
- Maternal new Born and Child Health
- communicable disease control
- Non Communicable Diseases control

- Treatment and care of the other Common Diseases of local priority within the council
- Environmental Health and sanitation
- Strengthening social welfare and social protection services
- Strengthen Human Resources for health management capacity for improved health services delivery
- Strengthen organizational structures and institutional management at all levels
- Emergency preparedness and Response
- Health Promotion
- Traditional Medicine and alternative healing Priority area
- Construction, rehabilitation and Planned Preventive Maintenance of Physical infrastructures of health facilities.

2.2.7 Community Development, Gender and Youth

Community Development, Social Welfare and Youth Department has the objective of empowering community to realize their Socio- economic status by prioritizing their needs and seeking for possible solution. It has been playing as catalyst in development process by improving the living standard of the people. This can be done by:

- Supporting community on identifying their own problems and find out solutions by using available resources
- Sensitizing community involvement in development undertaking programs from early stage to an end which build sense of ownership and sustainability of the development programs.
- Cooperating with other sectors towards development initiatives by using available resources financially and materially.
- Mobilizing community on establishment of income generating activities
- Emphasizing community on adopting use of simple and appropriate technology,
- Advising and encourage communities to establish day care centers with the major aim of enabling women to participate in development activities while at the same times preparing the children for primary education.
- Sensitizing community to adopt new changes towards bad cultural practices e.g. FGM, Women violation, early marriage, and early pregnancy.

- Facilitating the practice of good governance and human rights such as children rights, women's rights and other vulnerable groups rights
- Empowering community on child growth, socialization and nutrition activities.
- Facilitating and coordinate Non-governmental organization activities.
- Coordinating HIV/AIDs interventions in the District
- Facilitating and support clients in the problem solving on social welfare matters.
- Improving the well-being of people with disability, elderly and most vulnerable children.
- Promoting effective mechanism of dealing with vulnerable groups.

The department has 30 staff out of these 27 are Community Development Officers and 3 are Social Welfare Officers, 13 stationed at head quarter and 17 working at the ward level. The department is in a shortage of eight staff to equip the department. The department is divided into seven main sections namely; planning statistic and research, gender and women affairs, children and special groups, youth development, social welfare, civil appropriate engineering, HIV/AIDS coordination.

2.2.7.1 Planning and research unit

This unit assists the community to plan and to write development project proposals and to assist people who come to conduct any development research within the council. It also coordinates the Non-Governmental Organization (NGOS) in the district. Currently, there are 60 Non-Governmental Organization (NGOs) implementing different development projects in the district. Also there are 5 Faith Based Organization implement different projects. These NGOs meet after three months to presents their project implementations report and to discuss challenges and success in their projects implementations up to this moment two meetings was conducted and 58 NGOs participate. NGOs Network has been established whereas now it is in process to be registered. About 319 of the students from various university have been assisted to do their field and data collection.

In doing its activities the unit is faced by some problems which affects it operations. These include; inadequate working facilities, inadequate resources to outsource services to community level, hardship environment to get full information from NGOs due to lack of transparencies by some NGOs in the implementation of their projects and report.

2.2.7.2 Gender and women affairs

This section deals with gender balance and economic empowerment. The current situation indicates that in the district there is gender un-balance in the area of political and executive leadership position. In regards to cultural behavior, it seems there is a patriarchy system which hinder women to participate in decision making. Also there are cases of forced marriage, early marriage and sexual abuse. Furthermore, there exist Female Genital Mutilation (FGM) practices in the district. In relation to economic empowerment, the unit encourages and facilitates the formation and registration of women and youth economic groups. Currently there are 280 women economic groups and 128 Youth economic groups. Since 2007 to date, 189 women economic groups have been given a total loan of Tshs. 275,000,000/= while 102 Youth economic groups have been benefited from a loan of Tshs. 136,000,000/= at the interest of 10% per year. The main problem facing this unit is the failure of some groups to repay their loans.

2.2.7.3 Children and special groups unit

This unit deals with marginalized; this is a group of people who are isolated in the community who at the same time see themselves as not part of the human being. Major problems facing this group are; isolation from family members, sexual abuse for children, physical abuse and psychological disturbance. In effort to protect them the government has introduced directives and policies which requires community to participate in maintenance, care and protection for marginalized groups. Currently the council has succeeded to establish 55 children clubs in 21 wards; District child protection team, this is to provide care, protection and education of child growth and socialization so as to bring awareness to community and also children. Insufficient knowledge among community members in children's right cause them to abuse the children while children have their right to be listened and participate in making their decisions. Through public meetings in 3 sub villages were succeed to educate child growth and development likewise in 2 primary schools. Consequently, some children provide information to their teachers about how they are abused and neglected at family level.

2.2.7.4 Youth unit

Youth development unit was established specifically to coordinate and supervise implementation of the youth development policy. The unit encourages youth to formulate economics groups, like SACCOS and

VICOBA in order to employ themselves and to increase their income. The unit is also responsible for coordinating youth loans fund. Currently, the district has 3 youth SACCOS which have been given the loan. Arusha vijana SACCOS has been given two million from council. Masai Awareness SACCOS has been given ten million and Eenyunoto SACCOS were given six million from central government. In the last five years Arusha district council provided loan to 95 youth groups of which amount to 156,000,000/=. Nevertheless, with all the efforts done by the council, unemployment is a big challenge which needs intervention of the district and other stakeholders.

2.2.7.5 Social welfare unit

The vision of this unit is to have a community embracing rights, welfare and development for all vulnerable groups; whereas the mission is to provide social welfare services to the subjects especially marginalized groups with rational, rights and equality. The unit provides services related to matrimonial and affiliation cases. In regard to matrimonial cases 181 cases have been resolved, whereby 10 cases were taken to the court for further decisions and 15 cases were sent back to families. In relation to affiliation cases, the unit has head 120 cases, whereas 98 were resolved and 22 cases were referred to the court for further decisions. In improving its services, the unit works in collaboration with 11 stakeholders to rescue most vulnerable children. In doing this the district has 383 Most Vulnerable Children (MVC) taken care by 11 Children homes, whereas 1026 MVC are being supported by the 11 stakeholders within their families.

Caretaking of children obtained out of wedlock. This part engages with the following receiving cases from fathers or a mother relating to the children's given birth out of wedlock. Conducting civil research about the blames from pregnant mothers or those with children given birth out of wedlock. Also providing counseling and mediation to end up tensions between families was provided to accept and handle the situation.

2.2.7.6 Foster care and adoption

This service is provided to the children's lacking of parental care and protection from parents, guardians or other relatives due to the different reasons such as death or being abandoned. It includes the following:

- Communicating with International Social Services to get advice and suggestion from abroad for those guardians who are not Tanzanian citizens but wish to care the children's. Currently, the unit received 9 requests from 9 families for foster care and adaption from 6 citizens and 3 foreigners.

- To permit caretaking of the children's to guardians legalized by the social welfare commissioner, wishing to take the responsibility up to this moment 2 children was legalized by social welfare commissioner to be fostered.

Day care centre: The services provided by day care centers include; health, nutrition, defense and security, sports and games, entertainment, love and preparation for primary education. So far the district has 2 daycare centers operating and 4 are in application stage. Out of the 4 one-day care centre completed all the process of establishing and its application sent to the social welfare commissioner for approval.

Disabled people and elder's services: in implementation of government policy on welfare of disabled and elders the council has empowered elders and people with disability to participate in exhibition to enable them exchange ideas with others. This exchange is expected to enable them learn so that they can engage in economic activities for the betterment of their families. Also the council has succeeded to establish participatory old age tribunal in 16 wards out of 27 wards in order to enable elders meet and discuss issues of concern to them and solve those issues within their capacity while referring other to outsiders. More so 2100 elder's people have been succeeded to get identity card for free health support. There is a need to set budget to reach the remained 10,792 elderlies.

Behavioral change and children right services: this service is provided to children for among others the purpose of ensure provision of proper services to street children and harassed children. In Arusha district 36 cases were reported whereas, 14 were family neglected cases, 8 were physical abuse cases among them 6 cases were children, 14 were sexual abuse whereby 2 were boys.

Some of the social welfare unit strengths include; good working relationship with other stake holders and other departments, and committed staff which all together led to the provision of high quality services. Others are opportunities such as growing number of stakeholders who are interested in addressing issues related to the social welfare matters, for example the establishment of District child protection team and 2 child protection team in ward level at Musa and Mwandet. Although there are achievements as mentioned above, on the other side there are weaknesses which affect implementation of planed activities such as inadequate working equipments and facilities example transport, office facilities such as chairs, tables, photocopy machine and computers, lack of sustainable strategies for addressing issues and problems due to the fast social and economic changes taking place locally and globally.

Other challenges affecting the effectiveness of service delivery include; Bad or out dated culture, traditions and customs and practices with the community are set backs to the development of the people in the Arusha District. In most cases they are the reasons behind the oppression of the marginalized group especially people with disability discriminated/hidden with their families resulted to the failure of getting their basic needs and going against Human Right Act. Inadequate office accommodation and facilities which lead to unattractive working environment to both service providers and recipients in which social work principles emphasize privacy and client confidentiality. Moreover, inadequate staff (3 staff) compared to the size of the council and the large number of people to be saved. Inadequate resources contribute this section to fail to outsource services to grass root level.

2.2.7.7 HIV / AIDS unit

HIV/AIDS unit aims at coordinating activities and addressing the issues related to HIV/AIDS so as to improve related services and reduce the infection of the pandemic. In response to the HIV/AIDS problem Arusha District Council has made progress nearly in all areas including; HIV AIDS prevention, Care and treatment. Progress has also been made in impact mitigation through communication and Community participation through multi-sectoral response. In reality the government state clearly all department should set the budget on cross cutting issues including HIV/AIDS, this is not applicable due to inadequate budget which depend on district own source revenue. Failure to this it creates set back in combating HIV/AIDS intervention. The District has formulated appropriate interventions to prevent the transmission of HIV/AIDS and other Sexual Transmitted Diseases, as well as to protect and support vulnerable. The prevalence rate for HIV/AIDS in the district between 2011 and 2016 is given in table below.

Table 10: HIV/AIDS prevalence rate 2011-2016

Year	Prevalence rate in percentage
2011/12	1.5%
2012/13	1.3%
2013/14	1.5%
2014/15	3%
2015/16	2.6%

Source: Arusha District AIDS Control report, 2016

The report of financial committee of second quarter of the year 2016/2017 shows that the age group below 15 had 0percent infections, while the age group above 15 was deciding infected by 2.6 percent. Likewise, the report reveals that the infection between male and female were almost the same which were 51 percent

and 49 percent respectively. HIV testing and counseling services had been provided in 49 health center and 2.6 percent of people who tested were infected with HIV. It should be noted that number of people who are ready to be tested voluntarily is still very low. For instance, in 2016 only 1517 (0.5%) people out of 323,193 tested voluntarily.

Intervention done through cinema which play a great role of creating awareness to the community because the activity involve different age group of people include children, youth and grown up. The cinema program aims at disseminate right information on prevention, care and treatment through condom use, abstain sexual practices, risk behaviors that can lead to new infections such as drug use, alcoholism, unprotected sexual practices, having sex with many partners, pornographic videos continued to be shown. More intervention through cinema needed in order to create awareness for the majority population hence led the reduction of new infection.

The number of people who attended these cinema program was 1907 where by Men were 1503 and women were 404. Out of those attended the program only 980 test for HIV, among these men were 796 while women were 184. Out of 980 only 32 people were infected with HIV, Men were 10 while women were 22. With these data those who were infected were 3.3 percent Of the total population who tested for HIV during the cinema program. In 2016 this program done in only 27 villages out of 69 villages so intervention through cinema is needed to reach the remaining 42 villages.

Some of cultural practices such as; Genital Mutilation, Polygamy and early marriages are common in the District and are found to be one of the catalysts for the spread of HIV/AIDS and all these addressed during the dissemination of the program. New infections still stand as a potential challenge and therefore multi-sectorial intervention is necessary for the reduction of the problem. As in other areas in Arusha District youth are more vulnerable to AIDS infection due to the fact that at their age they are more sexually active. This will result into youth engaging in risk behaviors such as having sex with many partners, engaging in unprotected sex, drug abuse which may lead them into new AIDS infections. The major issues affecting the department to meet its objectives are:

- Lack of proper mechanism to involve community in planning process
- Inadequate public land to invest industrial.
- Poor infrastructure causes the community to fail in controlling communicable diseases.

- Lack of appropriate technology in rural areas cause the community fail in applying new techniques.
- Lack of transparencies among other NGOS in the implementation of their projects and reporting.
- Lack of entrepreneurship skills and knowledge for youth, women, and vulnerable groups to run small business which will assist them to eliminate poor living standard.
- Interruption of political system in women and youth loan
- Child abuse
- Lack of education on child growth and development
- Poor commitment in socialization for communities to take care to their children.
- Contradiction of youth age Contradiction of youth age
- Unemployment.
- High requirements of facilities for disabled people (assistive devices)
- Increased humiliation practices against children.
- Social isolation to marginalized groups.
- Lack of education on child protection
- Inadequate funds to support marginalized groups.
- Inadequate fund to facilitate People living with HIV/ AIDS,
- Youth are more vulnerable to AIDS infection.
- Bad cultural practices which may lead to new AIDS infection.
- Stigmatization and discrimination for the people living with HIV /AIDS.
- In adequate fund to other sector for HIV/AIDS intervention.
- Drug abuse and alcoholism which lead to risk behaviors.
- Insufficiency/ inadequate working facilities
- Insufficiency community development/social welfare human resources
- Poor working condition in rural areas
- Inadequate staff motivation

2.2.8 Primary Education

The Primary Education department has a role of providing high quality education, increase access and equity from Pre-Primary up to Primary level in the district. The department works as a team, to ensure high quality performance is achieved. The specific roles of Primary Education Department are: To conduct

enrolment of all units in the district in each academic year. To Monitor and Evaluating Education syllabus in collaboration with Education Quality Assures Department; To improve performance rate. To Coordinate National Examination, Mock Examination and other internal Competition Examinations within the wards and schools. To conduct Adult Education activities. To conduct Special Needs programs. To conduct Sports and Games in primary schools. To conduct Seminars and workshops to teachers. To collect, process, analyze and utilize data of primary schools. To disburse and monitoring financial activities in the department. To supervise construction of infrastructure in primary schools. To coordinate and supervise PEDP implementation in the council. To manage and prepare education department plans and budget. To conduct and supervise cultural, sports and games in schools. To prevent and manage emergencies and disasters in schools. To manage cross cutting issues concerning to education perspective. To mobilize community in participating in the construction of school buildings including classes and teachers houses through School Committee.

The District has three (3) Divisions with 27 wards in which 92 Government Primary Schools and Pre - Primary Classes are located. There are 33 Private Primary schools with 31 Pre – Primary and Baby Classes. The Council also has three Special Education Units, 10 Schools with Complementary Basic Education (COBET) centers, 64 Integrated Community Basic Adult Education (ICBAE) groups, 4 Secondary Schools with Open and Distance Learning (ODL) centers, One Vocational School, and five Teacher Resource Centers under the Supervision of the District Council through the Department of Primary Education. Table 11 shows number of units in the Primary Education Department.

Table 11: Number of sub sections in Primary Education Department

SN	Type	Government	Private	Total
1	Pre- primary Schools	92	33	125
2	Primary Schools	92	31	123
3	Vocational School	1	-	1
4	Teachers Resource Centre TRC'S	5	-	5
5	Special Education Units	3	-	3
6	Complementary Basic Education (COBET)	18	-	18
7	Integrated Community Basic Adult Education (ICBAE) groups	64	-	64
8	Open and Distance Learning (ODL) centers.	-	4	4

Source: Arusha District Council Primary Education Department, 2016

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

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

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

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

2.2.8.1 Situation of Pre - Primary and Primary Schools

According to Education Act 25 emphasize that all Children aged 5-6 must be enrolled into Pre – Classes and others 7-10 years for standard One. This Exercise normally starts in the months of October immediately after Standard Seven leavers up to March each year. In 2016 enrolment has improved due to the provision of Free Education.

Table 12: Projection and Enrolment Pre - Primary and Standard One

Year	Owner	Projection			Enrolled			%
		Boys	Girls	Total	Boys	Girls	Total	
Pre-Primary	Government	3696	4193	7,889	3580	3779	7,359	110
	Non-govt	0	0	0	663	636	1,299	
	Total	3,696	4,193	7,889	4,243	4,415	8,658	
Primary	Government	4,609	4,901	9,510	4795	4976	9,771	115
	Non-govt	0	0	0	597	565	1,162	
	Total	4,609	4,901	9,510	5,392	5,541	10,933	

Source: Arusha District Council: Primary Education Department, 2016

Arusha District has a total of 123 Pre – Primary Schools/classes and 125 Primary Schools. There are 10,869 pupils in pre – primary schools, while in the Primary schools there are 60,226 students.

Table 13: Number of students in Pre – Primary and Primary schools

Type	Owner	Number of schools	Number of pupils		
			Boys	Girls	Total
Pre – primary	Government	92	4,656	4,460	9,116
	Non - Government	31	881	872	1,753
	Total	123	5,537	5,332	10,869
Primary	Government	92	25,394	27,715	53,109
	Non - Government	33	3,604	3,513	7,117
	Total	125	28,998	31,228	60,226

Source: Arusha District Council Primary Education Department, 2016

School Teachers: in the year 2016, the district has a total number of 1,558 school teachers which is less than the required number of 1,949 teachers, (Special Education teachers not included). This shows that there is the shortage of 381 qualified teachers in pre - primary schools. Table below shows the demand, available and shortage of teachers in Pre- primary and primary schools.

Table 14: Number of Teachers in Pre Primary and Primary Schools

No	Unit	Number of students			Teachers				Deficit
					Demand	Available Teachers			
		Boys	Girls	Total		Male	Female	Total	
1	Per Primary	4,656	4,461	9,117	390	4	5	9	381
2	Primary	25,394	27,715	53,109	1,559	350	1199	1549	10
Total		30,050	32,176	62,226	1,949	354	1,204	1,558	391

Source: Arusha District Council Primary Education Department, 2016

School Infrastructure and Furniture: the department is facing shortage of infrastructure and furniture to per – primary and primary school such as classrooms, teachers’ houses, pit latrines, tables, and chairs to teachers. The provision of pre – primary education directed each school should have pre –primary classes. Pre – primary use all facilities of primary schools, this cause rapidly shortage of infrastructures and furniture in primary schools. Pit Latrine ratio to boys is 1:47 instead of 1:25; Pit Latrine ratio to girls 1:45 instead of

1:20; Pupils Classroom ratio is 1: 68 instead of 1:40. Table 15 and 16 show the situation of infrastructure and furniture in primary schools.

Table 15: Number of School Infrastructure

Type	Required	Available	Deficit	%
Classrooms	1,949	917	1,032	53
Teachers' House	1949	274	1,675	86
Head Teachers' Office	92	50	42	46
Teachers' Office	184	88	96	52
Teachers' Latrines	184	107	77	42
Students' Latrines	2,811	1,356	1,455	52
Counseling Room	92	0	92	100
Libraries	92	6	86	93
Kitchen	92	28	64	70
Dining Halls	92	0	92	100
Stores	276	54	222	80
Water Tanks	469	56	413	88

Source: Arusha District Council Primary Education Department, 2016

Table 16: Number of School Furniture

Year	Required	Available	Deficit	%
Desks	20,742	20,742	0	0
Tables	3,507	1,305	2,202	63
Chairs	3,710	1,596	2,114	57
Cupboards	2,192	388	1,804	82
Shelves	1,307	102	1,205	92

Source: Arusha District Council Primary Education Department, 2016

The Pupils book ratio (PBR): is affected due to implementation of new syllabus without providing pupils the required books on time. The ratio varies from one subject to another, for example, English, Kiswahili, and Social studies the ratio is 1:5 and above especially in standard V, VI, and VII. The rest of the subject the ratio is 1:3 and 1:2. Currently the government is finalizing preparation of pupils' books and the ratio will be 1:1. For example standard I and II pupils' books is now 1:1.

Examinations performance: the examination performance for standard seven in 2016 is 86.3% instead of 90% as BRN goal. The truancy and drop: in the year 2016 truancy and dropout rate was 8%. This is associated with that fact that, majority of Arusha District inhabitants is pastoralists, who do not have

permanent settlement. The climate change force parents with their children to move from one place to another seeking for green pastures. With other reasons such as poverty within the family, ignorance and students involving in small business cause truancy and drop out in schools.

(i) Special need education unit

Special Need Education focuses on Society willingness to meet the learning needs of all its members in their locality. In the year 2016 special need education was implemented in three locations with a total of 159 students (boys 81 and girls 78). Those locations are Naurei and Ngaramtoni Primary schools (Intellectual impairment), Ilboru (Intellectual impairment and hearing impairment). The required teachers are 23 while there are only 6 teachers. The Special need education unit also conducts integrated schools and Inclusive Schools. These are schools which have registered Special Need students as well as normal students in the school but do not have special Needs Education Teacher who deals with them. The disabled students are monitored by the special needs Education officer and others to address their needs. The district has two inclusive schools at Kioga and J.K. Nyerere primary schools with 12 students, boys are 8 and girls are 4, each school has one Special Needs Education Teacher. In Integrated schools there are 192 students who registered with normal students, 100 are boys while 92 are girls. The council does not have friendly infrastructure in all 92 schools. Table 16 shows number of students and teachers in each school.

Table 17: Number of Special Needs Education units, Students and Teachers

No	School	Number of students			Teacher demand	Available teachers			Deficit
		Boys	Girls	Total		Male	Female	Total	
1	Naurei	21	21	42	6	2	2	4	2
2	Ilboru	39	38	77	11	1	0	1	10
3	Ngaramtoni	21	19	40	6	0	1	1	5
Total		81	78	159	23	3	3	6	17

Source: Arusha District Council Primary Education Department, 2016

Special education unit is currently experiencing shortage of buildings, furniture, teaching and learning requirements. Table below shows scarcity of buildings and furniture to special need students in three schools.

Table 18: Special Needs Education buildings and furniture

Type	Required	Available	Deficit	%
Classrooms	22	8	14	64
Students' Latrines	8	2	6	75
Kitchen	3	0	3	100
Dining Halls	3	0	3	100
Stores	3	0	3	100
Desks	159	153	6	4
Tables	6	2	4	67
Chairs	6	2	4	67
Cupboards	6	2	4	67
Shelves	6	2	4	67

Source: Arusha District Council Primary Education Department, 2016

In the District 582 Complementary basic education Training (COBET) students have being registered and attend different schools. Also there are 1,883 Integrated Community Basic Adult Education (ICBAE) registered in different groups. COBET program is being conducted in primary school's buildings after school hours. There are 18 primary schools conducting this program with 10 qualified teachers. After the program, students obtain qualifications to sit for Standard Four National Examination in the formal education system. The program experiences lack of qualified teachers, lack of fund for teachers' allowance, and teaching and learning materials. ICBAE groups conducted in 64 different centers in the district perform different activities related to their skills and interest. Those groups also affected by lack of fund to conduct their activities. The table below shows number of COBET students and ICBAE adult.

Table 19: Students COBET and ICBAE Enrolment

COBET I			COBET II			Total		
Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
314	196	510	44	28	72	358	224	582
Functional Literacy			Post Literacy			Total		
Male	Female	Total	Male	Female	Total	Male	Female	Total
442	1,044	1,486	119	278	397	561	1,322	1,883

Source: Arusha District Council Primary Education Department, 2016

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

There are 5 TRC's, whereas each center has one Coordinator. Nevertheless, each center is supposed to have two coordinators. The major rolls to this sub section are conducting seminars and workshops to teachers, construction of teaching and learning materials and aids, and to conduct ODL programs. There are 4 centers in Secondary schools and one in primary school in the district which conduct ODL program. There are 46 ODL students, who expected to sit Qualifying Test (QT) this year and then Secondary Certificate Education Examination (SCEE) level in the next year.

(iii) Vocational School

The school provides knowledge and skills by offering different courses such as needle work, cookery, masonry, carpentry, computer and arts work to the primary level students. The district has only one Vocational school with 23 students, males are 6 while female are 17. The required qualified teachers are 20, while there are 8 teachers who do not have enough qualification to all programs. The school also affected by the shortage of infrastructure, furniture and teaching and learning materials.

Table 20: Vocation School buildings and furniture

Type	Required	Available	Deficit	%
Administration Block	1	1	0	100
Classrooms	10	4	6	40
Dormitory	2	0	2	0
Workshop buildings	3	0	3	0
Students' Latrines	4	2	2	50
Kitchen	1	0	1	0
Dining Halls	1	0	1	0
Stores	3	0	3	0
Desks	12	0	12	0
Tables	6	2	4	33.3
Chairs	10	0	10	0
Cupboards	5	2	3	40
Shelves	5	0	5	0

Source: Arusha District Council Primary Education Department, 2016.

The major problems faced by the Primary Education Department in Arusha District Council are: Poor learning environment, overcrowded classes in urban schools, inadequate teaching and learning materials, inadequate buildings and furniture, such as Classrooms, teachers' houses, pit latrines, offices, tables and chairs for teachers, poor or outdated school infrastructure, minimum resources to secure enough Teaching and Learning Facilities, unequal Teacher Pupils Ratio especially in remote areas, low morale of teachers due to low motivation and poor working conditions of teachers, students' truancy and drop-out, some recurring of deserters that destroy school infrastructure in some wards, such as flood in Bwawani ward.

2.2.9 Secondary Education

This department is responsible to all matters related to secondary education. The department headed by District Secondary Education Officer who is assisted by two subordinates, the District Secondary Academic Officer and the Statistics and Logistics Officer. The functions of the department are: to ensure the implementation of education Policy in Secondary Education; to facilitated the provision of Secondary Education to be run smoothly; to be liaison between LGA and other education stakeholders; to ensure proper use of funds received by schools from different stakeholders; to supervise construction of infrastructures in Secondary schools; to monitor the discipline of Secondary school's staff members; to ensure the availability of the teaching and learning materials in secondary schools. Secondary Education Department has two units which are Statistic and Logistic, and Academic Unit; Statistics and Logistics Unit: This unit is concerned with supervision of funds that are received by secondary schools, distribution of teaching and learning materials, data collection and presentation, supervise the infrastructures in schools.

On November 27, 2015 the Tanzanian government issued Circular 5 which implements the Education and Training Policy 2014 and directs public bodies to ensure that secondary education is free for all children. This includes the removal of all forms of fees and contributions. The Circular reads: "Provision of free education means pupils or students will not pay any fee or other contributions that were being provided by parents or guardians before the release of new circular." However, whilst most fees are covered, including exam fees, some indirect costs still remain. For example: meals contributions for day scholars, for school and sports uniforms and learning materials such as exercise books and pens. Schools in Arusha District Council receives fund for Free Basic Education since December 2015. The amount of funds varies from

school to school due to difference in number of students. Up to October 2016 schools have received the total amount of Tanzania Shillings 1,219,661,000.00.

Number of students: the district has 27 Government Secondary Schools with a total number of 19,554 students whereas 8,709 are boys and 10,845 are girls. There are 24 Non – Government Secondary Schools with 5,222 students of (2,241 boys and 2,981 girls). Thus both government and private schools have a total number of 24,776 students. Secondary School Teachers: the district has a total number of 1,175 teachers, whereas 220 are Science teachers, 938 are Arts teachers and 17 are commerce and Book-keeping teachers. However, the District is facing shortage of 161 science teachers and 33 Commerce and Book-keeping teachers.

Buildings in Government Secondary Schools: the government schools have total of 332 classes, 140 teacher's houses, 63 laboratories, 497 toilets, 12 hostels, 6 Administration blocks, 3 libraries, 2 guidance and counseling, 18,188 student tables and 18,633 student chairs. Despite the availability the district has the shortage of 157 classrooms, 1035 Teachers houses, 18 laboratories, 353 Toilets, 74 Hostels, 21 Administration blocks, 24 Libraries, 25 Guidance and counseling, 2,325 student tables and 2,132 student chairs.

Table 21: Secondary School Infrastructure and Facilities

Item	Required	Available	Deficit
Classes	489	332	157
Teachers houses	1,175	140	1,035
Laboratories	81	63	18
Toilets	850	497	353
Hostels (Dormitories)	86	12	74
D/Hall & Kitchen	27	6	21
Administration	27	6	21
Library	27	3	24
Guidance & Counseling	27	2	25
Student Tables	19,544	18,188	2,325
Student Chairs	19,544	18,633	2,132

Source: Arusha District Council, Secondary Education Department 2016.

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

Examinations Performance: in the year 2016 the performance of 368 students who sat for A' Level examination in two Secondary Schools (Ilboru and Mringa) was as follows: 125 students got Division I, 143 Division II, 97 Division III and 3 Division IV, thus 100% of the students sat for this exam passed. On the other hand, out of 4905 students who sat for Form IV examination in the year 2015; 146 students got Division I, 460 Division II, 606 Division III, 1,887 Division IV and 1,806 Division 0, meaning that 63% of these students passed the exam. Those who sat for Form II examination in the year records show that; out 4149 students, 690 got Distinction, 579 Merit, 666 Credit, 1,714 Pass and 500 Fail, indicating that 88% of students who sat for this exam passed.

Enrolment 2016: the enrolment in Community Secondary Schools has increased from 16,991 students in 2015 to 18671 students in year 2016 and District is expecting to enroll 19,544 students in the year 2017. The form one enrolment depends on Standard seven performances in the district. All Standard seven pupils who passed the examination the year 2016 were 6,029; and all of them are expected to be enrolled in secondary schools in the year 2017.

Number of Students in Hostel Schools: in order to minimize dropout in secondary schools for various reasons such as long traveling distances and pregnancies the district has decided to encourage community to build hostels in schools for girls. Until now the district accommodates a total of 922 boys and 1,889 girls in different secondary school hostels.

Teaching and Learning Materials: most of schools in Arusha District have no problem with science text books and reference books while in Art subjects there are shortage of books. The ratio of text books to students in Science subjects is 1:2 the national policy wants to have 1:1, while in arts subjects the ratio is 1:6 and the plan is to have 1:1.

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

- Shortage of 157 classrooms in Secondary Schools.
- Shortage of 161 science teachers in Secondary Schools.
- Shortage of enough funds to operate DEO's Office.
- Shortage of student's pit latrine 353 whereas the ratio is 1:39.
- Poor Environment and infrastructure mainly to the so called "Dust Zone".
- Shortage of 1,035 teachers' houses. Most of the teachers are renting far from their working stations.

- Seven hostel Schools are running without Government Warrant of Fund for meals.
- Shortage of teaching and learning materials such as Arts text books now the ratio book to student is 1:6, laboratory equipments and chemicals.
- Conflicts between schools and Community on school boundaries between individuals and school management. Currently the schools with boundary conflicts are Oljoro, Bangata, Mlangarini and Olokii.
- Poor meals contribution, out of 17,058 students who were in Secondary schools in year 2016 only 8,145 students took lunch at school.
- Poor performance in national examination.
- School dropout of students is 13% from the students who registered in Form one.
- Over employment of Art subject's teachers.
- Unfavorable environment for the student with special needs.
- Shortage of Hostels in Secondary schools out of 27 schools there only 7 hostels.
- Insufficient funds for leave allowance.
- Poor water supply.
- Unpaid teachers' claims like allowances and salary arrears.
- Ceiling (low) - ceiling does not suffice the needs of the department.

2.2.10 Works

Works is a department under the Arusha district council, established as per district council organization structure approved by the President's Office Regional administration and local government (PO- RALG). The Works department is responsible for: The construction, maintenance and development of the Collector, feeder and community road network in the district council. The total classified road network in Arusha district council is estimated to be 700.08 km based on the Road Act 2007 and comprised of 200.55km of Collector, 397.03km of feeder roads and 104 km of community roads. Construction and maintenance of public buildings. Repair and maintaining council motor vehicles and plants equipment In order for the works department to operate efficiently 20 are required. However, the currently number of staff in the department is only 9 with a deficit of 11 staff. Table below depict number of staff available against shortage by profession.

Table 22: Works department staff requirement

Profession	Available staff	Shortage
Civil engineer	3	2
Architect	0	1
Quantity surveyor	0	1
Mechanical engineer	1	0
Road technician	1	2
Building technician	3	1
Mechanical technician	1	0
Electrical technician	0	1
Plants operators	0	3
Total	9	11

Source: Arusha district council, works department, 2016

Also, in terms of facilities, the department is faced by a significant deficit which hinders it to operate effectively and efficiently. The table below shows the number of available facilities.

Table 23: Working facilities in the Works department

Description	Available	Shortage/New
Office chairs	9	15
Cabinet	2	3
Shelf	3	2
Table	5	5
Printer	2	2
Photocopier	0	1
Supervision vehicle	1	1

Source: Arusha district council, works department, 2016

Works department is divided into three units namely; roads, building and workshop. The roads unit deals with all categories of roads. The district roads comprise rural and urban tertiary roads; unclassified community roads, tracks and paths. The works department strategic plan is fully integrated into, and consistent with, the National Transport Policy and the Transport Sector Investment Programme. The district has total classified roads network of 700.08 kilometres. 78.5% of the network is earth surfaced and 20.88% gravel surfaced while 0.62% is paved road. The immediate priority is to improve earth roads such that the network provides reliable access for the prevailing means of motorised transport, typically a two-wheel drive pick-up.

Table 24: Collector and feeder roads surface type

Surface type	Collector road (KM)	Feeder road (KM)	Community road (KM)	Total (KM)
Paved	1.35	3	0	4.35 (0.62%)
Graveled	70.575	65.6	0	136.18 (19.5%)
Earth	125.63	328.02	105.91	559.56 (79.9%)
Total	197.55	396.62	105.91	700.08 (100%)

Source: Arusha District Council works department, 2016.

The proposed strategy is to focus on establishing basic access on the whole of the classified network in this five-year phase from 2016 to 2021. Maintenance of infrastructure will be generally prioritised over improvements and upgrading.

2.2.10.1 Buildings unit

The core responsibility of building unit is to enable construction and renovation of government buildings to the required engineering standards. The supervision of construction and renovation of government building in 88 villages has been conducted based on the funds disbursed to the respective location. The Table below shows the status of various district council buildings at different categories.

Table 25: Number of public buildings at different category

Building category	Buildings Condition		
	Good (Needs minor maintenance)	Moderate (Needs major renovation)	Shortage
Head quarter Offices	3	11	6
Village and ward offices	2	6	107
Dispensary and health centers	40	28	48
Primary school classrooms	263	162	1051
Secondary school classrooms	115	18	157
Head quarter staff residences.	4	0	10
Secondary teacher residences	120	20	1035
Public toilets	3	0	5
Primary teachers residences	200	74	1719
Total	750	319	4138

Source: Arusha district council, works department, 2016

2.2.10.2 Motor vehicle and plants workshop unit

Repair and maintenance of the council motor vehicle and plants equipment is channeled through TEMESA who verifies maintenance of motor vehicles before being repaired. This is the requirement of Regulations No 137 (2) (a) of the Public Procurement Regulations, 2013 which clearly stipulates that “The agency shall carry out maintenance or repair of Government owned motor vehicles, plant and equipment, maintenance, repair and installation of electrical, air conditioning and refrigeration and electronics services”. Currently council workshop is responsible for preliminary motor vehicle inspection pre inviting Tanzania Electrical, Mechanical and Electronics Services Agency (TEMESA). Also workshop staffs are responsible for monitoring day to day proper use of council motor vehicles and Plants. The following table shows the list of motor vehicles and equipment at our district council and its condition.

Table 26: List of district motor vehicle and plants equipment

Machine type	Condition			
	Good (need normal services)	Moderate (For repair)	Grounded (For disposal)	Shortage
Motor vehicles	16	3	2	9
Plants equipment	3	0	0	3
Motor circle	30	5	3	61
Total	49	8	5	73

Source: Arusha district council, works department, 2016

Major problem facing works department are: Lack of vehicle and fuel located full time for site visit at different level of construction., Shortage of staff in building unit e.g. Architect and quantity surveyor, No funds set for procurement of Stationary, ICT equipments and office furniture, Inadequate repair and maintenance of motor vehicle and plant equipments. Shortage of Motor vehicles and plants inspection equipments, Insufficient constructed standard earth/gravel roads network due to lack of funds, Poor bridges and culverts not being rehabilitated and upgraded.

2.2.11 Department of Solid Waste and Environmental Management

United Republic of Tanzania has been making some structural changes in its Government particularly in Local Government Authority. In 2011 some structures were formulated, the purpose was to improve social services, aimed to remove poverty in the Community. With this regard, the Environmental and Solid Waste Management was formed as new Department in the District. According to the Environmental Management Act no. 20 of 2004, the main objective of establishing the Department is to deliver sanitation services to the Local Government. The core functions of the department are: Cleanses of the buildings, Cleanses of the open space along the road and drainage, Solid Waste collection and separation in the dumping site (Sanitary Land Filling – Damp) however the district has no damp site, Prevent pollution of: Air, Land, Water and Noise. Conservation and Beautification (Reforestation; Maintenance of greenish and Supervision of Build painting) and to asses Environmental Impact in different projects

On staffing, the department is guided by the Environmental Management Act which direct that each Ward and Village should have environmental management Officers, however, though the district has 67 villages

and 27 wards, none of them have environment management Officers. Table 26 provides details of available staff by cadre.

Table 27: Availability Environment Management Officers

Cadre	Available	Required	Shortage
Head of Department	1	1	0 (0%)
Environment Management Officers	2	352	350 (99.5%)
Environmental Health Officers	2	29	27 (93%)
Casual Labourer	5	27	22(81.5%)
Total	10	409	399 7.6%)

Source: Arusha District Council Quarterly Reports, 2016

For the Department staff to work effectively and efficiently resources and facilities is required. Table 27 gives details on facilities, required, available and shortage.

Table 28: Availability of office equipment

Name of facility	Required	Available	Shortage
Office Chairs	419	2	417
Office tables	98	0	98
Desk tops	28	0	28
Lap tops	5	0	5
Sound meter	1	0	1
Photocopy machine	28	0	28
Cup boards	30	0	30
Cameras	28	0	28
Supervision car	1	0	1
Supervision Motor cycle	28	0	28

Source: Arusha district council quarterly reports 2017

2.2.11.1 Solid waste management unit

Management and disposal of solid waste in Arusha District is operated by the District council itself and 4 Refuse collection Agents namely: Otama Group, Shamba Kilimo Group, Asodek Group and Artsan which operate in 10 Wards located in urban areas. However the council has no dump site, this situation results into solid waste to be dumped in Sanitary land filling of Arusha City Council and Maji ya Chai dumping site. Each household and business premises are being charged for refuse collection fees by those Agents. Household are charged Tsh. 2, 000 and Business premises Tsh. 10,000 per month, out of this charged fees, council is getting nineteen million and two hundred thousand Tsh (19,200,000) per year. Poor

availability of litter bins and refuse bay around the council's compound, urban areas and open markets places, has made solid waste management to be difficult.

Table 29: The amount of solid waste produced, collected and disposed

Status of Solid Waste collection	Amount(Tons)
Total amount of solid waste collected	8, 728
Amount of solid waste collected and disposed (Tons)	5, 120 (59%)
Amount of solid waste remain un collected and disposed(tons)	3, 608 (41%)

Source: Arusha District Council Quarterly Reports, 2016

The above table shows that 8,728.8 tons of solid wastes are produced by ten wards, among of those 5,120 (59%) tons are collected and disposed by District itself and the Agents. 3,608 (41%) tons of solid Wastes are not collected and disposed. In management of solid waste, community collects their solid wastes and put into the bags, then Agents or District Council itself collect them into dumping sites of Arusha City Council or Maji ya Chai in Meru District.

2.2.11.2 Environmental management unit

Arusha District Council has several projects that need to be subjected to Environmental Impact Assessment (EIA). Table 29 shows the types of projects and total number of Environmental Impact Assessment conducted the year 2016/2017

Table 30: Projects subjected to Environmental Impact Assessment

Type of project	Total	Total of EIA Conducted
Farm flowers	3	1 (33%)
Saw mill machines	12	0 (0%)
Industries	5	2 (40%)
Hotels	7	0 (0%)
Seed company	1	1(100%)
Petro station	4	2 (50%)
Total	32	6 (18.7%)

Source: Arusha District Council Quarterly Reports of 2016.

Conservation and protection of Water Source: one of an asset of natural resource owned by Arusha district council are the natural spring water, the total number of them are 16, found in several area along side of Mount Meru. The world is facing global warming leading to environmental degradation and the district has

taken some measures to protect and conserve this water sources in collaboration with Local Leaders and stakeholders (consumers). The inspection conducted shows that, 61% source of water have been conserved by trees and 38% are not conserved. They are not protected because of lack legal right (no land lease).

Noise Pollution: some urban wards in Arusha District Council are being affected by noise produced by human activities and settlements. The source of noise come from social services such as churches, economic activities such as welding machines, saw mill machines, grain milling machines. However, inspection has been done quarterly to detect the magnitude of noise pollution.

Table 31: Availability of source water

Source of noise	Total	Inspected	Uninspected
Churches	82	11(13%)	71 (87%)
Welding machines	97	8 (8%)	89 (92%)
Saw mill machines	12	12(0%)	0 (0%)
Bricks machine	16	3 (18%)	13 (82%)
Grain mill machine	53	7 (13%)	46 (87%)
Total	260	41 (16%)	219(84%)

Source: Arusha District Council Quarterly Reports, 2017

The department is constrained by inadequate of awareness on importance of revenue collection from household and owners of business premises; lack of awareness on the importance of control noise pollution; lack of damp site, shortage of staffs, lack of awareness to the owners of projects in conducting EIA; some of natural spring water are not protected by user right; in adequate working facilities and lack of litter bin and refuse bay.

2.2.12 Planning, Statistics, Monitoring and Evaluation

The Planning, Coordination, and Statistics is one of the 13 departments in Arusha District Council. It is operating according to the law and act of Local Government Authority, whereby the department need to have six staff four economists/planning officer and two statisticians and one head of department. The core business of this department is planning and coordination. Other functions include.

- Coordinate the overall socio-economic development projects in the council
- Coordinate preparation, monitoring and evaluation of plans (strategic plan, action plan, and budget).

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

On staffing the department has there is four staff, the head of the department, two economists/planners, and one Statistician. According to the structure of Planning, Coordination and Statistics department two more personnel are needed.

Table 32: Planning personnel current situation

Category	Available	Required	Shortage
Head of Department	1	0	0
Planning Officer/Economists	2	2	2
Statistician	1	1	1
Total	4	3	3

Source: Arusha District Council Planning Department, 2017.

On equipment's, facilities and tools, the department currently has following two office rooms (head of department and planner's office shared with secretary), other are shown in a table below:

Table 33: Planning equipment's current situation

Item	Quantity Available	Working Status	Required
Vehicle	1	1	0
Laptops	3	3	1
Desktop	2	1	1
Photocopy Machine	1	0	1
Printer	3	2	1
Office rooms	2	2	1
Office chairs	8	4	5
Office table	3	3	1
Scanner	1	1	1
Projector	1	1	0
Office shelves	3	2	1
Camera	0	0	1
Total	28	20	14

Source: Arusha District Council Planning Department, 2017.

2.2.12 .1 Sources of fund for Development Projects

Currently, the council is using various sources of fund to implementing community development projects.

These sources include:

- Own Sources
- Health Sector Basket Fund - HSBF
- National Water Supply and Sanitation Program - NWSSP
- Constituency Development Catalyst Fund - CDCF
- Secondary Education Development Program - SEDEP
- District Irrigation Development Fund – DIDF
- Local Government Capital Development Grant- LCDG
- Road funds
- Other donors and special projects i.e. World Bank, JICA, TASAF, TACAIDS
- The department is responsible for executing, monitoring and evaluating all projects financed by CDCF, CDG and Own sources. While other sources of funds are implemented by other user department and Planning department is involved in monitoring and evaluation of these projects. However, for the past two years, CDG were not disbursed by central government, only CDCF and own sources collections of the Council were used to implement projects.

2.2.12.2 Project Implementation

Project monitoring and evaluation was done to the project financed by other funds excluding CDG. Out of 120 planned classrooms at Ward level only 35% were constructed in 21 Wards. A total of Tsh. 356,445,739.72 were spent, the fund was from community contribution and Council own collection. For the financial year 2015/16 project implementation was not successful. This is due to several reasons, including the fact that only 14.1% of the expected funds from the central government were received; and emerging Central government directives that interfere with Council plan and budget. The government directives that interfered with Council plan and budget include construction of science laboratory to all secondary school in the District, and student desks. This, forced the scarce resources budgeted to implement other development projects to be directed to implement activities which were not on the budget priorities and plans.

Table 34: Trends of funds allocated against fund received for Projects Implementation in 2015/2016

Source of funds	Approved budget	Funds received	% Fund received	Funds utilized	% Funds utilized
Own Sources	1,748,605,900	366,114,012	20	366,114,012	100
CDG	1,076,013,000	0	0	0	0
TACAID	15,196,000	0	0	0	0
NWSSP	38,801,000	0	0	0	0
Road Fund	1,041,320,000	176,766,831	16.9	8,600,000	4.8
Basket Fund	443,671,000	111,761,000	25	38,015,500	34
SEDP	32,713,000	0	0	0	0
CDCF	56,242,000	0	0	0	0
Special Request	200,000,000	0	0	0	0
Total	4,652,561,900	654,643,843	14.1	412,729,512	63

Source: Arusha DC, full Council minute February, 2016

Table 35: Trends of funds allocated against fund received for Projects Implementation in 2016/2017

Source of funds	Approved budget	Funds received	% Fund received	Funds utilized	% Funds utilized
Own Sources	1,748,605,900	88,324,396.7	20	366,114,012	100
CDG	1,076,013,000	-	-	-	-
TACAID	15,196,000	60,784,600.0	400	6,810,000	11
NWSSP	43,501,000	-	-	-	-
Road Fund	2,080,830,000	500,002,131.8	24	283,996,698	57
Basket Fund	443,671,000	447,044,000.0	101	291,559,404	65
SEDP	32,713,000	-	-	-	-
CDCF	56,242,000	56,242,000.0	100	56,242,000	100
Special Request	200,000,000	-	-	-	-
TASAF III	2,502,597,350	2,502,597,350.0	100	-	-
DIDF	-	1,558,000,000.0	-	-	-
WASH	-	55,040,000.0	-	48,681,850	88
TOTAL	8,199,369,250	5,268,034,478.5	64	1,053,403,964	20

Source: Arusha DC, full Council minute, November 2016

2.2.12.3 Monitoring and evaluation

Monitoring was successful done to all projects, within and outside the department. Those projects include, laboratories construction, road improvement at gravel level such as Mbuyuni – Mirongoine, Ngaramtoni – Olmringaringa 3.3km, Ngaramtoni – Selian Hospital 4.2km - Barabara 7.5km, Lakilaki tribunal road 1.3km, Sekei – Olgilai - Barabara 1.3km, Mianzini – Timbolo - Barabara 6.2km, and contruction of bridges and drift including Oljoro. Irrigation schemes atMajimoto, Timbolo, Mlangarini and Olevolos. Water projects at Sambasha, TPRI, Oturment, and Likamba. Also monitoring and evaluation of 28 laboratories constructed in

21 Wards was done. In health sector, project supervision was done to construction of OPD at Oldonyosambu, and Manyire health centre.

However, despite some notable achievements, the department is facing various problems affecting implementation various activities, financial and budget constraints, late or no disbursement of funds, lack of centralized system of social economic data, and lack of projects databank/database, unrealistic/unreliable data and under-utilization of investment potential areas of the council.

2.2.13 Finance and Trade

Finance Department is among the 13 departments in Arusha District Council. Finance Department comprise four main units, namely; Revenue unit that deals with revenue collections from different sources; Expenditure unit that deals with all expenditure incurred by the Council; Salaries unit that deals with the preparation of payroll of the workers; and Final accounts unit that deals with the preparation of financial statements of the council and Trade section that deals with business matters. The Department has 18 Accountants, 3 Accounts Assistants and 7 Trade officers. The department needs to recruit 20 Accountants and 10 Trade officers in order to fulfill its duties efficiently. In terms of working facilities the department needs the following resources to perform its duties efficiently and effectively: 2 cars for running office and revenue collection, 50 Point of sale (POS) machine, 18 computers, 4 printers, 1 photocopy machine and staff incentives.

Finance and Trade department has been mandated to perform various functions that include: Revenue collection from various sources internally and externally, expenditure management, record keeping on financial matters, preparation of income and expenditure reports, preparation of monthly, quarterly and annual reports, bank reconciliation and imprest register maintenance, preparation of payment vouchers and recording of receipts, authorization of payments, payroll preparation and adjustments, custodian of all financial documents, audit responses on queried transactions and preparation of financial statements.

Arusha District Council is among the Council that uses systems in performing activities such as revenue collection system which is Local Government Revenue Collection Information System (LGRCIS). This system is connected directly to TAMISEMI where sever is located, each transaction entered into this system is accessed by TAMISEMI. This system of revenue collection simplifies collection by using Point of

Sale machine (POS) whereby payments at the point where operation is being carried. There are 80 POS machine in operation. LGRCIS is integrated with NMB Bank, where a customer is given an identification number for the purpose of making various Payments (like Service levy, Billboards fee, License fee, parking fee, and rental fee) at any NMB branch.

Total of Tshs 2,486,457,820.37 have been collected by the Council from its own source which is 82.87% out of the targeted Tshs 3,000,470,000/=. In order to increase revenue collection and to reduce obstacles to customers to travel far away from the council seeking for a bank, two banks i.e NMB Bank and CRDB bank have located their branch inside Arusha Dc Buildings where they rent and offers all banking services. In dealing with expenditure, Arusha District Council is using Epicor Accounting system in making all payments, posting revenue receipts, bank reconciliation and issuing cheque through system. Also Epicor accounting is integrating with Bank of Tanzania (BOT) whereby all payments are done through TISS.

Apart from above achievements there are some obstacles affecting finance and trade department which include:

- Inadequate of working facilities during revenue collection from various sources of income(Own source)
- Misinterpretation of some directives from Top management hinders revenue collections.
- Late remittance of 30% retention money from the Ministry of Land hinders council programs.
- Poor network infrastructure that causes delay in revenue collection also in payments
- Lack of direct communication from LGRCIS information to Epicor system whereby information from LGRCIS is transmitted to Excel then exported to Epicor, this may cause in accuracy of information and statistics.
- Directives from top management that removed the collection of secondary school fees

2.2.13.1 Trade unit

The trade unit is under the Ministry of Industry and Trade. But in the Local government it is under the Department of Finance performing the following functions: Issuing business licenses, economic empowerment, interpreting business laws and regulation to the business community, business license inspection, revenue collection and data management. Arusha District Council has a total number of 3,578 businesses. According to the Business License Act No. 25 of 1972 all businesses are supposed to have license. Total number of 2,474 is licensed businesses while 1,104 are not licensed. Trading without business license is an offence hence frequent inspection is undertaken to ensure compliancy. Translation of business Act and its regulation have been done, posters concerning translation have been made and disseminated to traders through Ward Executive officers so as to let them be aware and adhere on it. Business license is a major source of revenue of the council. In the year 2015/16 Arusha District Council

targeted to collect Tanzania shillings 202,000,000/=. However only Tsh.206, 056,065/= was collected which is equal to 102%. The performance was beyond the targeted amount due to the frequent inspection and maintenance of data electronically.

Council promotes industrialization through sustainable improvement of trade infrastructure. In the second quarter of 2016/2017 statistics concerned trades and industries, basic consumable goods have been collected, analyzed and reported to Ministry of Industry and Trade for national evaluation.

Major issues in the affecting the operations of the department are: Shortage of working tools, especially transport for business license inspection which results to low revenue collection; Shortage of budgeted funds for hosting trade conferences and training for both traders and staffs, collecting trade statistics. Unavailability of land for Export Processing zone (EPZ) so as to attract investors who will produces for export; Shortage of trade infrastructures; Weak market conditions and challenging business environment. Untapped business opportunities; Absences of one stop window for agencies (TRA, TFDA, CRB); Multiplicity of charges and fesses (license fees, income tax, refuse collection charges, medical examination fees, hotel levy); Lack of Business Development Services.

2.2.14 Beekeeping

This Unit is responsible for coordinating development of Beekeeping Industry in the District. The unit has two staff, to perform functions of the beekeeping Unit, of disseminating beekeeping knowledge to 67 villages of the Arusha District Council. It needs three more staff (technicians). Currently Arusha District Council has 20 beekeeping groups, which are Bwawani, Ngaramtoni, Ng'iresi, Kiranyi, Bangata, Oldonyosambu, Oldonyowasi, Losinoniand Oldonyosapuk. Arusha District council has a total of 511 beekeepers with 1372 traditional Beehives and 2978 modern Bee Hives. The residents of Arusha District have been the beekeepers since long ago, but the beekeeping was conducted locally by using local hives and methods. As the time went on, the residents changed the style and are now gradually adopting modern methods of beekeeping. 130 Beekeepers in Arusha District are using modern bee hives.

Arusha District Council has two main ecological zones suitable for beekeeping that include: southern dry land characterized with hot seasons with reasonable vegetation and Northern Green belt characterized with high rainfall and long terms of cold weather. There are about 25 villages potential for Beekeeping in Arusha District. These are mainly found in southern area characterized with hot seasons.

2.2.14.1 Products and production

The beekeeping is done by individuals in small scale and by groups. Due to extension and training on beekeeping there is an increase on beekeeping groups from 5 groups 2010/11 to 20 groups currently 2016/17. Bee keeping is not commercially done. The main product produced is honey and mainly used for food, medicinal and in ceremonial functions. The excessive honey produced is taken to the market. The honey producers have no reliable market otherwise they could make more production. There is no wax production in Arusha District Council. The total of 30,000 kg of honey was recorded to be collected by residents in 2010/11 – 2014/15. Beekeeping in the District is affected by: Lack of knowledge/awareness on modern Beekeeping Methods to the community, insufficient Beekeeping equipment; unreliable Market of bees product and inadequate number of staff.

2.2.15 Internal Audit

The Internal Audit Department is one among the 6 units that exist within the Arusha District council. The numbers of staffs working at this unit are 3 out of 5 which are required according to the Council establishment. Currently the office is having two desktop computers, but only one desktop computer is working and one is not working. Also, the department is having one laptop and one cabinet in use, thus there is a need of buying extra two laptops, one scanner and a digital camera as number of staff is expecting to increase according to the establishment.

The main function of audit department is to obtain reasonable assurance whether the financial statements are free from material misstatement and also designed to include useful recommendation that may help Management to improve performance and to avoid weakness that could lead to material loss or material misstatement .It also help an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. Furthermore, it is defined in the Local Government Finance Act no, 9(1982), section 45(1) and 48 Revised 2000 and in the Local Authority Financial Memorandum order 13-14 of 2009 that, Council shall employ its own Internal Auditors, under control and direction of the council Director shall be responsible to carry out a review of financial statements and other related system of the council to ensure that the interest of the council is protected. The core functions of Internal Auditors are:

- To examine quarterly council revenue and expenditure.

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

In looking at the existing situation, in performing the work of Internal Auditor in the Arusha District Council, it was mainly based upon the core function of the Internal Auditors. In this regards, the situation will capture in the following core functions: -

To audit all council revenue and expenditure at aver quarter: in this aspect the unit was able to prepare all quarterly reports and ensure that all raised queries were replied and closed. In terms of constrains, some revenue agencies were not complying with the implementation procedure and non adherence to Law and Regulation. Other functions and the implementation status is given in the table below.

Table 36: Status of operations of the Audit unit

Descriptions	Achievement	Constraints
To audit Development activities under TASAF, ROAD FUND, WATER SECTOR, SEDP II, EAGPAF. 1.ROAD FUND Construction of LakiLaki Road 1.25 kms(Bitumen)	75% of the work done.	Project was behind time of completion. Some works were not performed. Low speed of completion.
Construction of TPRI –Likamba –Musa	Only 50%of work was done.	Contactore was absent in site
II. SEDP II Construction of teacher's house at Oljoro secondary school Construction of latrine at Oljoro secondary school.	Construction of teacher's house work performed reached 75% but latrine works were not started and was behind time	Some works in the BOQs were not eg fittings of conduit pipes. Windows and door frames were of poor quality. Latrine work not done.

Descriptions	Achievement	Constraints
III. WATER. Construction of water supply scheme to Oldendereti, Ndurumakati and Maroroni.	At the time of Auditing only Oldendereti was not supplied with water but the remained areas supplied of water reached all destinations.	Funds from Central Government delayed to be disbursed.
IV. HEALTH. To audit 15 dispensaries, 10 health centers and District Hospital.	Only eleven dispensaries, 7Health centers and district hospital were audited.	Work program was not followed or done accordingly due to shortage of audit staffs. More time needed. Intervention of other assignment out of normal routine works.
To audit capitation grants to 20 primary schools at District level.	Only nine primary schools were audited and the rest were remained for inclusion in the next strategic plan.	Assignments were not accomplished due to shortage of audit staffs.
To evaluate system of Internal controls in place if are effective and strong	Only basic knowledge was achieved through theory but needed more practical work	Lack of skills required to evaluate the system in e.g Local Government Revenue Management Information System.9LGRMIS)

The major problems affecting the internal audit are: non compliance to the Laws and Regulations; understaffing, capacity building to Audit staff and some of Head of departments; inadequacy of working tools (including lack of knowledge on various systems like EPCOR, Lawson, LGRMIS to Internal Auditors); some of the primary and secondary schools were not audited; some of the Villages were not audited; some of the Health centers and Dispensaries were not audited and lack of auditing to some youth and women groups.

2.2.16 Legal unit

This unit been operating since the establishment of Arusha District Council in 2007, it has three Legal Officers. Its core functions are: To represent the council to the courts of law, To prepare bills of council's bylaws, To review village bylaw bills, To prepare and review contracts not exceeding four billion Tanzania shillings, To provide legal advice in various matters in the council as well as its agent and to facilitate the operation of ward tribunal. Up to December, 2016 there were ten cases in different courts of law in Arusha whereby three cases were decided in December and the Council won all the case. The Unit has prepared 1 Standing Order and 4 district by-laws which has already approved by the ministry and 1 amendment bill waiting to be approved. It has also prepared 1 Standing Order and 5 by-laws for the Ngaramtoni Township Authority which have already approved by the Regional Commissioner.

The Unit has reviewed 71 Village by-laws which have already approved by the District Council. However there were changes in 2014 due to the establishment of 1 Township Authority and 14 new villages which reduce the number of villages to 67 and the villages established have not yet prepared their own by-laws. For the purpose of ensuring rule of law, the Unit has continued to build capacity to the villages by giving legal advice to various village leaders although there was no proper forum prepared for training the village leaders for the purpose of building their capacity in legal matters. The Unit has prepared and review all contracts entered by the Council level for the purpose of ensuring clarity and protecting Council's Interests. The Unit has continued to work hand by hand with all departments, wards and villages in order to provide legal advice for purpose of ensuring the protection of Council and Community interests. For the period ending December 2016 the Unit has conducted training to 11 Ward Tribunals out of 27 targeted which is equal to 41%.

Regardless of the above achievements, the Unit is facing the problems of transport, working facilities like computer, laptops and proper evidence in some matters to enable successful operation of the Unit.

During tribunal training there were issues raised in all wards that, there is no fund allocated for the stationeries in those Tribunals something leads to the complaints among the society that, there are variation of costs of filling, conducting and preparing the copy of judgment in various matters in the same Tribunal. Also some villages have entered into agreement without seeking legal advice something brought a difficulty to the Unit for the matter raised from those contracts.

2.2.17 Information and Communication Technology (ICT) Unit

Information and Communication Technology (ICT) unit was established in 2013, it comprises of ICT personnel and mass media personnel. The unit is guided by the National ICT policy (2003), the council ICT Security Regulations and Procedures (2013) and Mass media Policy of 2004. Currently there are four ICT staffs with permanent employment and one staff who employed contractually and also there is one staff member of mass media. The structural composition of ICT unit consists of Head of ICT unit, ICT Officers, Computer Operators and Information Officer and the unit reports direct to the district executive officer. The core functions of the ICT unit are:

- To prepare the ICT strategic plan and Policy of the council
- To prepare the council ICT budget
- To advice the council management on major ICT issues
- To prepare quarterly and annual reports and present them to the management

- To Support and maintain electronic systems running in the council i.e Epicor 9.05 system, Human Capital Management Information System-Lawson (HCMIS), Local Government Revenue Collections Information System(LGRCIS), Land Rent Management Information System(LRMS), Basic Education Management Information System(BEMIS)
- To insure the functionality and well being of all computers and other IT resources i.e. printers, photocopiers, scanners and Point of Sales (POS) (Troubleshooting and Maintenance)
- To insure the council website exists and is up to date

This part explains the current situation of ICT facilities within the whole council in terms of available ICT resources and systems. The council has thirteen departments and six units which uses various ICT facilities and systems. The current situation of ICT tools and resources available in each department and unit is given in a table below.

Table 37: Existing situation of the ICT working tools and resources

ICT Working Tools	Required	Available	Deficit
Desktop computer	300	104	196
Laptop Computer	211	107	104
Photocopier	22	13	9
Flash disk	202	12	190
External Hard disk	24	5	19
Printers	77	34	43
Scanner	17	4	13
Projector	5	2	3
Camera	7	2	5
Backup system (UPS)	9	3	6

Source: Arusha District Council ICT unit, 2016

2.2.17.1 Running systems in various departments

There are nine systems which function within nine departments in the council, these are; Integrated Financial Management Information System (IFMIS/EPCOR 9.05) system operate under Trade and Finance department, the system is used to process payments and produce various reports for management use, therefore controls the use of council funds and help the management in various decision making. The system functions well except in few cases when the power is cut off and when the main server which is in PO-RALG is down.

Human Capital Management Information System (HCMIS/Lawson); the system works under Personnel and Administration department, it is the database system of all district employees; it keeps staff's information and produce various reports concerning human capital. Therefore, it controls the payroll system of the

council, staff movements, employees' loan deductions, help management in decision making concerning the human capital through the produced reports. The system functions well except in few cases of power cut off and when the main server is down (main server is in PO-PSM).

Local Government Revenue Collection Information System (LGRCIS); It works under all departments which involved in revenue collection which are; Finance and Trade department (used by Trade officers, cashiers, Revenue accountants) Land and Natural Resources department (used by valuers), Works departments (used by engineers). The core function of the system is to control the LGA revenue collection. The system functions well except in few cases when power is cut off and main server is down.

Land Rent Management Information System(LRMS); it works under Land and Natural Resource department used by Land officers to collect land rent taxes for central government revenue sources. The system functions well except in few cases when power is cut off and server is down.

Productive Social Safety Net (PSSN): Works under TASAF office for Identification and selection of the poorest districts, wards and communities. Within the communities the system performs the community based targeting approach to prepare the list of extremely poor and vulnerable households for the purpose of supporting them. The system functions well except in few cases when power is cut off and server is down.

Basic Education Management Information System (BEMIS); works under Primary Education and Secondary Education Departments. The system's core function is to keep the database of primary and secondary school's statistics i.e. number of schools, number available teachers, number of pupils and students, number of classrooms, number of available toilets for control and planning purposes. The system functions well except in few cases when power is cut off and server is down.

Government Hospital Health Information System (Go-HoMIS); the system works under Health department. It keeps the database of all registered patients with their movement within the hospital, keep the database of all medicines and medical equipments with their movements within the hospital, keep database of all staffs who attended the patients. The system functions well except in few cases when power is cut off and server is down. District Roads Management System (DROMAS); operates under Works departments to keep the database of all roads with their length within the district. The major function of the system is to

control payments of road funds and reporting system for decision making. The system functions well except in few cases when power is cut off and server is down.

Management Information Systems (MIS); operates under Safe water and Waste water department. The system keeps records of major department activities for payment and reporting systems. It is the web based system which is available through internet connection. The system functions well except in few cases when power is cut off and the site is down.

In spite of having nine systems in daily operations of council's works still there is need of having more systems in order to improve the operations in other area of File Tracking System to improve efficiency of records office operations. Biometric signature machine for control of staff movement; Off site backup system for disaster recovery of data; Sound systems in the district meeting hall. Local Area Network (LAN) in 28 health centers and 4 dispensaries. Extension of Revenue Collection system by increasing number of Point of Sales Machines to cover 150 collection points; Extension of Government Hospital Management Information System by adding 82 computers; Installation of security systems in the district offices. In spite of some achievements noted by ICT unit there are problems affecting the performance of the unit which are:

- Lack of local area networks (LAN) to some offices which hinders use of electronic systems i.e. in health centers and dispensaries.
- Inadequate Point Of Sales (POS) which hinders electronic means of revenue collection to some points of revenue sources (150 points)
- Lack of Internet connection which hinders proper functioning of programs such as Antivirus software, DROMAS and LRMS system.
- Lack of biometric signature machine for control of staff movement
- Inadequate computers and its resources (300 Desktop computers, 9 Photocopier machines, 63 Printer machines, 13 Scanners, 3 Projector, 19 External Hard Drive, 4 Cameras, Flash disks 190, Backup systems 6)
- Poor security systems
- Lack of good sound system in the district hall
- Lack of standby generator for system efficiency in case of power cut off
- Lack of main server, exchange server and backup server for systems efficiency
- Lack of Network Adaptor Storage (NAS) for data backup in case of disaster recovery
- Lack of File Tracking System at records office
- Failure to expand the GoT-HoMIS system
- Lack of fiber connection to the rest of the district offices (28 health centers, 4 dispensaries and 119 schools both primary and secondary as per FYPII)
- Inadequate funds for the council ICT policy review

2.2.18 Election

Election section is among of six units under Administration and personnel department. It is operating on relaying to the National Election Commission (NEC) rules and regulations. Election section has one staff (Election officer) who deals with all issues concerning election. The major roles of the Election Section are: To ensure that all election processes are running in free, fair and peaceful environment. To facilitate, supervise and coordinating voter's registration and review of National Voters Register. To facilitate, supervise, and conduct Presidential, Parliamentary and Local Authority elections. To ensure that all levels of leadership has respective representatives. To review electoral/ constituencies' boundaries all over the Election County for the purpose of General and Local Governmental Authority elections. To facilitate and sensitize community on election matters. To monitor and evaluate all election processes with-in the Election County.

The council is continuing to coordinate election matters on the bases of constitution of United Republic of Tanzania, 1977 and National Electoral Commission Rules and Regulations by ensuring there are free, fair, and peaceful multi-party elections. In 2015, 79,603 (male 42,382, female 37,221) qualified people were registered in National Voters Register. General election conducted in 2015; 27 Elected Councilors and 9 Appointed Women Special Seats Councilors and 1 Member of Parliament were elected. The Local Government Authority election conducted in 2014; 68 Village chair-men, 256 sub village chairmen and 1,063 village council members were elected.

Evaluation was conducted after election which revealed gaps in some leadership positions due to disqualification of elected leaders caused by several factors example death, resigning and appeals. Currently there is by election to fill gaps in which 6 village chairmen, 11 sub-village chairmen and 297 village council members and 1 Councilor will be elected. The council is continuing to ensure that all leadership positions have representatives accordingly.

Despite the attained achievements, Arusha District Council faced with problems which affects election such as:

- Emerging of gaps in leadership position in some areas due disqualification of previous elected leaders.
- Lack of permanent public polling stations and permanent public offices.
- Inadequate staffs.
- Inadequate working facilities.

- Existence of unclear boundaries between Arusha District Council and Arusha City Council.
- Lack of community awareness on election matters. Example most of community members were showed up during registration of voters for the search of Identity cards and not for election matters.

2.2.19 Procurement Management Unit

Procurement Management Unit (PMU) is among the 6 units formed as a result of establishment of Arusha District Council in 2007. PMU is hosted in the Department of Personnel and Administration. There is six staff in the unit. Its main objective is to provide expertise and services in procurement, storage, advisory and supply of goods and services to the Council. The core functions are as follows:

- Advise the Management on matters pertaining to the procurement of goods and services and logistics management; Ensure that the Ethics Secretariat adhere to procurement process and procedures as per Public Procurement Act No. 9 of 2011;
- Develop an annual procurement Plan for the Ethics Secretariat;
- Procure, maintain and manage supplies, materials and services to support the logistical requirements of the Ethics Secretariat;
- Ensure proper handling and storage, adequate and timely distribution of office supplies and materials;
- Maintain and updates inventory of goods, supplies and materials.
- Be a Secretariat to the Tender Board as per Public Procurement act

In order to operate smoothly the unit needs the working facilities as itemized in a table below

Table 38: Working facilities

Item	Required	Present	Deficit
Desktop	4	2	2
Laptop	1	0	1
Printer	2	1	1
External HDD	1	0	1
Flash disk	10	0	10
Photocopier machine	1	0	1
Motor vehicle	1	0	1

Working facilities are used for preparation of orders placed by User Department. Therefore, user Department works with PMU. PMU is the link between Supply and user Department for procuring items on behalf of the user department. User departments is responsible for requesting the items to PMU, PMU in turn prepares quotations or bid documents, to find someone to supply those items. PMU in collaboration with tender board and evaluation team, recommends the names of the bidder who can supply those items or services. After recommendation, the secretary of the tender board submit the recommended names of the bidder to accounting officer, for approve and award of contract.

Frequently seminars for both councilor (35 members) and user department (19), purposely to increase knowledge and ability of making decision according to the requirement of the Act and regulations

Arusha district council have provided infrastructure and other services, to its 3 divisions, 20 Wards and 294 Villages. Activities done are as follows: Construction and periodic maintenance of 7 roads such as Malalua-Nduruma-Bwawani, Sanawari –Oldonyosapuk, Mianzini – Timbolo, Ngaramtoni -Olmringaringa&Selian hospital, Sekei-Olgilai, and TPRA-Likamba roads. Other include, Building of one classroom in Oljoro secondary school and one VIP latrine in Musa secondary school. In addition the unity has provided procurement services for the Construction of water scheme in Arusha district council in Loovilukunyi village, Likamba village, Nduruma village, Ngaramtoni village and Nengung'u.

The unit has purchase consumable and no-consumable for 14 departments and 4 units in Arusha district council, e.g. Stationery items, medicines, treatment equipments, tree seeds, computer and computer accessories. The unit has provided the following non-consultancy services in the following institutions: Provision of food and refreshments in the meeting for 5 departments and one unit as following departments: Administration, Planning, community development, health, education and TASAF. Provision of conference facilities for one department: Planning department. Provision of advertisements and publication for 5 departments and one unit: Administration, planning, land, works, water and PMU. Provision of insurance and maintenance service for 12 departments; Education, Works, Water, Land, Internal audit, Administration, Natural resource, Health, Agriculture and Ngaramtoni township.

The major problems facing the operations of the PMU are: Working facilities, Inadequate knowledge of procurement act and regulation among finance committee and council staff, Inadequate advisory services provide to grass root levels, Provision of procurement services to user Department.

2.3 External Environmental Scan

The external environment in which Arusha District Council operates goes beyond the national boundary to include the international environment. It is, therefore, important to review the external environment in order to understand the contextual setting envisaged in formulating strategic objectives for the development of the organization in the next five years to come. This will help the District Council to position itself in the broader context and be responsive to the changing environment.

2.3.1 Tanzania Development Vision 2025

Tanzania is one of the countries striving with absolute poverty. The state has developed Development Vision known as Tanzania Development 2025 (TDV 2025). This vision aims at transforming the country into a middle-income country by 2025. The details in the vision indicate that, the transformation is expected to occur through a gradual industrialization of the currently agriculture-based economy. The achievement of the TDV 2025 relay very much on National development plans, strategies, supportive policies, plans at Districts and at low level of government, and commitment of Tanzanians in their respective localities. This Arusha District Council Strategic Plan 2016/17-20/21 is therefore a useful instrument to achieve the TDV 2025. This calls for all Arusha District Stakeholders inside and outside Arusha District to join hand to enable the effective implementation of the plan, which will ultimately result into realization of TDV 2025.

2.3.2 The Long Term Perspective Plan (LTPP, 2011/12-2025/26)

The Long Term Perspective Plan (LTPP, 2011/12-2025/26) is being implemented in a series of three Five Year Development Plans. In order to realize the socio-economic transformation envisaged in TDV 2025, the LTPP'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 Arusha District Council plans and strategies always are focused on the strategic direction envisaged in the LTPP as a way of ensuring its contribution to the implementation of the National LTPP.

2.3.3 National Five Years Development Plan (2016/2017 -2020/2021)

The National five-year development plan 2016/17-2020/21 is the second plan in the series of plans of the Tanzania Long Term Perspective Plan 2011/12-2025/26. The theme of this plan is "Nurturing Industrialization for Economic Transformation and Human Development". This transformation is expected to be realized through, among others, fostering economic growth, reducing economic vulnerability, enhancing forward and backward linkages between and within sectors, ensuring positive spill-over effects of skills development and technology innovation, creation of decent jobs and ensuring environmental sustainability. This being the case Arusha District Council through its strategic plan 2016/17-2020/21 is committed to working with various stakeholders to ensure that the current five-year development is realized effectively.

2.3.4 National Sectoral Policies

The national sectoral policies such as Rural Development Policy, Environmental Policy, Agricultural Policy, Livestock Development Policy, Transport policy, National Gender Policy, Land Policy and Higher Education Policy, emphasize on implementation of various national priorities. It is evident that in order for such priorities to be implemented, Local Government Authorities needs to play a very big role. It is based on this background that Arusha District Council has developed this strategic plan to capture and focus its resources on the addressing various national priorities without jeopardizing local priorities.

2.3.5 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 Arusha District Council is to utilize its location advantage of being closer to most EAC head quarters facilities. This may be through attracting investors for around East African Countries and/or helping the Communities in the District access market opportunities offered by these countries. Thus, the District Council needs to position itself to assist Arusha District residents harness these opportunities.

2.3.6 Sustainable Development Goals

Sustainable Development Goals (SDGs) is a global agenda which provide guidelines to Governments and Non-Governmental Organization for global matters of common interest. This global agenda replaced the Millennium Development Goals (MDGs) which ended in the year 2015. Unlike the MDGs, the SDGs have 17 goals and 169 targets. The SDGs are set with broad focus to address. Since the core business of the Arusha District Council, is to deliver quality services to Communities in the District; services that will address climate, economic development and poverty related issues, the SDGs targets provide opportunity for the Council to focus its vision and mission in a way that enhance its contribution to achieving the global agenda for the betterment of the District residents and of the world at large.

2.3.7 Action Programme of Agenda 21 (APA – 21)

Another pertinent global agenda is the Action Programme of Agenda 21 (APA – 21) which is a UN General Assembly child brain, designed to curb environmental degradation starting with the 1990 Earth Summit in Rio de Janeiro and follow up summits in 2002 and 2012. A very long list of environmental issues to be tackled was initially produced for action and follow-up summits conducted to evaluate performance. The evaluation revealed that a wide range of environmental issues remained least tackled. These include

poverty, inadequate access to drinking water, poor sanitation, damage to the ecosystems, pollution, unsustainable production and consumption, inadequate access to decent shelter and energy, deforestation, and degradation including erosion, loss of biodiversity, dissipation of water flows and unsustainable tourism. All these issues are part and parcel of the core business of the Arusha District Council. Therefore, the Council is by all means exempted from localizing the issues pointed out in the agenda 21, to enable it contribute to their arrest.

2.4 Results of the Strengths, Weaknesses, Opportunities and Challenges Analysis

This section presents a summary of the results of Arusha District's Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis, which is an outcome of the internal and external environmental scanning is summarised below

2.4.1 Strengths

- Availability of internal owned sources of fund
- Availability of plants and equipment's
- Presence of District Council by laws
- Presence of qualified and competent personnel
- Presence of Land use plan
- Location area of Arusha DC/Geographic factor
- Availability of public and private institutions
- Availability of good infrastructures

2.4.2 Weaknesses

- Inadequate staff motivation,
- Inadequate of own source revenue collection
- Weak identification of new internal sources of fund/revenue
- Lack of database and capacity of internal sources of revenue
- In adequate working facilities.
- Inadequate supervision
- In adequate training for new employees
- Weak investment for identified sources of revenue.

2.4.3 Opportunities

- Presence of Arusha DC organization structure
- Existence of cultural sites
- Availability of private institution
- Availability of natural resources, valleys
- Availability of Arable Land
- Availability of infrastructure
- Delegated power

- Availability of water source
- Availability of Meru Usa forest.
- Proximity to Arusha National Park.
- Availability of Peace and Harmony

2.4.4 Challenges

- Presence of top directives/interference of revenue collection from internal sources.
- Existence of unclear boundaries resulted into conflict with neighboring councils e.g. Arusha City.
- Inapplicability of some of central government policy/law in local government environment.
- Lack of final decision in some matters.
- Presence of contradiction or conflicting of law i.e. law of marriage.
- Presences of traditional practices supporting women and girls subordination.
- Presence of long process and procedures for business registration, and licensing.
- Inadequate of funds allocated for compensation to acquire land for investment and public services.
- Poor interpretation of some government directives, laws by some individuals and communities.
- Lack of incentives for science teachers.
- Existence of complaint from the community member on presence of corruption practices
- Existing of climate changes.
- Inadequate qualified staff.
- Presence of unplanned settlements
- Presence of youth unemployment and drug abuse

2.5 Stakeholders Analysis

Stakeholders analysis for Arusha District 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). The key questions asked during stakeholder analysis were therefore 'whose problems or opportunities are we analyzing' and 'who will benefit or loose-out, and how, from a proposed strategic plan intervention'? The ultimate aim was to help maximize the social, economic and institutional benefits of the strategic plan to the target groups and ultimate beneficiaries, and minimize its potential negative impacts (including stakeholder conflicts). The result of stakeholders' analysis is summarised in the matrix below.

Table 39: Stakeholders Analysis Matrix

No.	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectation is NOT met	Rank H- High M – Medium L - Low
1	Community Members	Receiving services Tax payer Producers i.e. agriculture productions etc. Man power in implementation of	Delivery of high quality services, Economic empowerment, Improved living standards Good governance	Increases of poverty Increase Incidences of crime Lose of trust Emergency of conflicts, Poor project	H

No.	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectation is NOT met	Rank H- High M – Medium L - Low
		development projects	practices among District council staff.	performance, Weak participation in development projects Low production,	
2	Political leaders (Politicians)	Community mobilization for participation in development matters Decision makers, Resource mobilizer Participation in Monitoring and Evaluation of Development projects Community representatives Maintain law and peace in the community Employment and disciplinary authority to council staff	Anticipate the council to support them in addressing people's problems, The council to provide their statutory rights/ benefits. Improved services to their community To get relevant data and report on the development activities for planning purposes, Increase of revenues Access technical advice from the council staff, Proper utilization of resources (value for money).	Loose election Distortion of some government directives, Failures of development projects	H
3	Financial Institutions (Banks i.e. World bank, CRDB, BoT, NMB,)	Provision of loan to community members Custodian of cash/money Provision of financial technical advice Facilitate council revenue collection through establishment an integration to council revenue system i.e. POS Corporate social responsibility Facilitate saving, Simplified financial	Widen financial services Sustainability Make profit To receive quality services To get more customers	Withdraw from provision loans to staff	M

No.	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectation is NOT met	Rank H- High M – Medium L - Low
		services delivery			
4	NGOs (Ace Africa, DSW, World Vision, OIKOS, RECODA, TAHA CBSS, EGPAF, SNV, NOBET mission, SOS, Children Home)	Provision of services to the community Support development projects Training Employment provision Linked with donors	Availability of good services Project sustainability Good corporation Conducive working environment	Withdraw from supporting development projects	H
5	FBOs (MM sisters, EGA, Foundation for Tomorrow, ADRA, AGHA KHAN of Mount Kilimanjaro)	Provision of services to the community Support development projects Training Employment provision Linked with donors	Conducive working environment Good support	Withdraw from supporting development projects Poor services to the community Bad image	H
6	Central Government	Provision of policies, guidelines, and secures, Provision of financial resource Provision of technical advice Employment provision Supportive supervision Maintain peace and security	Build trust Value for money All public business to be run based on policies, guidelines and regulations,	Loss trust Fails to attain goals and objectives No disbursement of funds, Punishment,	H
7	Council's Staff	Provision of high quality services to the community Project supervision, implantation, evaluation and monitoring of development projects,	Motivation i.e. Timely Salaries Conducive working environment, Continue of Community support development project Sustainable of existing Arusha District Council	Poor services delivery Low morally Poor delivery of services	H

No.	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectation is NOT met	Rank H- High M – Medium L - Low
			Improve living standards (<i>grow with the organization</i>)		
8	Suppliers	Timing provision of services based on TOR	Winning tender of Arusha DC	Withdrawing Poor service provision	H
9	Mass media (<i>Radio, TV, Newspaper</i>)	To inform the community	Good cooperation from the Council; Profile Conducive and supportive working environment with the Council	Spoil image of the Council Withdraw from dissemination information from the community	H
10	Government institutions (<i>LAPF, PSPS, NSSF</i>)	Provide social security protection to staff Prove pension	Making profit Getting more members, Good cooperation with the council	Failure to provide services, Collapse due failed to provide pensions	H
11	Academic Institutions (<i>Arusha University, Nelson Mandela etc.</i>)	Conduct research, Training,	Increase enrollment Good cooperation from Arusha District Council, To get more field attachment opportunities,	Failure to provide services, Low competence of staff Lack of student for field attachment	H
12	TANAPA (<i>Arusha National Park</i>)	Capacity building	Contribute Participatory of community conservation Recognition from the community	Encroachment	M
13	Micro-finance institution (<i>SACCOS, VICOBA, Vision Fund, Finca, PRIDE</i>)	Provisional of small loans with low interest rates, Financial empowerment to the community members, Facilitation of small business,	To make more profit, Recruit more members,	Withdraw Increase of dependents,	M
14	Business Community	Distribution chain, Tax payer, Support	Make profit Win more customers	Collapse of their business Tax defaulter	H

No.	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectation is NOT met	Rank H- High M – Medium L - Low
		development projects	Expand their business Good environment	Reduction of revenue	
15	Telecommunications companies (Tigo, Airtel, Halotel, Vodacom)/Network provider	Networking access (Provision) Support development activities Facilitate money services i.e. mobile money,	Conducive environment Make profit Increase subscribers, Grow thing	Collapse	M
16	Law enforcers ie POLICE, Prison, JWTZ	Translation of laws,	Cooperation with citizen,	High rate of crimes,	H
17	Government Parastatal (TANESCO, AUWASA, TRA,)	Tax collector Advisory law	To get income Cooperation	Collapse Corruptions Less revenue collection	H
18	Neighboring councils (Arusha MC, Monduli, Meru, Simanajiro)	Cooperation, Supporting, Collaboration in disaster management, Maintain peace and security, Competitors,	Sharing experience Good collaboration,	Bad reputation	H
19	International Organization (World Bank, JICA, UN, USAIDS, DIDIF)	Capacity building Financial support Monitoring and evaluation of development projects,	Good cooperation Conducive environment, Proper utilization of resources i.e. finance Meet their conditions, Anticipate changes/impact of their projects Value for money	Withdraw Bad reputation Culture Distort	M
20	Workers unions (TALGWI,CWT,TUTCTA, RAAWU, TUGHE)	Protect workers' rights Fight for work's rights Fight for concussive worker environment	To win more members To heard	Emergency of Strike Low performance of staff	H

No.	Name of Stakeholder	Role of Stakeholder	Expectations of stakeholders	Potential Impact if expectation is NOT met	Rank H- High M – Medium L - Low
		Represent workers			
21	Parliament	Approve of budget Supervision Making laws	Implementation of laws Value for money	Punishment,	H

2.6 Core Values

The implementation of the Arusha District Council strategic plan shall be guided by 9 major core values that constitute what the council values most or guiding principles. The formulated principles will guide an organization's internal conduct as well as its relationship with the external world. They will be the enduring beliefs of the District Council and the staffs that inhabit it hold in common and to put into action. These core values shall lead the council staff and individuals to believe these values are legitimate or correct and that others are illegitimate or wrong. They will stand as prerequisite norms for effective and efficient service delivery in the council.

Table 40: Core Values Analysis Matrix

No	Core Value	Clarification
1	Teamwork	Working together in a cooperative way (<i>Direction Map missing</i>)
2	Transparency and Accountability (<i>answerability</i>)	To display our vision and mission to all so that all stakeholders know where council want to be. To build a common understanding, To build trust, Knowing rights, To be responsible to any actions or decisions taken by staff (<i>Subordinate will be responsible but the head will be answerable</i>) Protecting Caring Answerability
3	Effective and Efficient utilization of resources	A wisely uses of resources with respect to its availability, quantity, quality etc. i.e. personnel, time, monetary and non-monetary resources To share scarce resource responsibly, (<i>and be accountable for</i>) NB: Resources:- <i>Personnel, Monetary, Non-monetary and Time</i>
4	Anti-corruption environment	To build a free corruption environment <i>i.e. bribery, sex, misuse of resources, and any form of corruptions.</i>
5	Good customer care	Polite language to customers Satisfied services
6	Stewardship	Ownership

No	Core Value	Clarification
		Tangible and applicable Caring and protecting council properties and resources
7	Evidence based decision making	Valid and actual data/information Justification Current and updated data/information
8	Trustworthy (<i>Trust and Confidentiality</i>)	Confidentiality Trusting to each other Respect
9	Integrity and excellence	To 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 A esteem/dignity. Spending time and energy and to ensure that people are well served, avoid corruption practices

CHAPTER THREE

PERFORMANCE REVIEW ON THE IMPLEMENTATION OF 2012/2013-2015/2016 STRATEGIC PLAN

3.1 Introduction

For the period 2012/2013 to 2015/2016 Arusha District council committed its financial, human and material resources in implementing its five year medium term strategic plan. The performance review was conducted to assess social and economic service delivery in 11 result areas existed in the previous strategic plan which were: primary education, secondary education, health, water, agriculture, co-operatives, livestock, fisheries, works, community development; land, natural resources and environment. The review of the implementation of the previous strategic plan identified remarkable achievements against targets set and some constraints.

3.2 Achievements

- ✓ Council managed to collect Tshs 2,486,427,820.37 from its own source revenues for the year ending June 30, 2016
- ✓ Council managed to use computerized accounting systems (Epicor) in its operation
- ✓ Clean audit report attained in 2014/2015
- ✓ 6 Traditional irrigation schemes were constructed out of 10 planned schemes
- ✓ 90,000 farmers were trained on Good Agricultural Practices (GAP's) and marketing information out of 156,000 planned farmers
- ✓ 13 extension staff facilitated with transport facilities
- ✓ 106,000 farmers visited by extension staff.
- ✓ 13 Cooperatives societies trained on business and managerial skills.
- ✓ 5 Cooperative societies were registered.
- ✓ Under five Mortality rate reduced from 48/1000 to 27/1000
- ✓ Maternal mortality rate reduced from 113/100,000 to 62/100,000
- ✓ Proportion of Households with toilets increased from 62% to 68%
- ✓ 1782 plots were surveyed at Mlangarini area, 1056 Plots were surveyed at Kisongo and 895 Plots were surveyed at Ngaramton
- ✓ Master plan of the Arusha city was prepared
- ✓ 12 Town planning drawing prepared
- ✓ 3 areas were surveyed which are Kisongo, Mlangarini and Ngaramtoni township
- ✓ 6 villages were supported to carry out forest boundary reconnaissance survey to forest reserves
- ✓ 4,650,000 were planted in 67 villages
- ✓ Anti-poaching patrol were conducted in 2 village
- ✓ 5 Tourism attraction were identified
- ✓ Enforcement of wildlife policy in 2 village
- ✓ Enrolment rate of Standard one Pupils increased from 80% to 100%
- ✓ Pupils Book Ratio increased from 1:6 up to 1:5
- ✓ Standard Seven Pass Rate in National Examinations increased from 70% up to 86%
- ✓ 39 teacher's houses and 67 classrooms were constructed

- ✓ 64 classrooms for 27 secondary schools constructed
- ✓ 63 Laboratories in 27 secondary schools constructed
- ✓ 234 Latrine pits in 27 secondary schools constructed
- ✓ Improvement of students performance from 53% to 76% in National examinations
- ✓ Enrolment of from I students increased from 53% to 92%
- ✓ 325 teachers from 27 secondary schools were re-trained on participatory teaching
- ✓ 241km of district roads maintained
- ✓ Service and maintenance of council vehicles increased from 5% to 20%
- ✓ 90% of women have been empowered with loan
- ✓ 95 generating groups were provided with entrepreneurship skills
- ✓ 4 village have been provided low cost housing knowledge
- ✓ 58 village MVC were identified, 383 supported and 71 villages' elderly people were identified and 2100 elderly supported
- ✓ 1 dumping site identified and developed in Engorora village at Kisongo area
- ✓ 5, 120 Tons of solid wastes collected
- ✓ HIV/AIDS Committee in 11 Wards were formed and trained on Stigma, Denial and discrimination reduction.
- ✓ Improved HIV testing and counseling services in 49 health centers.
- ✓ 7 group of PLHIV were trained on entrepreneurship skills and given funds to run their income generating activities.
- ✓ 90 PLHIV, 100 MVCs, 118 widows were supported

3.3 Major Constraints Faced during implementation of 2012/2013-2015/2016 Medium Term Strategic Plan Strategic Plan

Despite significant achievement noticed in the implementation of the previous strategic plan, there were existence of some issues which had impact on achieving planned targets.

- Inadequate financial resources.
- Delay of funds disbursement from central government
- Non adherence to Law and Regulations of some staff
- Malpractice of some staffs hampered the achievement of the plan in some areas
- Low awareness on HIV/AIDS and reckless sex behaviour among community members resulted to increased HIV/AIDS infection from 1.5 in 2012 to 2% in 2016. This affected manpower in most of productive sectors
- Low awareness on the use of toilets at household level resulted to eruption of communicable diseases
- Changing of Syllabus in primary schools was not concomitant with availability of new text books this affected performance of pupils.
- Overcrowded classrooms, students' truancy and drop out affected performance in some schools
- Highly dependent from central government resulted to failure in implementing some projects

- Frequent government directives resulted in implementation of projects that were not planned for. Example directives on construction of science laboratories in all secondary schools at ward level, and making school desks in all primary schools.

CHAPTER FOUR

THE PLAN

4.1 Vision

To be a leading transformed council that provides high quality services for sustainable development of the community by 2025.

4.2 Mission

To provide high quality services through effective and efficient use of available resources for sustainable development of the community

4.3 Strategic Objectives

- A. Services improved and HIV/AIDS infections reduced.
- B. Effective implementation of the National Anti- corruption strategy enhanced and sustained.
- C. Access, quality and equitable social services delivery improved
- D. Quantity and Quality of economic services and Infrastructure improved
- E. Good Governance and Administrative Services Enhanced
- F. Social welfare, Gender and Community Empowerment Improved
- G. Emergence preparedness and disaster management improved.
- H. Management of natural resources and environment improved.
- I. Information and communication technology improved.

4.4 Strategic Objective, Result Area, Targets, Strategies and Performance Indicators

4.4.1 Strategic Objective 1

- B. Effective implementation of the National Anti- corruption strategy enhanced and sustained.
- C. Access, quality and equitable social services delivery improved
- E. Good Governance and Administrative Services Enhanced

4.4.1.1 Result Area: Personnel and Administration

Strategic Objective	Target	Strategies	Performance Indicators
B. Effective implementation of the National Anti- corruption strategy enhanced and	Knowledge on anti- corruption to 250(head quarter) staff disseminated by 2021	Allocate fund	Number staff attained anti- corruption knowledge.

Strategic Objective	Target	Strategies	Performance Indicators
sustained.			
C. Access, quality and equitable social services delivery improved	Two bore holes completed by 2021.	Mobilize the community to participate on cost sharing. Allocate fund on construction of bore holes.	Number of bore holes completed. Number of Sanitary land filling constructed.
	One Sanitary land filling constructed by 2021	Mobilize the community to participate on finding the place for damp. Allocate fund on construction of damp	Number of Sanitary land filling constructed.
E. Good Governance and Administrative Services Enhanced	52 Statutory meetings conducted annually by June 2021	Allocate funds; Prepare conducive environment for meetings;	Number of meetings conducted;
	Statutory allowances for 37 councillors provided annually by June 2021	Allocate funds	Number of councillors paid
	Facilitate availabilities of working facilities in 13 Departments and 6 Sections annually by June 2021	Solicit financial resources Request to Procurement Unit	Number of department and sections with improved working facilities
	Establish fire and emergence rescue system annually by 2021	Solicit financial resources, Request to Procurement Unit	Safety and security of the working environment improved.
	Cleanness to Council premises and its surroundings facilitated annually by 2021	Hire cleanness Company Allocate fund	Cleanliness of Council premises and its surroundings improved
	Security of all council properties assured annually by 2021	Hire security company Allocate fund	Council security improved
	350 staffs trained by June 2021	Allocate fund; Staff identification	Number staff trained
	Planning and establishment of employees improved annually by 2021	Thoroughly follow up of the employees at their working station; Assessment of payroll list monthly	Reduced number of overstaffing/understaffing and ghost workers
	Relations, incentives and performance to 3450 staff improved annually by 2021	Enhanced good relations in working stations; Allocate funds; Promote OPRASS	Improved performance

Strategic Objective	Target	Strategies	Performance Indicators
		management	
E. Good Governance and Administrative Services Enhanced	Behavioural skills to 690 employees provided annually by 2021	Fund allocation Identification of employees Prepare conducive environment for training	Number of employees whose behavioural skills improved
	Revenue Electronic System installed in Township Authority by 2021 .	Allocate fund on installation of the system.	Number of system installed.
	Integrated System established.	Advise the financial Institution to build banks on Township Authority.	Number of banks established.
	1 Satellite city established by 2021.	Mobilize the community to initiate place for building the city. Allocate fund for compensation as well as for construction.	Number of satellites cities established.
	Working environment improved by 2021.	Allocate fund for purchasing GPS Survey kit, Car, Computers	Number of facilities purchased.
	Clear interpretation of revenue directives attained to 7 wards by 2021.	Educate the community through meeting, mass media.	Number of wards attained with meeting conducted.

4.4.2 Strategic Objective 2

D. Increased quantity and quality of social services and infrastructure

C. Improved access, quality and equitable social services delivery.

4.4.2.1 Result Area: Agriculture Irrigation and Cooperatives

Strategic Objective	Target	Strategies	Performance Indicators
D. Increased quantity and quality of social services and infrastructure	14 Traditional irrigation schemes in 14 Villages improved by June 2021.	Sensitize community to participate in project design and implementation. Mobilize financial resources from the Council budget, Donors and other stakeholders. Construct tradition irrigation schemes. Conduct participatory supervision in collaboration with community.	Number of traditional Irrigation schemes constructed.
D. Increased	124,567 farmers facilitated	Sensitize 124,567 farmers on	Number of

Strategic Objective	Target	Strategies	Performance Indicators
quantity and quality of social services and infrastructure	on utilization of agricultural inputs by June 2021	utilization of agricultural inputs. Provide subsidized inputs to farmers through voucher system. Establish Farmers Field School (FFS). Conduct supervision to sensitized farmers. Conduct training to farmers on proper use of Organic and inorganic fertilizers. Advice farmers on farm Implements. Advice farmers on farm implement soft loans.	farmers sensitized in Agricultural inputs utilization.
	2 Collection centers of horticultural products in 2 Villages improved by June 2021.	Mobilize financial resources from the Donors and agricultural stakeholders. Sensitize community participation in project activities and implementation. Improve collection centers.	Number of collection centers improved
	2 Central unit pulperies installed by June 2021	Organize financial resources from Council and private partners. Formulate coffee grower groups. Train coffee grower groups in proper use of CPU's. Install CPU's to the coffee grower groups.	Number of CPU's installed.
	140,567 farmers visited by extension agents at least 4 times per year by June 2021	Mobilize physical and financial resources. Recruit extension staff. Provide transport facilities to extension staff. Provide working gears to extension staff. Organize farmer groups for different training. Establish Farmer Demo plots. Formulate Farmers Forums	Number of farmers visited
D. Increased quantity and quality	65 extension staff in 67 villages trained on food Value Chain of crops by June 2021	Coordinate availability of financial resources from the Council and other private partners Conduct training to extension staff	Number of extension staff trained on food value chain.

Strategic Objective	Target	Strategies	Performance Indicators
of social services and infrastructure		on food Value Addition.	
	9 farmer groups trained on food Value Chain of perishable crops by June 2021.	Mobilize financial resources from the Council and other Donors. Sensitize 9 groups in food value chain training. Conduct training to farmers groups on agricultural produce value addition and market survey	Number of farmer groups trained on Food Value Chain.
	9 farmer groups trained on post-harvest losses by June 2021.	Mobilize financial resources from the Council and private partner's Sensitize 9 groups of farmers in post-harvest losses management. Conduct training of post-harvest management to farmers.	Number of farmer groups trained on Post harvest losses.
C. Improved access, quality and equitable social services delivery.	130 Farmers in 13 Wards trained on Alternative Crops production by June 2021.	Mobilize financial resources Sensitize community on production of sorghum, cassava, pumpkin, finger millet and sweet potatoes. Conduct training of the proper use of sorghum, cassava, finger millet and pumpkin products.	Number of farmers trained on alternative crops production.
	3 Agricultural Staff trained on Master Degree course by June 2021	Mobilize financial resources from the Council and other Donors. facilitate staff to master degree	Number of agricultural staff facilitated on Master degree.
	4 Agricultural Staff trained on first Degree course by June 2021.	Mobilize financial resources from the Council and other private partners. Facilitate BSC Degree Course.	Number of agricultural staff facilitated on BSC. Degree Course.
C. Improved access, quality and equitable social services delivery.	10 horticultural groups of contact farming formed by June 2021.	Sensitize farmer groups on contact farming. Conduct training of Contact farming issues. Mobilize financial resources.	Number of contact farmers
	Soil analysis conducted in 12 villages by June 2021.	Mobilize financial resources. Create awareness to identified villages. Facilitate soil analysis.	Number of villages conducted soil analysis.

Strategic Objective	Target	Strategies	Performance Indicators
	130 farmers in 3 Wards trained on land use management by June 2021.	Sensitize community on Afforestation, Terraces and Agro forest. Mobilize resources from different sources. Train community on Afforestation, Terraces and Agro forest management.	Number of farmers trained
	50 Cooperative societies visited by June 2021	Mobilize financial resources. Recruit cooperative staff. Provide working tools to cooperative staff. Visit cooperative societies	Number of cooperative society visited.
	35 cooperative societies registered by June 2021.	Sensitize community. Mobilize physical and financial resources. Register Cooperative society	Number of Cooperative registered.
	20 Cooperative societies strengthened by June 2021	Sensitize community. Mobilize physical and financial resources. Audit cooperative societies. Provide soft loans to cooperative societies.	Number of cooperative society strengthened.

4.4.3 Strategic Objective 3

- D. Increased quantity and quality of social services and infrastructure
- H. Management of Natural resources and Environment improved

4.4.3.1 Result Area: Land and Natural Resources

Strategic Objective	Target	Strategies	Performance Indicators
D. Quantity and quality of economic services and Infrastructure improved	3 planned settlements established by June 2021	Conduct survey and mapping for 21,500 plots.	Number of plots surveyed.
	Develop 3 planned settlements to be satellite towns by June 2021	Acquire land to establish satellite town Plan and survey Mobilize resources	Number of satellite towns developed
	Households with legal ownership of land increased from 20% to 50% by June 2021	Mobilize resources Sensitize community on use of village land act No.5 of 1999 Prepare registered title	Percentage of legal ownership of land.

Strategic Objective	Target	Strategies	Performance Indicators
		deeds	
	Villages with operational Land use plans increased from 9 to 20 by June 2021	Facilitate formulation of village land management committees Facilitate preparation of village land use plans	Number of villages with operational land use plans.
	Land use conflicts reduced from 7 to 0 by June 2021	Mobilize resources Sensitize community on the land use plan Establish village land tribunals	Number of land use conflict reduced
	Establish land bank by June 2021	Mobilize resources Sensitize community on the importance of land bank	Existence of land bank
	Integrated land management system established by June 2021	Mobilize resources	Operational land management system established
	Revenue from property increased from 0 to Tshs 43,770,000 annually by June 2021	Sensitize community Mobilize resources	Revenue collection increased
H. Management of Natural resources and Environment improved	Revenue collection from Land rent increased from Tshs 675,000,000 to Tshs 700,000,000 annually by June 2021	Mobilize resources Sensitize community	Revenue collection increased
H. Management of Natural resources and Environment improved	10,400,000 trees planted in 67 villages by June 2021	Involve various stakeholders such as NGO, Community, Private and Government institutions Create awareness Mobilize resources	Number of trees planted
	Revenue collection from forest products increased from Tsh.35,156,260 to Tsh.40,000,000 annually by June 2021	Mobilize resources	Revenue collection increased
	Technical knowledge on sustainable utilization of forest in 67 villages disseminated by June 2021	Provide backstopping to Environmental Management Committees in villages Support villages in establishment of forest	Number of villages provided technical knowledge

Strategic Objective	Target	Strategies	Performance Indicators
		management by – laws Support villages to erect beacons on surveyed forest reserve boundaries	
	Forest cover increased from 7.87% to 15% by June 2021	Support village to set aside more land for forest reserves Awareness creation	Percentage of forests cover
	Enhance community based forest Management in 6 villages by June 2021	Establish of village forest management committees Establish of village forest management by - laws	Number of villages with community based forest management increased
	Conduct 670 patrols against illegal forest harvesting in 67 villages by June 2021	Mobilize resources	Number of illegal forest harvesting reduced
	Conserve water 16 sources by June 2021	Mobilize resources Sensitize Community	Number of water sources conserved.
H. Management of Natural resources and Environment improved	Promote and Market on unique tourism attractions in 25 villages by June 2021	Prepare brochures Develop website	Number of tourists
	Tourism products in 5 villages diversified by June 2021	Provide alternative attraction to enhance visitors experience Carry out an inventory and document all new attractions	Number of tourism attractions diversified
	Improved enabling environment for Tourism sector by June 2021	Mobilize Resource Market of Tourism product	Number tourist increased
H. Management of Natural resources and Environment improved	Local tourists increased from 0 to 100 annually by June 2021	Create awareness Mobilize resources	Number of local tourists increased
	Infrastructure improved in five tourism attractions by June 2021	Mobilize resources	Number of tourism attractions whose infrastructure improved
	3 staff trained on tourism management by June 2021	Mobilize resources	Number of staff trained.
	Enhance community based wildlife conservation in 4 villages by June 2021	Sensitize community conservation Conduct patrol	Number of villages with community based wildlife

Strategic Objective	Target	Strategies	Performance Indicators
			conservation

4.4.4 Strategic Objective 4

- A. Services improved and HIV/AIDS infections reduced.
- C. Access, quality and equitable social services delivery improved

4.4.4.1 Result Area: Health

Strategic Objective	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	HIV/AIDS prevalence reduced from 2% to 0% by June 2021	Conduct HIV/AIDS Campaign Care and Treatment Strengthen Prevention of HIV transmission from mother to Child(PMTCT) Strengthen HIV Campaign Strengthen Providers Initiated testing and Counseling(PITC)	Percentage of HIV/AIDS prevalence
	Case fatality due to HIV/AIDS reduced from 3% to 1% 2021	Conduct HIV Campaign Conduct Home Based care visit Increase nutritional supply Strengthen Home based care	Percentage of Case fatality
	TB Prevalence reduced from 3.5% to 1% by June, 2021	sensitization meeting on TB/HIV Sensitize community conduct supportive supervision Supervise TB DOTS Strengthen Home based care	Percentage of TB Prevalence
C. Access, quality and equitable social services delivery improved	Infant Mortality reduced from 12/1000 to 2/1000	Sensitize community on Early Antenatal clinic attendance Conduct infant mortality Discussion at all levels HIV Testing to infants	Number of infant mortality
	Medicine, Equipment, Diagnostic supplies increased from 59% to 100% by June 2020	Procure medicines Rehabilitate stores Procure Medical Equipment Procure medical supplies Maintain Medical Equipment	Percentage of Equipment

Strategic Objective	Target	Strategies	Performance Indicators
		Procure Laboratory Reagents	
	Storage of Drugs at Health Facilities increased from 77% 100% by June 2021	Rehabilitate Drug Stores Procure shelf/Pellets for drug storage Supervise Health facility Train Health workers on drug storage	Percentage of drug storage
	Medical equipment at Health Facilities maintenance increased from 81% by June 2021	Rehabilitate Medical Equipment Procure medical equipment Conduct on job training Conduct maintenance Conduct Fumigation to Health Facilities	Percentage of medical equipment maintained
	Maternal mortality rate reduced from 62/100,000 to 5/100,000 by June 2021	Sensitize Community on early attendance clinic to Antenatal Conduct maternal mortality monthly Conduct supervision to Health Facility Procure Drugs Procure Equipment Maintain equipment Train health workers Procure ambulances Conduct PPM	Maternal mortality rate
	Neonatal mortality rate reduced from 3/1000 to 0/100,000 by June 2021	Sensitize community on Early Antenatal clinic attendance Conduct neonatal mortality Discussion at all levels HIV Testing to infants Conduct PPM	Neonatal mortality rate
C. Access, quality and equitable social services delivery improved	Infant Mortality rate reduced from 12/1000 to 0/1000 by June 2021	Sensitize community on Early Antenatal clinic attendance Conduct neonatal mortality Discussion at all levels HIV Testing to infants Conduct PPM Motivate staff Increase Medical Equipment	Infant mortality rate

Strategic Objective	Target	Strategies	Performance Indicators
	Under five mortality Rate reduced from 17/1000 to 5/1000 by June 2021	Sensitize community on Early under five clinic attendance Conduct neonatal mortality Discussion at all levels HIV Testing to infants Conduct PPM Strengthen IMCI Strengthen Be MOC Improve FANC Motivate staff	Under-five mortality rate
	Referral cases attended increased from 78% to 100% by June 2021	Procure Ambulances- Conduct PPM Procure fuel Procure tires and parts Pay insurances	Percentage of referral cases attended
	Health Facility delivery increased from 62% to 90% by June 2021	Sensitize Community on Health Facility Delivery Sensitize community on early Antenatal Clinic Attendances Conduct community meetings Increase number of Health Facilities Conduct Outreach services Motivate Traditional Birth Attendants Improve Working Environment Increase Number of Staff Houses Improve BeMOC	Percentage of Home delivery
C. Access, quality and equitable social services delivery improved	Birth attended by skilled Health Personnel increased from 36% to 62% by June 2021	Increase number of Health Facilities Train Health Workers Sensitize men to Accompany their spouses Motivate staff Improve Working Environment Increase Number of Staff Houses Conduct PPM	Percentage of Birth attended by skilled staff

Strategic Objective	Target	Strategies	Performance Indicators
	Prevalence of communicable Disease reduced from 2% to 0% by June 2021	Promote Exercises Health promotion on communicable diseases Strengthen laboratory equipment Train staff Motivate Health Workers Conduct Mass campaign to community	Percentage of communicable Diseases
	Prevalence of Death due to TB reduced from 0.3% to 0% by June 2021	sensitization meeting on TB/HIV Sensitize community Conduct supportive supervision Supervise TB DOTS Improve TB Drug supply	Percentage of Death due to TB
	Prevalence of malaria reduced from 4% to 0% by June 2021	Sensitize community Train on standard case definition Train staff on immerging Guidelines Conduct supervision Monitor drug management Monitor malaria reagent Collect quality Data	Percentage of Malaria
	Prevalence of Epidemics reduced from 0.1% to 0% by June 2021	Sensitize community on Epidemics Control epidemics Research on Epidemics Treat Epidemics Investigate Epidemics	Percentage of Epidemics
	Prevalence of Anthrax in the District reduced from 0.2% to 0% by June 2021	Treat the epidemics Investigate anthrax Conduct research on epidemics	Percentage of Anthrax
C. Access, quality and equitable social services delivery improved	Prevalence of mental health conditions reduced from 3% to 0% by June 2021	Conduct supervision Train staff Sensitize community Procure drugs Conduct mass campaign counseling	Percentage of mental Health conditions
	Prevalence of Diabetic mellitus reduced from 4% to 1% by June 2021	Conduct Mass Campaign on Diabetic Complications Promote community on	Percentage of Diabetics

Strategic Objective	Target	Strategies	Performance Indicators
		excises Procure drugs Procure reagents Procure testing machine	
	Incidence of Injuries treated increased from 1% to 100% by June 2021	Conduct mass campaign Procure orthopedic equipment Treat injuries Train community on Road traffic accidents Train motor cycle users on road use Expand Health Facility	Percentage of injuries treated
	Prevalence of other non-communicable diseases reduced from 2% to 0% by June 2021	Mass campaign Train health workers Promote excises Conduct hospital campaign	Percentage of non-communicable Disease
	Prevalence of Oral conditions reduced from 7.8% to 2% by June 2021	Conduct mass campaign Sensitize community Conduct outreach Procure Equipment Expand services to lower health facilities Supervise health facility	Percentage of Oral conditions
	Prevalence of Eye Diseases in Above five years reduced from 2.1% to 0% by June 2021	Conduct mass campaign Sensitize community Conduct outreach Procure Equipment Expand services to lower health facilities Supervise health facility	Percentage Eye diseases in Above five years
C. Access, quality and equitable social services delivery improved	Prevalence of Eye Diseases among under-five reduced from 2.5% to 0% by June 2021	conduct mass campaign Sensitize community Conduct outreach Procure Equipment Expand services to lower health facilities Supervise health facility	Percentage Eye diseases among under-five
	Proportion of Households with toilets increased from 68% to 90% by June 2021	Conduct House to House Inspection Enforce laws and regulations Conduct mass campaign Sensitize community	Percentage of Household with toilets

Strategic Objective	Target	Strategies	Performance Indicators
		Conduct supervision Train PHAST Recruit Health Officers	
	Proportion of Households with improved toilets increased from 72% to 100% by June 2021	Conduct House to House Inspection Enforce laws and regulations Conduct mass campaign Sensitize community Conduct supervision Train PHAST Recruit Health Officers	Percentage of households with improved toilets
	1256 food Venders sensitized on safe distribution of food by June 2021	Conduct inspection Conduct mass meetings Enforce by Laws	Number of food Venders sensitized
	61 Orphanage centers Inspected by June 2021	Conduct inspection Enforce Laws Increase Social well fare staff Conduct Mass campaign	Number of Orphanage centers Inspected
	Percentage of disabled people served by the Council increased from 9.1% to 50% by June 2021	Procure disability Aids Construct use friendly infrastructures	Percentage of disability served
	Percentage of children abused reduced from 33% to 5% by June 2021	Conduct mass campaign Enforce laws Conduct meetings Conduct stakeholder's meetings	Percentage of child abused
C. Access, quality and equitable social services delivery improved	Percentage of Most vulnerable children reduced from 17% to 0% by June 2021	Conduct mass campaign Sensitize community Conduct meetings Enforce laws	Percentage of Vulnerable children
	Percentage of older people abused and Neglected reduced from 4% to 0% by June 2021	Mass campaign Community sensitization Collect Quality data	Percentage of older people abused and Neglected
	Number of Human Resources for Health increased from 349 to 1337 by June 2021	Recruit More Health workers Pay subsistence allowances Train Health Workers Motivate Health Workers Pay statutory	Number of Human Resources for Health

Strategic Objective	Target	Strategies	Performance Indicators
		Purchase utilities	
	Health Facilities with qualification below 3stars reduced from 98% to 0% by June 2021	Train Health Workers on Big Results Now Improve working Environment at Health facilities Motivate staff Procure equipment Increase number of Health Staff Conduct Supervision Strengthen KAIZEN Supervision	Percentage of Health facilities with 3 stars qualification
	Transportation facilities for supervision, referral, and vaccines distribution improved from 2 cars to 8 cars by June 2021	Allocate funds for procurement of cars Conduct PPM purchase spare parts, Tires, and Batteries.	Number of Transport facilities procured
	Households joining Community Health Fund(CHF)increased from 28% to 80% by June 2021	Conduct community sensitization Conduct Mass Campaign Enforce laws Conduct meetings Train Health Facility committees Conduct Board meetings and supervision to Health Facilities.	Percentage of Households joining CHF
C. Access, quality and equitable social services delivery improved	Traditional Healers with certificate of quality medicines increased from 5% to 100% by June 2021	Conduct meetings Enforce laws and Regulations Conduct sensitization to traditional healers.	Percentage of Traditional Healers with certificate of quality medicine
	Registered Traditional Healers increased from 33% to 100% by June 2021	Conduct meetings Enforce laws and Regulations Conduct sensitization to traditional healers.	Percentage of registered Traditional Healers
	Health facilities with Quality infrastructures	Conduct regular preventive maintenances	Percentage of Health facilities with quality

Strategic Objective	Target	Strategies	Performance Indicators
	increased from 44% to 100% by June 2021	Conduct rehabilitation Strengthen cleanliness	infrastructures
	198 health facilities staff Houses constructed by June 2021	Construct staff Houses Rehabilitate staff houses Pay electric bills	Number staff Houses constructed
	25 Dispensaries constructed by June 2021	Allocate funds Sensitize community on community contribution.	Number of dispensaries constructed
	24 Health Centers constructed by June 2021	Allocate funds Sensitize community on community contribution.	Number of Health centers constructed
	103 Health Facilities received Electronic Cash system by June 2021	Allocate fund Rehabilitate Electric system.	Number of Facilities with Running Electronic Cash system.
C. Access, quality and equitable social services delivery improved	National Sanitation Campaign conducted to 50 Villages by June 2021	Sensitize community on quality Toilets Conduct Community Triggering meetings Commemorate Hand washing Day.	Number of Villages conducted National Sanitation Campaign
	50 Schools Conducting Water Sanitation and Hygiene (WASH) program by June 2021	Allocate Funds Train school teachers Conduct school meetings Construct Quality Toilets	Number of School conducting school WASH

4.4.5 Strategic Objective 5

C. Access, quality and equitable social services delivery improved

4.4.5.1 Result Area: Primary Education

Strategic Objective	Target	Strategies	Performance Indicators
C. Access, quality and equitable social services delivery improved	Standard Seven Pass Rate in National Examinations increased from 86% up to 100% by June 2021	Improve teaching and learning materials and infrastructure and furniture. Improve teacher's welfare Motivate teachers training courses and seminars.	Primary School Leaving Examination Percentage of performance pass rate increased
	Standard Four Pass Rate in National Examinations increased from 86% up to 100% by June 2021	Improve 3R skills to the students Improve teaching and learning materials and infrastructure and furniture.	Standard Four National Examination Percentage of performance pass

Strategic Objective	Target	Strategies	Performance Indicators
		Improve teacher's welfare Motivate teachers training courses and seminars.	rate increased
	475 Teachers Houses in 95 Primary Schools constructed by June 2022	Mobilize contribution of financial and other building materials to the Government, Community, Donors. Sensitize community	Number of Teachers houses increased
	950 classrooms in 95 Primary schools constructed by June 2022	Mobilize contribution of financial and other building materials to the Government, Community, Donors. Sensitize community	Number of classrooms increased
C. Access, quality and equitable social services delivery improved	1500 pit latrines in 95 Primary schools constructed by June 2022	Mobilize contribution of financial and other building materials to the Government, Community, Donors. Sensitize community	Number of pit Latrines increased
	Pupils Book Ratio increased from 1:5 to 1:1 by June 2022	Encourage parents to buy pupils books Encourage Government to fulfill the target of PBR of 1:1 through 40% of capitation grant	Pupils Book Ratio improved
C. Access, quality and equitable social services delivery improved	Access to 500 desks in 92 Primary Schools improved from 1:3 to 1:2 by June 2022	Mobilize contribution of fund to the council, Community and Donors. Sensitize community	Pupils Desk ratio improved
	Teacher Pupils Ratio increased from 1: 68 in rural areas to 1:40 by June 2012	Improve school infrastructure in remote areas Provide water and electricity supply to teacher's houses Motivate teachers in remote areas. Reallocate teacher	Teacher Pupils Ratio increased
	Students truancy and dropout reduced from 4,978 in pastoralists areas by 2021	Improve teaching and learning environment Provide school meals Sensitize community	Number of students truancy and dropout decreased
	92 School infrastructure	Rehabilitate of school	Number of school

Strategic Objective	Target	Strategies	Performance Indicators
	improved by 2021	buildings	rehabilitation
	10,000 trees planted in 92 School by 2012	Encourage community to Plant trees in Bwawani, Nduruma, Oltumet, Musa, and Laroi wards	Number of tree planted
	Learning and working environment for Adult Units in 27 Wards improved by June 2022	Mobilize contribution of financial and other building materials from the Government, Community and Donors. Sensitize community Construct dormitories, kitchen, library, dining halls and workshop buildings	Number of Adults units improved
C. Access, quality and equitable social services delivery improved	3 Special Need Education Units improved by June 2022	Mobilize contribution of financial and other building materials from the Government, Community and Donors. Construct friendly classrooms, dormitories, kitchen, library, dining halls, teaching and learning materials and devices friendly to them. Sensitize community	Number of Special Need Education Unit Improved
	Sports and Games facilities improved in 92 schools by June 2021	Purchase Sports and games facilities in 92 schools Construct Sports grounds in 92 schools	Number of sports facilities purchased Number of Sports grounds constructed

4.4.6 Strategic Objective 6

- B: Enhanced, sustain and effective implementation of the National Anti-corruption Strategy
- C: Improved access, quality and equitable social services delivery
- D: Increase quantity and Quality of social services and Infrastructure
- E: Enhanced Good Governance and Administrative Services
- F: Improved Emergency and Disaster Management

4.4.6.1 Result Area: Secondary Education

Strategic Objective	Target	Strategies	Performance Indicators
B: Enhanced, sustain and effective	1,181 staff trained on anti-corruption practices by	Formulate anti-corruption clubs in secondary schools	Number of staffs trained

Strategic Objective	Target	Strategies	Performance Indicators
implementation of the National Anti-corruption Strategy	2021	Conduct seminars concerning anti-corruption activities. Publish and distribute poster and brochures on all secondary education levels	
C: Improved access, quality and equitable social services delivery	1,181 staff motivated by 2021	Provide incentives Conduct seminars Impart team work spirit	Number of staffs motivated
C: Improved access, quality and equitable social services delivery	27 Secondary schools Provided with adequate working facilities by 2021	Buy working facilities Improvise the working facilities	Number of schools provided working facilities.
	400 new secondary education employees trained on familiarization of working environment by 2021	Provide training to the new employees Provide orientation course to new employees	Number of employees trained
	27 Secondary schools enhanced with adequate Own source revenue collection from parents and resources available in schools by 2021	Sensitize contribution from parents Schools identify resources available Provide entrepreneurship training	Number of schools improved own source revenue collections.
	Dropout in Secondary schools reduced from 8% to 3% by 2021	Sensitize community on student's attendance to school. Use legal measures to stop truancy Improve school extra curriculum activities	Percentage of dropout reduced
	Examination performance improved from 76% to 100% by 2021	Motivate teachers and students Provide adequate teaching and learning materials. Conduct in-house training	Percentage of performance improved
D: Increase quantity and Quality of social services and Infrastructure	157 classrooms in 27 secondary school constructed by June 2021	Mobilize resources from the community, Donor's and Government Sensitize the community	Number of classrooms constructed
	2,325 student tables and	Advocacy	Number of tables

Strategic Objective	Target	Strategies	Performance Indicators
	chairs for 27 secondary school made by June 2021	Mobilize resources from the community, Donor's and Government. Create awareness to the community.	and chairs made
	18 Laboratories in 27 secondary schools constructed by June 2021	Advocacy Mobilize resources from the community, Donor's and Government. Create awareness to the community.	Number of Laboratories constructed
D: Increase quantity and Quality of social services and Infrastructure	353 Latrine pits in 27 secondary schools constructed by June 2021	Mobilize resources from the community, Donor's and Government. Create awareness to the community.	Number pits Latrine constructed
	200 teachers houses in 27 secondary schools constructed by June 2021	Advocacy Mobilize resources from the community, Donor's and Government. Sensitize community	Number of teachers houses constructed
	Teaching and learning materials improved from 1:6 to 1:2 by 2021	Advocacy Provide adequate teaching and learning materials.	Number of books procured
	Set boundaries in 10 secondary schools by 2021	Compensate land owner nearby schools	Number of boundaries set
	19,544 students provided with school meals by 2021.	Educate the community Follow-up of food contributions	Number of students provided with school meals
	12 secondary schools provided with adequate and clean water supply by 2021.	Provide clean and adequate water supply Sensitize community	Number of schools provided with adequate and clean water supply.
	40 hostels constructed in 20 secondary schools by 2021	Advocacy Mobilize resources from the community, Donor's and Government. Sensitize community	Number of hostels constructed
	Improved disabled infrastructure system in 10 secondary schools by 2021	Sensitize community Construct systems to support disabled	Number of schools improved
	Improved environment in	Provide conducive	

Strategic Objective	Target	Strategies	Performance Indicators
	sports and games in 10 schools by 2021	environment in sports and games Sensitize community	
E: Enhanced Good Governance and Administrative Services	161 science teachers from 27 secondary schools employed by 2021.	Request for science teachers employment.	Number of science teachers employed
F: Improved Emergency and Disaster Management	102 teachers trained on emergency and Disaster Management by 2021	Conduct seminars and training Disaster management clubs Equip schools with tools for emergency and disaster management.	Number of teachers trained

4.4.7 Strategic Objective 7

C: Improved access, quality and equitable social services delivery

E: Enhanced Good Governance and Administrative Services

4.4.7.1 Result Area: Water

Strategic Objective	Target	Strategies	Performance Indicators
C: Access, quality and equitable social services delivery improved.	Population with access to clean, safe and affordable water increased from 57.9 to 85% by June, 2021.	Construct new water projects. Rehabilitate/ extension of existing water projects	Percentage of population with access to clean, safe and affordable water
E: Good Governance and administrative services enhanced	46 COWSOs established and strengthened by June, 2021.	Train village council. Conduct meeting with village general assembly.	Number of COWSOS established
	45 water projects monitored and evaluated by DWST by June, 2021	Train DWST Enable members in supervision of water projects. Conduct meeting for monitoring and evaluation.	Number of water projects monitored and evaluated

	Working environment to 28 staffs improved annually by June, 2021.	Facilitate staffs to meet their daily mandatory obligation. Support staff to attend short courses training. Provide working facilities in water office. Enable staff in supervision and monitoring of water projects.	Number of staff with good working environment
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4.4.8 Strategic Objective 8

- C. Improved access, quality and equitable social services delivery
- D. Increase quantity and Quality of social services and Infrastructure

4.4.8.1 Result Area: Livestock and Fisheries

Strategic Objective	Target	Strategies	Performance Indicators
C. Improved access, quality and equitable social services delivery.	81 Extension staffs of 67 villages trained by 2021.	Involve other stakeholders. Mobilize resources.	Number of Staffs Trained
	10,000 farmers trained on improved livestock production by 2021.	Sensitize community. Involve other stakeholders.	Number of farmers trained
	3 fish farming groups in 3 Wards established by 2021.	Sensitize Community. Involve other stakeholders.	-Number of established groups.
	10 Skilled personnel employed by 2021.	Requesting employment permits.	-Number of skilled personnel employed.
D. Increased quantity and Quality of social services and Infrastructure.	2 dip tanks improved in 2 villages by 2021.	Mobilize resources. Involve of other stakeholders. Sensitize community.	Number of dip tanks constructed
	4 charcoal dams constructed in 2 Wards by 2021.	Involve other stakeholders. Mobilize resources. Sensitize Community.	Number of charcoal dams constructed.
	1 Slaughter house constructed in 1 Ward by 2021.	Mobilize resources. Involve other stake holders. Sensitize Community.	Number of Slaughter houses constructed.
	1 Livestock market improved by 2021	Sensitize Community. Involve other stakeholders.	Number of Livestock market improved.
	1 Livestock and Fisheries	Mobilize resources.	Number of Livestock

Strategic Objective	Target	Strategies	Performance Indicators
D. Increased quantity and Quality of social services and Infrastructure.	office renovated by 2021.		and Fisheries office renovated.
	200,665 cattle identified and registered by 2021.	Mobilize resources. Sensitize Community.	Number of cattle identified and registered.
	Livestock census in 67 villages conducted by 2021.	Community sensitization.	Number of Livestock counted.
	200,016 farmers visited in 67 villages by 2021.	Mobilize resources. Sensitize Community.	Number of farmers visited.
	1 Ternaries Industry constructed in 1 Ward by 2021	Involve other stakeholders. Sensitize Community.	Number of Ternaries Industry constructed.
	1 Chicken products market in 1 Ward constructed by 2021.	-Mobilize resources. -Involve other stakeholders. -Sensitize community.	Number of market constructed.

4.4.9 Strategic Objective 9

D. Increase quantity and Quality of social services and Infrastructure

E. Enhanced Good Governance and Administrative Services

4.4.9.1 Result Area: Works

Strategic Objective	Target	Strategies	Performance Indicators
D. Increased quantity and quality of social services and infrastructure	450km of collector and feeder district roads maintained by June 2020	Sensitize of community participation Create and use of public private partnership to participate in improvement of infrastructure	Kilometer of collector and feeder roads constructed
	10 Bridges and 30 culverts constructed by June 2020	Mobilize fund. Construct bridges and culverts standards.	Number of bridges and culvert constructed.
D. Increased quantity and quality of social services and infrastructure	Quality control of government buildings in 116 villages improved by June 2020	Create awareness of construction of standard building to the community Identify of needs in the council	Number of quality building.
	Service and maintenance of 30 motor vehicles, 99 motor cycle and 06 plants	Mobilize fund	Number of vehicles and plant equipment serviced

Strategic Objective	Target	Strategies	Performance Indicators
	equipment at proper time by June 2020	Service all council motor vehicles and equipment	
E: Enhanced good governance and administrative services	Conducive working environment for 20 works staff in the department enhanced by June 2020	Set fund aside to Support staff. Impart staff team work Conduct seminars. Provision of working facilities	Number of staff Serviced

4.4.10 Strategic Objective 10

- A. Services improved and HIV/AIDS infections reduced.
- C. Access, quality and equitable social services delivery improved
- F. Social welfare, Gender and Community Empowerment Improved

4.4.10.1 Result Area: Community Development, Social Welfare and Youth

Strategic Objective	Target	Strategies	Performance Indicators
A. Service improved and HIV/AIDS infection reduced.	HIV testing and counseling services in 80 Health centers improved by June 2021	Community awareness campaign.	Number of health centers improves their health services on HIV testing and counseling.
	Reduce HIV /AIDS new in 27 wards from 2.6percent to 1percent by June 2021	Establish of VMAC and WMAC committees Train home based care providers Involve other stake holders Community campaign on eradicate bad cultural practices.	Percent of new infection reduced
A. Service improved and HIV/AIDS infection reduced	Social support for PLHIV, MVC, Widows in 27 wards facilitated by June 2021	Involve other stake holders Sensitize community Provide funds	Number of PLHIV, MVC and Widow facilitated.
	20 IGA groups of widows and PLHIV in 27 wards strengthened by June 2021	Sensitization campaign Involve other stake holders Provide funds	Number of IGA supported
	Reduced new infection among youth from 2.1% to 1.8% by June, 2021.	Train youth on risk behaviors. Awareness campaign Engage youth in sport and games.	Percent of new infection among youth reduced 1 percent
	AIDS issues in core sectors addressed by 80% by June 2021	Create awareness Conduct training	Number of sectors address AIDS issues in their sectors

Strategic Objective	Target	Strategies	Performance Indicators
	Mother to child infection reduced 1% to 0.5% by June 2021	Pregnant women sensitization Promote pregnant women to attend clinic	Percent of mother to child infection reduced.
F. Social welfare , Gender and Community empowerment Improved	275 women groups empowered with loan, entrepreneurship skills by June 2021	Mobilize fund Make follow up Identify IGA groups Create awareness	Number of women groups empowered
	MVC, elderly and disabled in 27 wards, identified and supported by June 2017	Create awareness and sensitization Identification of OVC/MVC, elderly people and disable Cooperate with other stake holders	Number of OVC/MVC, Elderly people disable identified and supported
	Social work services in 27wards strengthened by June 2017	Awareness campaign Involve various stakeholders	Number of people served
	One Processed dairy/welding established by June 2021	Mobilise resource Market research Area of the industries located	Number of industries established.
C. Access, quality and equitable social services delivery improved	40 villages advise and encouraged to establish Day Care Centres by June 2021	Sensitize Involving other stakeholders	Number of day care centres established
	27 wards empowered to control communicable diseases by June 2021	Create awareness campaign Involve other stake holders	Number wards served
E. Good Governances and Administrative Services Enhanced	67 villages sensitized to participate in development programs by June 2021	Introduce awareness creation campaign Sensitization sessions	Number of villages sensitized
	67 village council members from 27 wards trained against bad cultural behaviours e.g. FGM, Women violation by June 2021	Create community awareness campaign Involve other stakeholders Advocacy	Number of villages trained
	20coordinated meeting with Public Private Partnership such as NGOs, FBOs and CBOs by	Involve other stake holders Supervise each NGO in project implementation	Number of the NGOS identified and supervised

Strategic Objective	Target	Strategies	Performance Indicators
	June 2021	Identify each NGO head office.	
	Low cost housing knowledge in 36 villages facilitated by June 2021	Create awareness Involve other stake holders	Number of villages provided knowledge
	27 wards empower in child development and socialization by June 2021	Create awareness Follow up Involve other stake holders	Number of wards empowered
	27 wards facilitated good governance, human right, children right and the right of the vulnerable groups by June 2021	Sensitize on human rights Facilitate good governance Identify vulnerable groups	Number of wards facilitated
	50 villages provided rain water harvesting technology by June 2021	Awareness creation Involved other stake holders Resources mobilization	Number of villages facilitate rain water harvesting technology
	67 villages sensitized on good land use planning by June 2021	Awareness creation Land title authorized Right for all sex Conflicts minimized	Number of villages sensitized

4.4.11 Strategic Objective 11

- A. Services improved and HIV/AIDS infections reduced.
- C. Access, quality and equitable social services delivery improved
- F. Social welfare, Gender and Community Empowerment Improved

4.4.11.1 Result Area: Planning, Coordination and Statistics

Strategic Objective	Target	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Quality Council plans and Budget approved two months before end of each financial year by June 2021	Train Head of Department (HODs) in on MTEF, Awareness creation on budget guidelines and priorities, Prepare Budget plans,	Existence of approved Council plan and budget
	250 projects implemented effectively in 67 in Villages by June 2021	Monitor and Evaluate supported community projects	Number of supported projects
	Projects databank/database	Prepare development projects inventory	Existence of Council Project database.

Strategic Objective	Target	Strategies	Performance Indicators
	established by June 2021	Collect development projects data	
	Data collection in 27wards improved by June 2021	Awareness on important of data Collect data, analyze and manage	Availability of collected and stored data.
	Capacitate 94 lower level staff on planning process by June 2021	Train on plan and budget preparation, Monitor and Evaluate	Number of lower level staff capacitated.
	Working environment for 6 planning staff Improved by June 2021	Facilitate staff with statutory benefits	Number of staff facilitated.
D. Quantity and Quality of economic services and Infrastructure improved	Five investment projects developed by June 2021	Prepare an investment profile, Secure institution(s) for Private-Public Partnership (PPP), Mobilise resource	Number of investment projects established.
	Community efforts supported towards construction of 200 development projects in 27 Wards facilitated by June 2021	Sensitize Communities on importance of contribution on development projects Capacity build to community on Project Management and supervision Mobilise and allocate resources,	Number of project supported.
	Council contribution in donor projects in 8 wards improved by June 2021	Mobilise and sensitize Community, Monitor and Evaluate	Number of donors project's completed.

4.4.12 Strategic Objective 12

C. Access, quality and equitable social services delivery improved

4.4.12.1 Result Area: Solid Waste and Environmental Management

Strategic Objective	Target	Strategies	Performance Indicators
C. Access, quality and equitable social services delivery improved.	1 dumping site constructed in 1 ward by the year 2021	Mobilize resources Community sensitize	1 dump site constructed
	200 litter bins and 3 refuse bay in place by 2021	Mobilize resources Sensitize community	Number of litter bins and refuse bay
	Awareness on refuse fees collection in	Sensitize community	Number of community trained

Strategic Objective	Target	Strategies	Performance Indicators
	urban10wards		
	8, 728 Tons of solid waste collected by the year 2021.	Mobilize resources Sensitize community	Number of tons will be collected
	16 source of water protected by 2021	Enforce laws Sensitize community	Number of source of water protected
	Awareness on effect of noise pollution created in 10 wards by 2021	Mobilize resources Involve stakeholders Community sensitize	Number of Wards
	EIA conducted to existing and emerging projects in 27 wards by 2021	Enforce law Sensitize community	Number Wards in which EIA has been conducted
	Office equipments for 409 staff purchased by the 2021	Mobilize resources	Number of staff

4.4.13 Strategic Objective 13

C. Access, quality and equitable social services delivery improved

4.4.13.1 Result Area: Finance and Trade

Strategic Objective	Target	Strategies	Performance Indicators
D. Quantity and Quality of economic services and infrastructure improved	3,578 entrepreneurs trained on entrepreneurial skills by the year 2021	Mobilize resources for training. Disseminate training manuals. Conduct training.	Number of entrepreneurs trained.
	1 shopping mall constructed by the 2021.	Mobilize funds Private public partnership (PPP) and Build Operate and Transfer (BOT).	Number of shopping mall constructed.
	60 hectares reserved for export processing zone (EPZ) by the year 2021	Mobilize funds.	Number of hectares of land reserved and well developed for EPZ.
	2 markets Centre constructed by the year 2021	Mobilize funds.	Number of market Centre constructed
C. Access, quality and equitable social services delivery improved.	7 trade officers trained on Local Government Revenue Collection System by the year 2021	Mobilize funds.	Number of trade officers trained
	One stop window for	Intergraded operation	Number of one stop

Strategic Objective	Target	Strategies	Performance Indicators
	agencies (TRA, TFDA, CRB) established by the year 2021	system. Building constructed for agencies. Negotiated between council and agencies. Establish collection Centre.	Centre established
	2 charges and fesses reduced by the year 2021	Advisory to central government. Represented through chamber of commerce. Reduced trade embargo and restrictions.	Number of charges and fesses reduced.
	3 available opportunities taped by the year 2021.	Build Operate and Transfer (BOT). Private public partnership (PPP). Publicized.	Number of opportunities undertaken/consumed.
	1 Business Development Services desk established by the year 2021.	Recruit trained trade officer. List business consultancy.	Number of Business Development Services desk established.
A. Service improved and HIV/AIDS infection reduced	Council revenue collection increased from 3,000,470,000 to 6,000,940,000 by June 2021.	Create new sources of revenue based on existing opportunities. Return 200 meters from Arusha city council to Arusha district council.	Amount of revenue collection increased.
	Expenditure of 14 department and units managed by June 2021.	Install Fiber optic network.	Stable network.
	Clean Audit report attained by June 2021	Observe accounting principles. Educate head of department on the importance of value for money.	Clean audit report
A. Service improved and HIV/AIDS infection reduced	50 POS machine, 18 computers, 4 printers, 2 cars and 1 photocopy machine procured by the 2021.	Mobilize funds.	Number of working tools procured.
	Network	Install Fiber optic network.	Stable network.

Strategic Objective	Target	Strategies	Performance Indicators
	infrastructure Improved by the year 2021		
	30% of land rent retained from the Ministry of land by the year 2021.	Create new sources of revenue based on existing Opportunities.	Revenue sources increased.
	Integrated LGRCIS and Epicor systems by the year 2021.	Advise TAMISEMI on integrate system	Number of integration.
	Number of new revenue sources increased from 32 to 40 by the year 2021.	Create new sources of revenue based on existing Opportunities.	Revenue sources increased.

4.4.14 Strategic Objective 14

E. Good Governance and Administrative Services enhanced

4.4.14.1 Result Area: Procurement Management Unit

Strategic Objective	Target	Strategies	Performance Indicators
E. Good Governance and Administrative Services enhanced	Working facilities for 6 staff procured by June 2021	System and tools Electronic procurement Provide Advisory services Allocate Fund	Number of working Facilities Procured
	35 councilors, 13 head of department and 6 unit trained on Procurement act and regulation by 2021	Allocate fund Procure utilities A quire consultants	Number of councilors, heads of departments and units trained
	67 VEO's , 27 WEO's and 67 extension staff trained on procurement Act and regulation by 2021	Train/Sensitize VEOs and WEOs Monitoring and evaluation Allocate fund Procure utilities Some quire consultants Means of transport	Number VEO's ,WEO's and extension staff trained
	Procurement service provide to 13 departments and 6 unit by 2021	Use of E-procurement Availability of working tools/facilities Coordination with user department Pay on time	Number of Departments and units served

4.4.15 Strategic Objective 15

E. Good Governance and Administrative Services enhanced

4.4.15.1 Result Area: Internal Audit

Strategic Objective	Target	Strategies	Performance Indicators
E. Good Governance and Administrative Services enhanced	67 Villages audited by 2021	Examine Villages Revenue collected and Expenditure incurred. Ensure value for money is attained in all projects.	Number of Villages audited
	92 primary schools audited by 2021	Conduct periodic audit in financial transactions Ensure value for money is attained.	Number of Primary schools audited
	27 secondary schools audited by 2021	Conduct periodic audit in Financial transactions. Value for money is attained.	Number of secondary schools audited
	103 Health facilities audited by 2021	Ensure value for money is attained for Health projects. Compliance on store procedures. Audit CHF collected.	Number of Health facilities audited
	Working environment for 5 audit staffs improved by 2021	Increase budget for audit staffs. Train 5 Audit staffs on various operating systems such as, Lawson, EPCOR, LGRIMS Acquire working tools for audit staffs.	Number of Audit staff served
	Council clean audit report acquired annually by 2021	Carry out audit on council revenue and expenditure. Ensure system of internal controls is working as intended. Make a follow up on projects implemented at high and lower level. Ensure adherence to Laws and Regulations.	Council clean audit report acquired.
E. Good Governance and Administrative Services enhanced	Auditing queries in 13 Departments and 6 units reduced from 79 to 0 by year 2021	Comply with Laws and Regulations. Strengthening internal controls. Build capacity to head of	Number of audit queries.

Strategic Objective	Target	Strategies	Performance Indicators
		departments, Audit committee and Finance members.	
	75 Youth and 125 Women audited by 2021	Adherence to ruling party manifesto and Government directives. Audit all Youth and Women Groups formed.	Number of Youth and Women groups audited.

4.4.16 Strategic Objective 16

E. Good Governance and Administrative Services enhanced

4.4.16.1 Result Area: Legal

Strategic Objective	Target	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Review by-laws in 14 villages by 2020/2021.	Educate the society about the procedures, and the important of making by-laws through village assemblies.	Number of villages with established by-laws.
	Working facilities for 3 legal staff improved by 2020/2021.	Set fund aside to support staff. Set fund for buying working facilities (transport, laptops, stationeries and books.)	Number of facilities bought.
	Capacity and Working facilities for 27 Ward Tribunals improved by 2020/2021.	Set fund for stationeries to facilitate Ward Tribunals. Prepare a Working Procedural Memorandum. Train Ward Tribunal members about their duties according to the Law.	Number of Ward Tribunals trained and supplied with stationeries and memorandum.
	Rule of law improved in 67 villages by 2020/2021.	Educate the community about their rights through assemblies and mass media. Train Ward and village leaders.	Number of villages adhering to rule of law.

4.4.17 Strategic Objective 17

I. Information and communication technology improved

G. Emergence preparedness and disaster management improved.

4.4.17.1 Result Area: Information and Communication Technology

Strategic Objective	Target	Strategies	Performance Indicators
I. Information and communication technology improved	Health management system (GoT-HoMIS) installed in 28 health centers and 4 dispensaries by 2021	Mobilize funds Install Local Area Network (LAN) Intall the system Train users of the system Maintain the system	Number of health centers and dispensaries using the system
	Revenue system (LGRCIS) extended to 20 points of revenue collection by 2021	Mobilize funds Purchase the Point of Sales (POS) Machines Configuration of POS Train users Distribute POS to the required centers	Number of POS used in revenue collection
	The council website and 38 staff mails hosted at eGA by June 2021	Mobilize funds Prepare staff mails	Number of staff mails hosted Accessibility of the website domain to eGA server
	Internet connection accessible to 19 departments/units by June 2021	Mobilize Fund Install Local Area Network (LAN)	Number of departments/ units accessing internet service
	Computers and resources available in 19 departments/units by June 2021	Mobilize Funds Procure computer and resources	Number of computer and resources procured
I. Information and communication technology improved	File tracking system, Sound system and biometric signature system installed at district head office by June 2021	Mobilize funds Data mining Install the systems	Electronic movement of files Number of registered staffs in the biometric signature system
	ICT policy reviewed yearly by June 2021	Mobilize fund Conduct review	Proper use of ICT facilities
	Fiber connected to 119 schools and 32 health centers/dispensaries by	Mobilize fund Connect the points	Number of schools, health centers and dispensaries

Strategic Objective	Target	Strategies	Performance Indicators
	June 2021		connected with fiber.
G. Emergence preparedness and disaster management improved.	Backup system installed by June 2021	Mobilize funds Configure Network Adaptor Storage (NAS)	Number of systems in place
	Main and exchange servers installed at the council's head office by June 2021	Mobilize Funds Procure servers Configure servers	Number of systems in place
	Standby generator installed at the council's head office by June 2021	Mobilize funds Procure standby generator Configure standby generator	Number of standby generator in place
	Security system installed at the head office by June 2021	Mobilize funds Procure systems Register users/staffs Configure systems	Absence of security audit queries Safety of systems, computers and resources

4.4.18 Strategic Objective 18

D. Quantity and Quality of economic services and Infrastructure improved

4.4.18.1 Result Area: Beekeeping

Strategic Objective	Target	Strategies	Performance Indicators
D. Quantity and Quality of economic services and Infrastructure improved.	Knowledge on modern Beekeeping disseminated to the 25 potential villages by 2021	Training and enhance capacity building on Modern Beekeeping Methods to the community	Number of villages trained on Beekeeping.
	All sets of Beekeeping equipment for 25 villages acquired by 2021	Budget and purchase beekeeping equipment for staff and groups	Number of villages acquired sets of Beekeeping equipment.
	Good Economic gain through Beekeeping activities enhanced in 25 villages by 2021.	Search for reliable Bees product Market, (Local, National & International Market,	Number of villages with enhanced Economic wellbeing through Beekeeping
	Number of Beekeeping staff increased from 2 to 5 by 2021	Recruit more technical staff.	Number of staff increased.

4.4.19 Strategic Objective 19

E. Good Governance and Administrative Services enhanced

4.4.19.1 Result Area: Election

Strategic Objective	Target	Strategies	Performance Indicators
E. Good Governance and Administrative Services enhanced	1723 leaders elected at all levels of leadership by 2022	Mobilize community. Review list of existing leaders. Review National voters register. Timely report and respond to the high Authorities (NEC)	Number of leaders in position.
	27 wards have their Community members sensitized on election matters by 2022	Invite external facilitators. Conduct meeting with available Political leaders Prepare and disseminate posters. Use of mass-media Conduct WDCs and village general meetings	Number of wards sensitized
	63 Village Councils and 33 Councilors capacitated on election issues by 2022.	Provide leadership guidelines document. Conduct Councilors and village Councils meetings.	Number of VCs and Councilors.
	63 Village Councils and 33 Councilors capacitated on election issues by 2022.	Provide leadership guidelines document. Conduct Councilors and village Councils meetings.	Number of VCs and Councilors.
	1 staff facilitated with working facilities and consumables by June 2022	Timely prepare and submit annual budget.	Number of staff facilitated

CHAPTER FIVE

PLAN IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORKS AND ASSUMPTIONS

5.1 Implementation

Plan implementation shall be done on annual basis. This strategic plan shall be translated into the Medium Term Expenditure Framework, where the objectives and targets developed in this Strategic Plan and are used to prepare activities and budgets. This link assures that resources are allocated according to the strategic Plan for implementation. All stakeholders shall be responsible in the implementation of this plan. The District Executive Director (DED) who is the Chief Executive Officer of the District shall be responsible and accountable for the implementation of the 2016/2017 – 2020/2021 Strategic Plan.

DED will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. The DED with the support of the District management team shall regularly report to the District Council meetings with regards to the Plan implementation and its overall performance. For the successful coordination of all Result areas, the Planning Statistics and Monitoring department is committed to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic plan. Thus, the respective departments and Units/Sections shall be responsible for the day to day operation of the planned activities with a helping hand from the key stakeholders from within and outside the District.

5.2 Monitoring

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

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

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Arusha District Council Community including the District Management Team and the District Full Council. Presentations shall be done in order that the progress reports presented are adequately informative, precise and therefore credible, Table 47 shall guide the format of the progress reports.

Table 41: Example of quarterly progress report

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

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

5.3 Evaluation

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

Specifically, the evaluation of the Arusha District Council Strategic Plan (2016/2017 - 2020/2021) shall largely aim at:

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

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

people served with a particular service and number of services delivered) and qualitative (such as positive or negative feedback, problems, complaints, and comments).

5.4 Plan Review

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

5.5 Assumptions

The successful achievement of the 2016/2017-2020/2021 strategic plan depends on the existence of the following major assumptions which need close monitoring and timely responded by Arusha District Council management.

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