

**UNITED REPUBLIC OF TANZANIA**



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



**TARIME TOWN COUNCIL**

**STRATEGIC PLAN**

**2013/2014-2015/2016**

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## EXECUTIVE SUMMARY

Tarime Town Council like any other councils in Tanzania is obliged to fulfill its functions as stated in section 111 of the Local Government (District Authorities) Act of 1982, the council requires strategic decision making to trigger sustainable local economic development through effective implementation of this strategic plan. The Town Council is influenced by the external and internal changes that have a bearing in efficient operationalisation of the council's deliverables. The (2013/2014-2015/2016) strategic plan is prepared to enhance Town Council ability to respond community's demand and effectively carry out its core functions. The plan is also expected to efficiently optimize the use of the limited and competitive resources while seizing the emerging development opportunities. Participatory approach was used during preparation of strategic plan whereby a wide range of stakeholders from the council were involved in the process and a systematic decision making with multi stakeholders was done. This was necessary to enhance ownership and acceptability to stakeholders so as to have smooth implementation of the plan. However, in promoting sustainable livelihood of its people Tarime Town Council has developed the Vision, Mission, core values, strategic objectives and targets which will be implemented to provide a framework in actualization of the (2012/2013-2015/2016) strategic plan. **The Vision:** The vision of Tarime Town Council is to ensure that its people maintain peace, good governance and have sustainable development by 2025. **The Mission:** Tarime Town Council is committed to provide quality socio-economic services to its community through adhering principles of good governance, effective and efficient use of available resources for sustainable development.

In achieving its Vision and Mission, Tarime Town Council has 9 strategic Objectives which are: Improved services and reduced HIV/AIDS infections, Increased quantity and quality of social services and infrastructure, Improved access, quality and equitable social services delivery. Enhanced, sustained and effective implementation of the National Anti-corruption strategy, Enhanced good governance and administrative services, Improved emergence preparedness and disaster management, Improved social welfare, gender and community empowerment, Quality and quantity of economic services and infrastructure improved as well as natural resource and environment improved. For effective and efficient implementation of the strategic plan the Town Council has developed core values which provides the does and don'ts during implementation of the plan, the core values are: *Integrity, Courtesy, Accountability and responsibility, Impartial, Transparency and Customers focus/driven.*

With respect to implementation, Monitoring, Evaluation and review framework; The Town Executive Director (TED), who is the Chief Executive Officer of the Council, shall be responsible and accountable for the implementation of the Tarime Town Council's 2012/13 – 2015/16 strategic Plan. The TED, with the support of the Council Management team, shall regularly report to the Full Council with regards to the plan implementation and its overall performance.

## LIST OF ABBREVIATIONS AND ACRONYM

|         |  |
|---------|--|
| IPM     | Integrated Pest Management                               |
| BRN     | Big Result Now   |
| FDI     | Foreign Direct Investment                                |
| SEZ     | Special Economic Zone                                    |
| FDI     | Foreign Direct Investment                                |
| NSGRPII | National Strategy for Growth and Reduction of Poverty II |
| MDAs    | Ministries, Departments and Agencies                     |
| LGAs    | Local Government Authorities                             |
| SME     | Small and Medium Enterprises                             |
| GDP     | Gross Domestic Product                                   |
| LGRP II | Local Government Reform Programme II                     |
| D-by-D  | Decentralisation by Devolution                           |
| MDGs    | Millennium Development Goals                             |
| UN      | United Nations   |
| VEO     | Village Executive Officer                                |
| WEO     | Ward Executive Officer                                   |
| CHF     | Community Health Fund                                    |
| HoD     | Head of Department                                       |
| TV      | Town Valuer  |
| TLS     | Town Land Survey   |
| SEDP    | Secondary Education Development Programme                |
| CDO     | Community Development Officer                            |
| OVC     | Orphans Vulnerable Children                              |
| TASAF   | Tanzania Social Action Fund                              |
| SACCOS  | Savings and Credit Co-operative Society                  |
| AMCOs   | Agricultural Marketing Cooperative Societies             |
| MDGs    | Millennium Development Goals                             |
| CCM     | Chama cha Mapinduzi                                      |

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### **Statement of the Town Council Chairman**

The Tarime Town Council is committed to achieving the Millennium Development Goals (MDGs) and the achievement of the Tanzania Vision 2025, achieving the Tanzania Five Years Development plan 2015, and the National Strategy for Growth and Reduction of Poverty II (NSGRII).

The Millennium Development Plan, 2005, equates targets such as reduction by half of the proportion of people living on less than US\$1 per day, with human rights. Universal primary and secondary education is also now seen as a basic human right. The challenge faced by the council is to translate a broad vision and grand statements into authentic change, the sort of change that the average community will be able to observe for themselves on the ground, in communities, dispensaries, schools, and in the natural environment.

Globalization also brings with it international agenda, good governance is a case in point. The Government has embraced this with a clear policy on decentralization by devolution. In short this involves empowering Tanzanians through strengthened local government authorities, which will be better placed by virtue of their proximity to the people, to reflect local priorities and needs in their programmes, improve services and contribute to the reduction of poverty. In this case Tarime Town Council would like to see its people are well educated with sustainable and better livelihood.

The third phase Government has prepared MKUKUTA cluster three and eight MDGs. MKUKUTA and MDGs make cognizance of international agreements, goals and targets, but perhaps more importantly represents the views and aspirations of Community themselves, particularly those living in difficult conditions. The reduction of poverty is priority number one.

Through the implementation of this Council Strategic Plan will reflect through sound National policies articulated in the 2010 CCM Election Manifesto, MKUKUTA II, MKURABITA and the participation and commitment of Community themselves. Also, it will improve services and reduce poverty significantly through the strategic plan of 2013/2014 - 2015/2016. To that end, my personal commitment and that of Town Council management and staff is assured.

.....  
*Hon. Daud Wangwe*

**Council Chairman  
TARIME TOWN COUNCIL**

## **Statement of the Town Council Director**

The Council three year Strategic Plan is an institution's broad direction forward which helps the council decide what it wishes to achieve and the main actions to undertake in future. In the preparation of this document the council has involved management and consultations with a wide range of stakeholders. It is believed that this strategy will provide an opportunity to address fundamental questions, to focus away from day to day operations and take initiatives to improve performance.

This strategy has outlined why Tarime Town Council exists, the eight objectives, the client expectations from the council services delivery and how the council will measure its performance. This strategic plan is a living document and will be updated and improved from time to time. What is being presented here represents the results of consultations, review and discussions over a period of four months. While it does not represent an enormous departure from what was already in place, but it reflects the changed policy and environment in Tarime Town Council, as well as the clearly laid out strategies of the Fourth Phase Government. After the government has established the decentralization by devolution (D by D) it has made the council with full autonomy to run its obligations and bring efficiency during implementation. We expect the Central Government will remain with policy formulation and the council will be delivering services to the community acting as the implementing agency of central government policies.

In order to implement this strategic plan, close teamwork is required. Many objectives, targets, activities and strategies are expected to be achieved in three years to come. With the capacity of staff we have in the Town council, we believe that all strategic objectives set in the strategy will be achieved hence poverty reduction to the community. Given that Tarime Town Council is a Local Government's effort to fight against poverty and thousands of people are relying on us. Failure is not an option. Therefore I beg and invite all stakeholders and other development partners to join hands with renewed vigor for the good of our community.

.....

*Venance Mwamengo*

**TOWN DIRECTOR**

**TARIME TOWN COUNCIL**

## CHAPTER ONE

### BACKGROUND INFORMATION

#### 1.0 Location and boundaries

Tarime Town Council is among newly established Council in Mara region, it was formally operated as Township Authority within Tarime District Council. The Council lies between Latitude 1°17' - 1°25'S of the Equator and Longitude 34°17' - 34°27'E of the Greed Meridian. The Town Council is situated between 1500 Mean Sea Level and 1600 Mean Sea level. It has got an area of 147 km<sup>2</sup>. It is boarded by Kimusi stream and Mori river East wards, Tarime Hills on the South West, Msege stream on the North West and Msati stream as well as Mori river on the North East of the Town. The Council Comprises of 2 Divisions, 6 Wards, 14 "Mitaa" and 13 Villages. Tarime Town Council is situated along the main road Mwanza-Musoma to Nairobi – Kenya. It is also nearby with strategic business centers like Nyamongo Mining area, Sirari border and Shirati Centre. The Council is also the junction center from Nairobi, Kampala and Mwanza to Serengeti wild life.

#### 1.2 Population Size and Growth

According to National Census 2012 the Council has a total population of 78,037 of which 37,136 are males and 40,901 are female. The annual population growth rate stood at 2.7% with average household size of 5 people.

**Table 1: Population Distribution of Tarime Town Council**

| SN                 | Ward         | Sub Total     | Male          | Female        | Household size |
|--------------------|--------------|---------------|---------------|---------------|----------------|
| 1                  | Turwa        | 27,238        | 13,010        | 14,228        | 5.4            |
| 2                  | Bomani       | 9,165         | 4,621         | 4,544         | 5.5            |
| 3                  | Nyandoto     | 7,893         | 3,721         | 4,172         | 5.3            |
| 4                  | Sabasaba     | 11,524        | 5,368         | 6,156         | 4.6            |
| 5                  | Nyamisangura | 12,742        | 5,874         | 6,868         | 4.7            |
| 6                  | Kentare      | 9,475         | 4,542         | 4,933         | 5.7            |
| <b>Grand Total</b> |              | <b>78,037</b> | <b>37,136</b> | <b>40,901</b> | <b>5.00</b>    |

Source: *National Census Report, 2012*



### **1.3 Ethnicity**

Tarime Town council is dominated by two tribes namely: Kurya and Luo tribes. However, other tribes residing in the council includes Jita, Chaga and Haya. Most of people speak Swahili Language and some of them are using vernacular language of “Kurya”, “Luo” and “Jita” basing on their origin.

### **1.4 Climatic Condition**

Tarime Town Council is experiencing moderate type of rainfall which falls in two seasons starting between August to November and February to May each year. The amount of rainfall ranges approximately 1300 to 1800 mm. Tarime Town is characterized with temperature varying from 16<sup>0C</sup>-20<sup>0C</sup>.

### **1.5 Physical features**

Tarime Town Council has one ecological zone called the highlands. Topographical features and natural vegetation is mainly characterized by sand and alluvial soil.

## **CHAPTER TWO**

### **SITUATIONAL ANALYSIS**

#### **2.0 ANALYSIS OF INTERNAL AND EXTERNAL ENVIRONMENT**

##### **2.1 Overview**

In promoting sustainable development for a new Town Council like Tarime, the council needs to take a hard look at itself (Self evaluation) on where the council came from, where it is now, where it is going and what are its choices for the future development of its people. In order to assess the existing situation, comprehensive information was collected to determine the external and internal environment in which the council will be operating through.

This chapter therefore, presents the features of existing internal and external environment which have a bearing to the operations of Tarime Town Council. The analysis of internal environment dwells on analysis of the current situation of the existing service areas. While the analysis of external environment covers overviews of international initiatives, national policies and strategies that have a bearing on operations of the Council. The chapter winds up with a summary of strengths, weaknesses, opportunities and challenges based on the analysis of the internal and external environments.

#### **2.2 Analysis of Internal environment**

##### **2.2.1 Planning Statistics and Monitoring**

Planning, Statistics and Monitoring is among of 19 departments of Tarime Town Council which comprises three sections namely: Planning and Administration, Statistics, Monitoring and Evaluation. The department forms a technical team and think tankers of the Town council. The department is a Coordinating sector of development activities to the community. It ensures that all development activities planned are implemented according to budget and shows actual value of money. Planning, Statistics and Monitoring has three staffs that involve one head of department and two Economists. The department has 1 computer laptop, 3 printers and 2 tables. However, the department is facing shortage of equipment and tools such as computer desktop, scanner computers laptop, tables, chairs, file cabinet, Photocopy machine and motor vehicle. shortage of key staff especially statistician, Poor management of information system, lack of motivation programmes to the people, diminishing income on the part of the council, minimal council budget ceiling and untimely disbursement of development funds from central government

The Core Functions of the department include:

- To coordinate and Monitor preparation of Council Planning and Budget.
- To ensure that departments and sectoral plans and budget are implemented accordingly.
- To create and innovate, preparation and monitoring of development planning system.
- To prepare Council Strategic plan.
- To disseminate development policy and opportunities to the community.
- To prepare investment plans for the future development.
- To prepare development report.
- To prepare monthly, quarterly, and annual reports.
- To update sector priorities for the economic growth.
- To implement and maintain national data collection and storing system.
- To conduct data collection analysis and storing by using LGMD data base at Council level and to conduct monitoring and evaluation of the development activities.

### **2.2.2 Human Resource and Administration**

Administration and Human Resource Department is among of the department forming technical team of Tarime Town Council. The main function of the department is to administer administration and management of human resource in the council. Specifically the department has the function of: Monitoring/ and implementing of laws, facilitating in-service training, preparing meetings schedules and to monitor their implementation, to construct ward and village headquarters, to construct council headquarter, to employ workers according to departments needs and to monitor availability of working tools. Since the department is an overall in charge of human resources in the council it provides a total number of staff existing in all service areas of the council from the town headquarter to village/mtaa level. The council has a total number of 5 office assistants, 1 record management, 13 security guards, 1 human resource officer, there is no head of department and sections. At ward and village level, there are 13 Village Executive Officers and 6 Ward Executive Officers. There is a serious shortage of staff in the council as there are deficit of 13 office assistants, 6 record management, 5 security guards, 2 human resource officers, 18 head of departments and sections and 6 Village Executive Officers. The council is also facing inadequate working facilities such as office tables, chairs, computer and printers, motor vehicle, motorcycle, file cabinet, shelves and scanner, low council income necessitates high dependency on grants from the central government and development partners, Inadequate skills of project management in some sectors, Lack of community awareness on community participation based projects, and poor interdepartmental network ,

### **2.2.3 Agriculture, Irrigation and Cooperatives**

The department was established with the mandate of managing and promoting issues related to crop production, irrigation and cooperatives. The core functions of the department are:

- To provide extension services to farmers on food and cash crops production.
- To organize farmers to control pests and diseases by using Integrated Pest Management (IPM) techniques and to provide diseases surveillance reports on time.
- To provide trainings to farmers.
- To coordinate agriculture implements and inputs supply to farmers.
- To identify and conduct preliminary survey on suitable land for irrigation.
- To guide small scale farmers on water use efficient and proper use of agronomic aspects in the irrigated field.

- To empower farmers to establish agriculture infrastructures such as crop stores, feeder roads, market shed and milling machine in their respective areas.
- To provide guidance, advice and establishment of cooperatives and to monitor price trends on agriculture produce in Tarime central market.

For the case of staffing, the Agriculture, Irrigation and Cooperative department has head of department, two Agriculture officers, One Cooperative officer, Two ward extension officers and Four Village Extension Officers. The council is facing a crisis of staff especially in the Village and Ward Extension Officers; most of villages and Wards lack extension officers. In total, Four Ward Executives Officers and Nine Village Executive Officers are required to meet the staffing level.

### 2.2.3.1 Agriculture

Agriculture is among of the major economic activities in Tarime Town Council. The industry serves 90 % of the council's population in income generation for running the day to day activities. However, majority of the population (about 90%) depends mainly on traditional rain fed subsistence agriculture. Therefore, the responsibility of this sub section is to support farmers to increase productivity and food security and improve their standard of living. For smooth operationalisation of its activities the subsection is divided into two units: the unit of Crop production and Extension services. The major cash crops grown in the council are coffee and tea, the main staple food includes: maize, cassava, beans, sweet potatoes, sorghum groundnuts and banana while vegetables such as kale, tomatoes, eggplants, cabbage, amaranths, and watermelon are widely grown in the Council. Agriculture is constrained with lack of reliable markets for food crops. Low production which caused by: Inadequate use of proper crop husbandry such as pest and diseases control, technical knowhow, input /subsidy supply; land degradation which lead to low soil fertility; unpredictable weather condition; untimely cultivation i.e. no proper use of crop production calendar and use of proper implements. Also extension workers are facing shortage of transport facilities and lack of reliable market for food crops

### 2.2.3.2 Irrigation

The Council has rivers and valleys which are suitable for crop production under irrigation. However, currently only 53 hectares are utilized for Irrigation Agriculture in Tarime Town Council. Rain water harvesting provides important irrigation water source especially in Nyandurumo valley. About 8 villages are located in areas which are potential for irrigation farming as shown in Table Number 2 below

Table 2: Land area potential for irrigation in Tarime Town Council

| S/No | Village      | Potential land Area (ha) |
|------|--------------|--------------------------|
| 1    | Nkongore     | 53                       |
| 2    | Nkende       | 100                      |
| 3    | Nyandoto     | 50                       |
| 4    | Gamasara     | 80                       |
| 5    | Msati        | 10                       |
| 6    | Tagota       | 10                       |
| 7    | Kenyamanyori | 30                       |
| 8    | Kemange      | 20                       |
|      |              |                          |

Source: Tarime Town Council, 2013

The most dominant irrigation type used by many community members is the use of water channels. These channels need to be improved especially through conservation of water sources catchment areas as well as installing water pumps that will allow water distribution to the large area of irrigation group farmers.

### **2.2.3.3 Cooperatives**

The Council has 22 SACCOS, 3 AMCOS and 1 MINNERS SOCIETY. The AMCOS have total of 229 members where by 165 are male and 64 are female with working capital of Tshs 872,690. SACCOS have a total of 2,346 members where by 1316 are male and 1,030 are female the SACCOS has working capital of Tshs 16,414,716. Out of these 22 SACCOS found in the Council about 10 SACCOS are dormant. The remained SACCOS are operating under different difficulties which include: Inadequate capital for SACCOS and AMCOS to buy farmers produce, inadequate knowledge on cooperatives, unstable leadership which cause dispute, conflicts and mistrust and inadequate cooperative staffs.

### **2.2.4 Livestock and Fisheries**

Livestock and fisheries is a new department which was formed after disaggregating the department of Agriculture, Livestock and Cooperative. The department of livestock and fisheries has two main units which are Livestock and fisheries. The main function of the department is to deliver extension services through conducting training on animal husbandry and fisheries, conducting animal treatments and vaccination. To provide extension services to farmers on good animal husbandry practices. To identify and diagnose livestock diseases and measures to control diseases. Supervision of quality safety animal products and livestock feeds. To conduct training for extension staff and farmers as well as vulnerable groups. To coordinate and supervise livestock infrastructures such as Dips, Slaughter slabs/abattoir, cattle crushes and farm structures. Provision of appropriate technology to farmers on livestock production and disease control. To create conducive environment for private sector participation (stakeholders) in promoting livestock extension packages to farmers. To improve livestock genetic potential through artificial insemination. To coordinate with health inspectors to perform meat inspection and abattoir, slaughters lab sanitation. To supervise Dip wash ratio of acaricide and other drugs, To advise livestock farmers to improve livestock production (milk, meat, eggs) and calves rearing. To supervise vaccination programs and treatments to control disease transmission and to collect, analyze and submit livestock data to RAS. All these core functions intend to ensure high quality and quantity of animal and fish products for enhancing food security and income at household level.

Tarime Town Council has a total of 19,203 Cattle. Where by 9,814 goat, 3,969 sheep, 37,935 chicken and 3,369 Ducks. The average of 5840 cattle and 4380 goat are slaughtered per year and their meat is sold locally within the town. The habitants of Tarime Town Council practices (Intensive and Extensive system ) of livestock keeping. The council has livestock border market at Magena that is not operating due to illegal smuggling of cattle and goat to Kenya.

For fishing activity, The Town council has 10 fish ponds which are operating and owned by five farmers. Yields of these fish ponds are yet known because they keep for family consumption. The Council receives fish products from Lake Victoria and Mara River hence a need to perform a daily routine inspection at the market to ensure consumers health. Due to conducive environment for fish farming, few households have established modern fish pond farming in their areas. Fish mongering business is an important economic activity of some people in the town. Within the Town Council areas there are only fishing ponds that allow

fishing activities but most of fish mongers brought fish from Lake Victoria and Mara river situated about 50 km away from the town council.

In relation to staffing, the department has only 4 staffs for livestock unit working throughout the council. The council has 1 Head of department, 1 Meat inspector and 2 Principal livestock field officer. However, the number is not adequate because it is required that at least 1 extension officer is needed for each ward to ensure effectiveness on service delivery. For fishery unit there is only 1 staff (Fisheries Attendant). Also the number is far below the requirement as at least every division should have one fishery expert. For livestock unit, there is no Livestock marketing officer, no Livestock field officer II where 6 are required, no Dairy and Poultry Officer where 2 are required, no Livestock field officer III also 6 are required. For fishery unit the council has no Fisheries Officer where 2 officers are required

The working condition of the department is not conducive as there is only one room which is not enough to accommodate the number of staff. Also the office is not in good condition it requires rehabilitation or to build a new office. There are insufficient working facilities such that the whole department has only 2 tables and 2 chairs. The office has no shelves, no file cabinet, no desk top set, no laptop, no motor vehicle and no motorcycle. The department is also constrained by, Insecurity in some areas due to livestock theft, the Climate change which affect livestock pasture and fishing ground, Inter clan conflict due to land conflicts, increasing population leading to conversion of grazing land into residential areas, Politician vested interest, Livestock diseases outbreaks such as Tick borne diseases, Rabies, and CBPP, and the un demarcated land use for livestock grazing.

### **2.2.5 Primary Education**

Primary Education Department is among other departments in Tarime Town Council as its establishment was to seeing Education policy implementation in order to enable smooth execution and observation of quality education provided in primary schools. The general role of Primary Education Department is to ensure closer monitoring and supervision of schools that will allow efficient and friendly environment in order to improve teaching and learning process. The department provides every possible instructions, rules and regulations accordingly to which leads execution of proper channeled educational policy. Moreover, the department is responsible for coordinating with various related well wishes and stakeholders who are interested to invest in various aspects of education. On the other hand, The Ward Development Committee and School Committee are working jointly on issues pertained to educational matters and development programme in the ward and primary schools level.

The department consists of three units namely; academic unit, statistics and logistics unit, Adult education and non Formal education. Also Sports and cultural section is attached to education department in order to link to school children for promotion of spirit of games and sports for the benefit of Health body and mind.

The core functions of the department are to:

- Ensure legal registration to school age going and school attendance as per education policy.
- Conduct needs assessment, collect data and evaluation on adult education and non formal.
- Conduct data collection for out of school children and children with special needs.
- Ensure proper curriculum implementation in the schools.
- Conduct needs assessment, collect and analyze data on primary education for future logistics.
- Monitor proper and correct use of funds, teaching and learning materials.

- Provide approved measurements for land spacing, infrastructural innovation and expansion.
- Coordinate, evaluate and supervise national examinations at council level and school level.
- Allocate teachers in working stations, and to facilitate them with authorized rights and benefits.
- Monitor and control accountability and discipline matters to teachers.
- Facilitate payments and benefits to teachers as per regulations.
- Supervise sports and games at council level.

The Council has a total number of 32 preprimary schools where 26 are public owned and 6 are private owned. For primary schools the council has a total of 32 primary school where 27 are public owned and 5 private owned. The issues of enrolment and access to both pre and primary schools have been given priority by the council. The enrolment in pre primary schools, a total of 2,157 children have been enrolled in both public and private owned pre primary schools. For public owned pre primary schools a total of 1,861 children were enrolled where by 926 were male and 935 female. For private owned preprimary schools a total of 296 children were enrolled where by 154 were male and 142 were female. In primary schools the town council has enrolled a total of 21,978 pupils. 20,953 pupils were enrolled in public owned schools where by 10,504 were male and 10 449 were female. In private owned primary schools a total of 1,052 pupils were enrolled where by 551 were male and 474 were female.

For staffing in both non teaching and teaching staff, generally the situation is encouraging. However, for non teaching staff the Town Council has a deficit of 1 driver, 1 town education technical officer, 1 town agriculture and live stock education officer. Table 2 below gives a general situation of staffing especially for non teaching staff.

**Table: 2 Number of Non Teaching Staff in Primary Education**

| No.                     | Job Title   | Required | Available | Deficit |
|-------------------------|---|----------|-----------|---------|
| 1                       | Town education officer                            | 1        | 1         | 0       |
| 2                       | Town academic officer                             | 1        | 2         | 0       |
| 3                       | Town statistics and logistics officer             | 1        | 2         | 0       |
| 4                       | Town adult education and non formal ed. Officer   | 1        | 1         | 0       |
| 5                       | Audio visual aids education officer               | 1        | 1         | 0       |
| 6                       | Town domestic healthy and hygiene officer         | 1        | 1         | 0       |
| 7                       | Town special education coordinator                | 1        | 1         | 0       |
| 8                       | Town education technical officer                  | 1        | 0         | 1       |
| 9                       | Town agriculture and live stock education officer | 1        | 0         | 1       |
| <b>SUPPORTING STAFF</b> |   |          |           |         |
| 10                      | Driver  | 1        | 0         | 1       |
| 11                      | Secretary   | 1        | 1         | 0       |
| 12                      | Office attendant                                  | 1        | 1         | 0       |
| 13                      | Office supervisor                                 | 1        | 1         | 0       |
| 14                      | Security  | 1        | 1         | 0       |
| 15                      | Ward education coordinators                       | 6        | 6         | 0       |

Source: Tarime Town Council, 2013

For the teaching staff, the town council has a total of 602 grade “A” teachers where by 248 are male and 354 are female. 13 teachers of Diploma holders where 8 are male and 5 are female. 5 teachers of Degree

holders where 3 are male and 2 are female. The Council therefore has a grand total of **620** teaching staff exceeding the demand of 562 teaching staff.

**Table: 3 Number of Teaching Staff in Primary Education**

| Demand | Available |        |       |         |        |       |        |        |       | Deficit |
|--------|-----------|--------|-------|---------|--------|-------|--------|--------|-------|---------|
| 562    | Grade "A" |        |       | Diploma |        |       | Degree |        |       | -       |
|        | Male      | Female | Total | Male    | Female | Total | Male   | Female | Total |         |
|        | 248       | 354    | 602   | 8       | 5      | 13    | 3      | 2      | 5     |         |

*Source: Tarime Town Council, 2013*

The physical infrastructures for primary education, the Council has 216 classrooms, 42 teachers houses, 303 pit latrines for pupils, 27 offices, 3 store, 3,965 desks, 182 table, 349 chairs, 77 cupboards, 27 school band set, 3 shelves, there is no library and kitchen. However, the physical infrastructures are not sufficient to enhance conducive learning environment. There is a deficit of 274 classrooms, 578 teachers' houses, 723 pit latrines for pupils, 54 offices, 24 store, 3,483 desks, 830 table, 671 chairs, 459 cupboards, 246 shelves, 27 libraries and 27 kitchens.

**Table: 4 Situations of Physical Infrastructures to Support Primary Education**

| No. | Item                  | Requirement | Available | Deficit | % Of deficit |
|-----|-----------------------|-------------|-----------|---------|--------------|
| 1   | Classrooms            | 490         | 216       | 274     | 55.7         |
| 2   | Teachers house        | 620         | 42        | 578     | 92.7         |
| 3   | Pit latrine –students | 1,030       | 303       | 727     | 70.6         |
| 4   | Offices               | 81          | 27        | 54      | 66.6         |
| 5   | Stores                | 27          | 3         | 24      | 88.8         |
| 6   | Desks                 | 7,448       | 3,965     | 3,483   | 46.8         |
| 7   | Tables                | 1,012       | 182       | 830     | 82           |
| 8   | Chairs                | 1,020       | 349       | 671     | 65.8         |
| 9   | Cupboards             | 536         | 77        | 459     | 85.6         |
| 10  | School band (set)     | 27          | 27        | 0       | 0            |
| 11  | Shelf                 | 249         | 3         | 246     | 98.8         |
| 12  | Library               | 27          | 0         | 27      | 100          |
| 13  | Kitchen               | 27          | 0         | 27      | 100          |

*Source: Tarime Town Council, 2013*

Teaching and learning materials is another problem which jeopardize education quality in Tarime Town Council. Currently the existing allotment of text per pupil is (1:4), the central government is conscientious to distribution of texts. Other challenges facing the department includes: drug abuse, early pregnancies and HIV/AIDS contagion, inadequate motivation for teachers, low motivation on sports and games, inadequate in-service training and lack of means of transport.



### 2.2.6 Secondary Education

Secondary Education Department in Tanzania's councils was established in July 2009 as a result of the decentralization by devolution done by the government which aimed to improve monitoring of educational issues in secondary schools at Local Government level. This department initially started with only two officers namely District Secondary Education Officer (DSEO) and District Secondary Education Academic Officer (DSEAO). In July 2012 the government added another officer with the title of Secondary Education Statistics and Logistic Officer (DSESLO). Secondary Education as a department, in Tarime Town Council started in July 2013 with two officers with the titles Town Secondary Education Officer (TSEO) and Town Secondary Education Statistics and Logistics Officer (TSESLO). In October 2013 the Tarime Town Director appointed acting Town Secondary Academic Education Officer (Ag.TSAEO) from among the secondary teachers. The department consists of two units namely; Academic unit and Statistics and Logistics unit.

The core functions of secondary department are:-

- To ensure that the curriculum is properly implemented.
- To coordinate, collect and analyze data on secondary education in the council.
- To supervise and monitor the rehabilitation, expansion and construction of secondary schools.
- To estimate the hierarchical needs of teachers.
- To import and distribute school supplies according to the needs of the schools.
- To monitor income and expenditures of secondary schools
- To monitor the provision of various educational multi-service delivery in schools.
- To coordinate teachers, students and school workers affairs.
- To coordinate and supervise national examinations at council level and school level.
- To monitor and control accountability of teachers and other school workers.
- Supervise sports and games at council level.
- To locate teachers in working stations at council level and to perform other tasks as directed by the Executive Director

The council has 11 secondary schools of which 3 are public owned and 8 are private owned. Among government secondary schools only one is a boarding school. Meanwhile the council has 6,188 secondary school students, where by 5,435 are Students from public secondary schools equivalent to 87.8% and 753 (12.1%) are Students from private owned secondary schools. Currently Tarime Secondary School is the only boarding school with a total of 878 students.

**Table 5 Number of students in public owned secondary schools in Tarime Town Council by November 2013**

| No. | School       | Number of Students |             |             |
|-----|--------------|--------------------|-------------|-------------|
|     |              | BOYS               | GIRLS       | TOTAL       |
| 1.  | NYANDOTO     | 265                | 159         | 424         |
| 2.  | MOGABIRI     | 459                | 375         | 834         |
| 3.  | NYAMISANGURA | 377                | 339         | 716         |
| 4.  | REBU         | 492                | 475         | 967         |
| 5.  | TARIME       | 878                | -           | 878         |
| 6.  | KENYAMANYORI | 93                 | 85          | 178         |
| 7.  | BOMANI       | 214                | 186         | 400         |
| 8.  | NKENDE       | 603                | 435         | 1038        |
|     | <b>Total</b> | <b>3381</b>        | <b>2051</b> | <b>5435</b> |

*Source: Tarime Town Council, 2013*

**Table 6 Number of students from private owned secondary schools**

| No. | School       | Number Students |            |            |
|-----|--------------|-----------------|------------|------------|
|     |              | Boys            | Girls      | Total      |
| 1.  | MWERA VISION | 111             | 96         | 207        |
| 2.  | SAMARITANI   | 137             | 94         | 231        |
| 3.  | ANGEL HOUSE  | 145             | 170        | 315        |
|     | <b>Total</b> | <b>393</b>      | <b>350</b> | <b>753</b> |

Source: Tarime Town Council, 2013

The Council has a total of 168 secondary teachers, where 52 are female and 116 are male. The science teachers are only 41. This number is not adequate to meet the requirement of science teachers in the Council. Teacher's categorization is as shown in Table 7 and 8 below

**Table: 7 Number of teachers in public owned secondary schools**

| No. | School       | Sciences  |          | Arts      |           |
|-----|--------------|-----------|----------|-----------|-----------|
|     |              | M         | F        | M         | F         |
| 1   | NKENDE       | 5         | 3        | 12        | 8         |
| 2.  | NYANDOTO     | 3         | 1        | 12        | 4         |
| 3.  | MOGABIRI     | 5         | -        | 11        | 6         |
| 4.  | NYAMISANGURA | 4         | 1        | 8         | 5         |
| 5.  | REBU         | 8         | -        | 13        | 8         |
| 6.  | BOMANI       | 1         | 1        | 6         | 5         |
| 7.  | TARIME       | 8         | -        | 12        | 9         |
| 8.  | KENYAMANYORI | -         | 1        | 8         | -         |
|     | <b>Total</b> | <b>34</b> | <b>7</b> | <b>82</b> | <b>45</b> |

Source: Tarime Town Council, 201

**Table: 8 Number of teachers in private owned schools**

| No. | School       | Sciences  |   | Arts      |          |
|-----|--------------|-----------|---|-----------|----------|
|     |              | M         | F | M         | F        |
| 1   | ANGLE        | 6         | - | 5         | 2        |
| 2.  | SAMARITAN    | 8         | - | 7         | -        |
| 3.  | MWERA VISION | 5         | - | 4         | -        |
|     | <b>Total</b> | <b>19</b> |   | <b>16</b> | <b>2</b> |

Source: Tarime Town Council, 2013

For the case of infrastructure, the department has 6 administration blocks, 36 teachers houses, 91 classrooms, 2 libraries, 8 laboratories ,133 pit latrine for students, 20 pit latrine for teachers, 4 stores,6019 student's tables, 6014 chairs, 94 teacher's tables, 182 teacher's chairs, 34 cupboards, 5 safe, 704 beds and 22 shelves. However, the department is facing deficit of assembly halls since there is no any

secondary school with assembly hall, 2 administration blocks, 124 teachers houses, 66 classrooms, 7 libraries, 20 laboratories, 96 pit latrines for students, 1 pit latrine for teachers, 10 stores, 62 teacher's table, 44 teacher's chairs, 40 cupboards, 5 safe, 239 beds and 5 shelves. Table 9 therefore indicates the requirement, available and deficits of infrastructures in Secondary schools.

**Table 9 Infrastructures for secondary education**

| No. | Item                     | Requirement | Available | Deficit |
|-----|--------------------------|-------------|-----------|---------|
| 1   | Administration block     | 8           | 6         | 2       |
| 2   | Teachers house           | 160         | 36        | 124     |
| 3   | Classrooms               | 157         | 91        | 66      |
| 4   | Libraries                | 9           | 2         | 7       |
| 5   | Laboratory               | 28          | 8         | 20      |
| 6   | Assembly Hall            | 8           | 0         | 8       |
| 7   | Pit latrine for students | 229         | 133       | 96      |
| 8   | Pit latrine for teachers | 21          | 20        | 1       |
| 9   | Stores                   | 14          | 4         | 10      |
| 10  | Students tables          | 5698        | 6019      | -       |
| 11  | Students chairs          | 5698        | 6014      | -       |
| 12  | Teachers tables          | 156         | 94        | 62      |
| 13  | Teachers chairs          | 226         | 182       | 44      |
| 14  | Cupboards                | 74          | 34        | 40      |
| 15  | safe                     | 10          | 5         | 5       |
| 16  | Beds                     | 943         | 704       | 239     |
| 17  | Shelf                    | 71          | 22        | 50      |

*Source: Tarime Town Council, 2013*

The department is also constrained by several challenges which affect its performance. Some of these challenges includes: Shortage of books in schools which affects teaching and learning process, Shortage of teaching and learning materials, drug abuse by students, early pregnancies and HIV/AIDS infection, Inadequate motivation for teachers, low motivation on sports and games, inadequate in-service training, lack of means of transport, shortage of cars, tri motorcycle, Computer (desk top), Computer (laptop), photocopier, Printer, Scanner, cupboard and Coaches.

### **2.2.7 Community Development and Social Welfare**

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

For the better implementation of the department the Community Development and Social welfare department is divided into four sections which are: Research, planning and statistic; Women and gender

development; Building Constructions and appropriate technology and Social welfare and Youth Development.

The Community Development Department has the core roles of facilitating community (individual or in groups ) to realize the ability in identifying needs and challenges which can lead to their own development by using resources locally available in solving the existing challenges. The core functions of the department therefore are to:

- Enable ward leader to prepare community participatory planning on opportunity and obstacles for Development (O AND OD).
- Create Community sensitization on tradition and customs which bring back development. To Coordinate and supervise soft loans provide by the town council to youth and women development funds.
- Cooperate with cooperative officers encourage people establish to join into saving and credit cooperative societies (SACCOS).
- Solicit, educate and disseminate simple and appropriate technologies for use by community

The community development and social welfare has a total of 8 staff including 3 community development officers, 3 community development assistants, and 2 community development technicians. However, the department is facing a serious crisis of staff as so far there is no Town community development officer, no social welfare officer, no youth officer, no secretary and no office supervisor.

The department is operating under a very difficult environment since it lacks many working facilities and equipments. The department has only 1 table, 2 chairs and 1 office. There is no, Laptop and Desktop computers, Printer, Shelf, Cup boards, Photocopy machine and Binding machine. Generally the operationalisation of the day to day activities is negatively affected due to shortage of both staff and working facilities.

### **2.2.8 Legal**

The Legal Unit at Tarime Town Council as other Legal Units in other Council's in Tanzania, is established by law and is bound and duty obliged to perform some core functions (main duties of making interpretation and ensuring accurate implementation of the prevailing Local Government Laws, Regulations, By-laws, Standing Orders, and other Laws relevant to the council activities.

The core functions of legal unit are:-

- Advise the Council accordingly on all legal matter.
- Attending court sessions on all litigations concerning the Council.
- Preparing the Council By-laws in consultation with Heads of Departments and Units of the Council and making sure that all By-Laws are made and approved by the Full Council according to the procedures advocated in the Principal Law (Act No. 8 of 1982).
- Updating existing By-Laws of the Council after researching whether they need to be amended or revoked according to the prevailing laws of that time.
- Ensuring conformity to laid down procedures when making village/mitaa By-Laws and legalizing them after making sure that all the procedures have been followed.
- Advising Heads of Departments with regards to legal matters concerning the functions.
- Preparing a list of Court Assessors of the Primary Courts of the District (Magistrate Court Act, 1984).

- Providing legal training to the Wards Executive Officers, Villages Executive Officers and the members of the Ward Tribunal.
- Counter signing Council Contracts and Agreements.
- Regulating Wards Tribunal activities as enshrined in the Wards Tribunal Act, 1985 and
- Regulating and giving Legal training to the Village Land Councils and Wards Land Councils

For the case of staffing, the legal unit has only one legal officer (Council Solicitor) who is a holder of Master of law (LL.M). The Unit does not have any other personnel including the office attendant. This makes the management of the office (Unit) very difficult. The way forward for the purpose of resolving this challenge is for the government to employ other personnel.

For the office, currently, the legal Unit does not have its own separate office. Instead, the legal officer of the Council shares the same office (room) with the Internal Auditor of the Council. The room (office) itself is too small to accommodate the said two offices (Units). This challenge can be properly addressed when the Council will have a new administration building within which the Legal Unit will have an office.

For statutes, the Unit has only twenty one (21) volumes of statutes (JUTA), Revised Edition 2002, which include both Principal and Subsidiary legislations. Apart from these statutes, the Unit has no any other legislation; particularly those legislated from 2003 to date. Even among the twenty one (21) volumes of statutes (JUTA), volume seven (VII) which contains the Local Government laws (Act No. 7 and Act No. 8 of 1982), which are of the paramount importance to the Legal Unit as well as the Council as a whole in the legal matters, is missing. This stands as a paradox toward effective performance of the legal activities of both the legal office and the entirety of the Council. However, all these statutes (JUTA) are kept away in the Directors' office on ground that the office of the Legal Unit is too small and has no cabinet to keep these important documents. In addition the Unit lacks Law reports, such as f Tanzania Law Report, East Africa Report as well as High Court Digest whose availability would be of paramount important for references of the day to day decisions. This is a challenge to the Legal Unit and the Council in general.

The Unit has few bylaws which have a long use from the time of the Tarime Township Authority, which today do not meet and address the needs of the Council in its administration. Most of these have a number of lacunas and weaknesses. This is an obstacle since many law breaches are not addressed or covered by the said bylaws. However, to date the Legal Unit has prepared fourteen (14) drafts of bylaws which are in the departmental level (to the experts) for opinions. The Unit is busy preparing more other drafts of bylaws to address the weakness.

On the number of cases, to date the Unit has twelve cases instituted in different Courts of laws. All these cases except one which is a labour case are of land cases in nature. Nine of them are in the District Land and Housing Tribunal at Tarime. One case is in the Commission for Mediation and Arbitration (CMA) at Musoma, another case is in the High Court of Tanzania at Mwanza, and one case at the Court of Appeal of Tanzania. In all these twelve cases, eleven cases originated from Tarime District Council, which then were inherited by Tarime Town Council on ground that they follow within its jurisdiction.

### **2.2.9 Bee keeping**

Formally beekeeping was a section under the Department of Land, Natural Resources and Environment. Following the directives from Prime Minister's Office Regional Administration and Local Government, in

2012 the section was elevated to a full-fledged department. The core functions of Beekeeping Department are:

- Supervision of Bee reserves initiation, Promoting Beekeeping policy and act, Gather Beekeeping information and
- Advice beekeepers on modern beekeeping method.

Currently, the department has no beekeeping officer and assistant officer but it is under the supervision of Environmental Management Officer, Employment of the relevant experts is of paramount for the betterment of the section.

In the Council there is conducive environment for bee keeping, there are mountain reserves which are Tarime mountain reserve, Itununu mountain reserve and Nkongore mountain reserve. The Town Council also has forest reserves which are Bomani and Mogabiri Forest reserves. Moreover, the community members have many private forest reserves at different villages found within the council which provide good environment for beekeeping. The weather conditions are also attractive for beekeeping, the Council is benefiting two rain seasons per annual the situation which provide good habitation for bees due to evergreen forest throughout the year.

Although the Council has good environment for beekeeping but most of communities have very low awareness on beekeeping issues, hence the community have to be sensitized on the importance of bee keeping in the conserved areas and given training on modern beekeeping methods to maximize production of honey and wax.

#### **2.2.10 Sanitation and Environment**

Sanitation and Environment is the department which was established in 2012 after disaggregating from two departments which were the Health Department and land, Natural Resources and Environment Department. Sanitation and environmental department consists of two sections of Sanitation and Environment.

##### **(a) Environmental Section**

The environmental section has one staff with a Bachelor of Environmental Science and Management, therefore the section is missing three (3) Environmental Management Officers. Core functions of the section are to:

- Ensure the enforcement of EMA and its regulations.
- Advice the Council environmental management committee on all matter relating to environment.
- Promote environmental awareness on the protection of the environment and conservation of natural resources.
- Gather and manage information on the environment and utilization of natural resources in Tarime Town Council.
- Prepare periodic report on state of local environment.
- Monitor the preparation, review, and approval of environmental impact assessment for local investments.
- Review By-laws on environmental management in spectral specific activities related to the environment.
- Report to the Director of the environment and Director General on the implementation of the EMA.

The major challenges affecting this unit are:

- Poor public awareness on environmental conservation and Environmental Management Act.
- Poor public awareness on uses alternative sources of energy such as biogas and poverty are among factors contributing to environmental degradation and pollution.
- Poor integrations of environmental conservation in different departments lead to environmental degradation e.g. urban planning section may plan a part of river basin and mountains/hills as settlement area.
- Lack of Council's environmental profile and environmental policy.
- The council has no site selected for gravel excavation and stone blasting for building purposes hence degradation of the environment.

#### **(b) Sanitation Section**

Sanitation section is dealing with sanitary issues of the town council. The section has a total of six health officers; therefore the section is lacking four (4) health officers and six (6) assistant officers.

The core function of the section has been distributed in its sub units:

***Environmental Health***, this is the sub unit concerning with sanitation. It is working for solid and liquid waste management .Basically it deals with wastes (solid and liquid wastes) from the production areas e.g. residences, industrial and factories to the final disposal of wastes. Wastes management some time is a term used for waste treatment. The treatment comprises refuse collection, refuse transportation, refuse analysis, and refuse dumping or incineration. However this is depends on the nature of solid waste produced. In liquid waste it depends on how it is collected. The main issue here is to ensure that procedures and methods used for waste management do not accelerate transmission of various diseases.

***Public Health***, This is also another sub unit which is working nearby community. The main activity is to deal with behavioral change of community members on health related attitude. In this sub unit research related to environmental health problems, health system management, health laws application, community diagnosis, planning, monitoring and evaluation of health programmed are conducted.

***Community Health*** is a sub unit working for community diagnosis and giving measures for prevention before occurrence of diseases or problem. Information can be given according to sources or nature of the problem. It is categorized into health information, health instruction or health education .In treatable diseases vaccination applied to rescue the situation. Also disease surveillance is the duty in this section. It makes follow-up and traces the channel of disease occurrence, then report on incidences to the higher authority

***Food and Food hygiene*** This sub unit deals with food from the market, to the consuming table. All raw and processed food are observed and ensured that food is in good condition for human consumption. This is been done through inspection of food and food premises.

***Inspection of premises***; Premises is an open space, container structure or building where any activity can be conducted. These premises must be inspected according to the law of Tanzania because premises can be sources of health problems if care is not taken. The premises environment includes premises layout,

premises waste collection and disposal, water and air supplies .Inspection should be conducted periodically and thoroughly to ensure that the premises environment is becoming friendly to human being and is not a sources of health problems. Also is the duty of this unit to advice and give recommendations to architectural drawings/plan related sanitation and air supplies in different structures according to the purpose of the premises.

Both two sections of environmental and Sanitation shares one office, with three chairs, one table, and the department have no computer, printer, digital camera, cupboard and transport facilities like motor cycle, therefore department is missing crucial working tools in order to work effectively and efficiently.

The sanitation unit is constrained with several issues including poor waste management by the community, Lack of working tools such as Refuse bay as a collection point, handcart, wheelbarrow, vehicle for waste collection, liquid waste dumping site, poor accessibility of Magena dumping site (no road network) and lack of buffer zone of 300m around dumping site, public ignorance on sanitation, low public awareness on public health act, poor urban planning due to poor multi-sectrol collaboration , and poor public awareness on environmental sanitation.

### **2.2.11 Water**

Water Department was established on 01<sup>st</sup> July 2013 when the Tarime Town Council was announced as newly established Town Council. Water Department is very important because its function is to provide clean, palatable and safe water to the community of Tarime Town Council in order to avoid eruption of water borne diseases and to improve the economic growth of the council since the community will use more time on economic activities instead of looking for water especially women for long period of time. The department has only one staff who is the head of Department so all three sections have no staff. The in charge of the department is the one who is supervising and monitoring all daily activities concerning with water supply in the Council.

The number of people served by the present water supply infrastructure is insufficient to cover the present demand so it is required more water points through constructing new water schemes, rehabilitating and maintenance of the existing water infrastructure so as to increase population served now from 40% to at least 80% by 2017. The water supply in Tarime Town Council is very low compared to water demand of the community due to low establishment of new water projects and poor water infrastructure which needs rehabilitation and maintenance . Water Department is divided into three sections which include: Planning and Design, Construction, Operation and Maintenance.

#### **(a) Planning and Design**

Planning and Design section is responsible for design of pipe network, water sources infrastructure and water collection, hydro geological survey for borehole drilling, Rain water harvesting structures and Dams. The section is also responsible for equipment design which include electrical system and equipment operation; statistics bank which includes collection of new and existing water projects report and water quality as well as staff training coordination



**(b) Construction**

The construction section is responsible for Construction of pipe network infrastructure and environmental sanitation. Construction of boreholes, Rain water harvesting structures and Dams, eEquipment installation and electrical system as well as community sensitization.

**(c) Operation and Maintenance**

Operation and Maintenance section is responsible with equipment operation and maintenance; operation and maintenance of pipe network, infrastructure and boreholes/shallow wells and water production and quality control. The department is facing a lot of setbacks which affect the operationalisation of the activities. These challenges includes: insufficient number of staff, lack of transportation facilities, lack of working instruments and equipment, lack of office, lack of administrative and operation office consumables.

**2.2.12 Finance and Trade**

Transactions and exchange of commodities is among of the key sectoral activities playing great role for sustainable development of Tarime Town Council. This transactions and exchange in the Council is under the control of Finance and Trade Department. Finance and Trade Department was established after inauguration of Tarime Town Council on 1<sup>st</sup> July, 2013. This department comprises of four (4) main sections which are: Revenue Section, Expenditure/salaries section, Final accounts section, Trade and Markets section. The department is responsible for collection of council revenues for both own source and Government Grant, payments of all Town Council to the different payees, safe guards of all Council property including fixed assets. Also it is responsible for personal emoluments and developments grant, also receiving grants from other donors for development activities. This department processes all payments for council's financial obligations and prepares all required clean financial statements. It is the one which makes sure that the revenue and payments goes as per approved budget that means the finance and trade sector take control of the council budget and leading in preparation of Budget (Council budget).

Currently Finance and Trade Department has 4 staffs one of them is the Head of Department and other 3 staffs who are waiting of re-categorisation of their duties. However the available number is not adequate as the Council need to have at least 14 staff (Finance 11 and Trade 3 ) for effective and efficient performance of the department's duties.

Generally the Finance and Trade department has the core functions of:

- Preparation of annual budget of income and expenditure in collaboration with planning Department and other heads of departments.
- Supervision of revenue collection from different sources of revenues namely own sources, government block grants and other sources.
- Preparation and authorization of payments of the Council according to laws, regulation and procedures as provided in the Local Authorities Financial Memorandum 2010.
- Maintenance of sound accounting system and safekeeping of all accounting supporting records.
- Ensuring of an effective system of internal control is operated including the writing and subsequent revision of detailed financial procedures.
- Preparation of regular reports to council on the progress of actual expenditure and income compared to budget, and making recommendations for balancing levels of income and expenditures.
- Preparation of Council's reports and financial statements and presenting them to different stakeholders.

### **(a) Revenue Section**

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

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

### **(b) Expenditure Section**

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

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

### **(c) Final Accounts Section**

The financial account section is responsible for:

- Preparation and submission of Council's yearly Final Financial Statements to different stakeholders.
- Preparation and updating fixed assets register of the Council yearly.
- Preparation of monthly bank reconciliation statements and submitting them to different stakeholders.

#### **(d)Trade and Markets section**

Trade and market section is one of the sections within Finance and Trade Department. The section provides services related to business for the community within the Council. It is estimated that Trade and Market section provide services to 5,000 business people who are registered and non-registered in the Council.

The key roles of the Trade and Marketing section to the community are:

- To receive applications of business licenses, assessing if they comply with regulations before issuing the license to the applicant's.
- To conduct inspections of business license in the Council.
- To collect business records and maintain data base.
- To prepare reports and other documents related to business.
- To implement business policy and regulation under the agreement of World Trade Organization (WTO)
- To collect statistical data from various sources like TRA which are useful in trade section.
- To prepare statistical data of goods and services which are produced within the area of jurisdiction.
- To collect and compile Business policy and laws that help to provide good governance.
- To collect statistical data's related to business progress for the purpose of monitoring and evaluation within the boundaries of Tarime Town Council.
- To seek statistical data from business people who export and import goods and service from external markets (e.g. E.A.C) for the purpose of decision making.
- To conduct awareness and seminars to business people on entrepreneurial skills, food processing and crops value addition.
- To create new sources of revenue within the area of jurisdiction.

Besides, the key roles above this section has only one trade officer and two staffs who are waiting for re-categorization. Although there is lack of staffs, the section provides reasonable services to the business community. Thus there is need to increase number of staffs and those who are present, need to be strengthened through training courses, seminars and workshop. Not only that, but also the office is too small compared to work load and services provided to the community. The section also faces a big problem of transport facilities.

Trade and Markets section also deals with market operations within the Council. The challenges under marketing are lack of staff, offices, facilities and market infrastructures. To overcome these challenges for the purpose of increasing work performance creativity and good governance for sustainable development, the trade section need to be equipped with fully working tools and enhancing good working environment.

#### **2.2.13 Internal Audit**

Internal Audit is among of the department of Tarime Town Council whose role is to appraise the soundness of internal control systems in areas of accounting, financial and operations. Much of the emphasis and focus is on Value for Money Audit (Performance Audit), System Audit and Compliance Audit. The department is also responsible for reviewing revenue sources to see other potential revenue bases which stand untapped by the Council. Moreover, in this plan the department has incorporated its duty of making follow ups, conducting its advisory role (consulting), conducting special investigations and responding to the Accounting Officer's directives from time to time.

The key functions and responsibilities of the Internal Audit unit in Tarime Town Council are as follows:-

- Advise the management on the sound of the plan policies, rules and regulation.
- Advice on adequacy and utilization of accounting and financial procedures for safeguarding the Town Council assets and financial resources.
- Investigate and report on all performance financial and accounting operation of Town Council.
- Audit the Town Council revenue and expenditure statement checking bank reconciliations, preparation of ledgers and trial balance
- Audit and review council's assets, inventories, reports and make advice on any requirement for improvement.
- Ascertain the level of compliance with established procedures or regulation on the performance, accounting and financial operations of the council.
- Review and report on established controls over the receipts, custody and utilization of financial assets and resources of the Town Council.
- Review and report on adequacy of Management actions in response to Internal Audit and External Auditors report.
- Liaise closely with External Auditors during and after external auditor have been performed.
- Review procedures laid down on the control of procurement, storekeeping, stock controls, and advice accordingly for improvement.
- Conducting site visits to project like SEDP, PEDP, HBF, CHF, RIF, LDG and other projects with the aim of executing performance audit.

The internal audit is the department which is facing serious shortage of staff and working facilities. The department has only 1 staff that is the head of department, there is no internal audit officers. In terms of working facilities the department has no tables, no chairs, no computer and printer, no motor vehicle, no file cabinet, no shelves, no camera, and no scanner. This situation requires immediate intervention for smooth operation of internal audit activities.

#### **2.2.14 Works and Fire Rescue**

The major role of the department is supervising/ monitoring, directing and implementing the provision of good quality works and fire fighting services. So far, Tarime Town Council has a total of 264.4 km of road network of which 1.2 km is paved roads, 39.9 are gravel roads and 224.2 km is Earth roads. Generally the road condition is relatively not in good condition because of frequent soil erosion as well as heavy rain fall and therefore regular maintenance is necessary. The department has 3 staffs and 2 of them are civil technicians and 1 Civil Engineer. In terms of infrastructures, the department has one Office,, one supervision car, one Fire truck which is not working properly and one table with three office chairs.

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

## **2. 2. 15 Information Communication Technologies and Relation (ICTR)**

This sub section performs the following core functions:

- Prepare unit annual budget in collaboration with planning department.
- Prepare quarterly report to the council.
- Prepare schedule for the computer system maintenance.
- Handling of council information in a variety media, newspaper, video, CD's and computer databases.
- Maintenance and upkeep of the council computer systems
- Troubleshooting as and when required
- Building a sound networking system for the council for which they may require the help of engineers
- Designing filing systems specific to the council which increase the level of security for all files
- Training the staff in using the new systems
- Planning, developing and implementing Public Relation strategies.
- Researching, writing and distributing press release to the targeted media;
- Collating and analyzing media coverage;
- Monitoring the use of council notice board.
- Use all forms of media to build, maintain and manage the reputation of the council client.
- Monitor publicity and conduct research to find out the concerns and expectations of the council stakeholders.
- To report and explain the findings to management team.

Information Communication Technology and Relation unit (ICTR) comprises of three (3) sub units which are: Information, Communication technology and Relation sub units. The Information Communication technology and relation unit perform its core functions through the above motioned sub units

### **(a) Information sub unit**

This sub sections performs the following core functions:

- Attending requests from persons seeking information and where the requests cannot be made in writing, to render reasonable assistance to the person making the request orally.
- If the information requested for is held by or is a subject matter closely connected with the functions of another authority, the IO shall transfer, within five days that request to the other public authority and inform the applicant immediately.
- Where a request has been rejected communicate to the applicant, the reasons for such rejection, the period within which the appeal against such rejection may be preferred, and the particulars of the Appellate Authority.
- Provide information in the form of which it is sought unless it would disproportionately divert the resources of the public authority or would be detrimental to the safety or preservation of the record in question.

### **(b) Communication technology sub unit**

This sub sections performs the following core functions:

- Maintenance and upkeep of the council computer systems ,Troubleshooting as and when required
- Building a sound networking system for the council for which they may require the help of engineers
- Designing filing systems specific to the council which increase the level of security for all files

- Training the staff in using the new systems
- Perform repair work in the system on a regular basis as problems arise frequently and any data loss can prove to be detrimental
- Working closely with the management and other engineers in the council regarding the design of the filing system
- Incorporate suggestions made by other employees for the betterment of the system
- To keep their knowledge about computer systems absolutely fresh as there are new kinds of software and hardware being introduced on a daily basis
- Update the council software regularly and prepare reports and suggestion for the management to act upon

### (c) Relation sub unit

- Planning, developing and implementing Public Relation strategies.
- Researching, writing and distributing press release to the targeted media;
- Collating and analyzing media coverage;
- Preparing and supervising the production of publicity brochures, handouts, direct mail leaflets, promotional videos, photographs, films and multimedia programs;
- Organizing events including press conferences, exhibitions, open day and press tours;
- Maintain and update information on council website;
- Sourcing and managing sponsorship opportunities
- Fostering community relations through events such as open days and through involvement in community initiatives;
- Manage the Public Relations aspect as a potential crisis situation.

Currently the Information Communication Technology and Relation unit (ICTR) has only one (1) staff who is acting as Head of Unit. For the efficient and effective performance of the unit's duties it requires minimum of eight (8) staff. The table below illustrates the available human and physical resource in Information Communication Technology and Relation unit (ICTR).

**Table 10: Human and Physical Resources in the ICTR unit**

| No | Detail                    | Available Resource | Required Resource | Deficiency |
|----|---------------------------|--------------------|-------------------|------------|
| 1  | Head of Unit              | 1                  | 1                 | 0          |
| 2  | System Analyst            | 0                  | 1                 | 1          |
| 3  | Network Administrator     | 0                  | 1                 | 1          |
| 4  | Database Administrator    | 0                  | 1                 | 1          |
| 5  | Technician                | 0                  | 1                 | 1          |
| 6  | Public Relation Officer   | 0                  | 1                 | 1          |
| 7  | Information Officer       | 0                  | 1                 | 1          |
| 8  | Office room               | 1                  | 3                 | 2          |
| 9  | Store                     | 0                  | 1                 | 1          |
| 10 | Server & data warehousing | 0                  | 1                 | 1          |
| 11 | Tables                    | 0                  | 8                 | 8          |
| 12 | Chair                     | 0                  | 10                | 10         |
| 13 | File cabinet              | 0                  | 2                 | 2          |
| 14 | Shelves                   | 0                  | 4                 | 4          |
| 15 | Computer s                | 0                  | 10                | 10         |

| No | Detail             | Available Resource | Required Resource | Deficiency |
|----|--------------------|--------------------|-------------------|------------|
| 16 | Heavy duty printer | 0                  | 1                 | 1          |
| 17 | Heavy duty Scanner | 0                  | 1                 | 1          |
| 18 | Heavy duty Copier  | 0                  | 1                 | 1          |
| 19 | OCR machine        | 0                  | 1                 | 1          |
| 20 | Projector          | 0                  | 2                 | 2          |
| 21 | Camera             | 0                  | 2                 | 2          |
| 22 | Cisco switch       | 0                  | 1                 | 1          |
| 23 | Server Machine     | 0                  | 1                 | 1          |
| 24 | Heavy duty UPS     | 0                  | 1                 | 1          |

*Source: Tarime Town Council, 2013*

The discrepancies illustrated in Table 10 are issues of major concern that needs to be addressed to enhance the good working environment, ensure security and control council information system that will help the unit to align its goal, objectives and support other departments to achieve their goals for the sustainable development of the council community.

## 2.2.16 Health

Health department is important at any council as it plays the vital role to help the society stay healthy and enable them to participate fully in development activities. The core function of health department includes: Provision of Hospital services (curing people), provision of reproductive health services, making sure that the community is free from communicable diseases, non-communicable diseases and deficiencies, prevention of accident and safety. In Tarime Town Council the health department is divided into three units, namely: - Administration, Curative and Preventive

Administration: This is the unit which deals with daily activities to run the healthy services. Its core function include:- Coordination of all health administrative issues, human resource for health Management, preparation of budgets, supervision of health facilities, transport management and procuring health resource.

Health department runs one Government hospital, 3 Dispensaries Government owned, one health centre owned by Tarime Goodwill Foundation, one Private Dispensaries owned by SDA, MAKONZO,TGF, RONSOTI, MAGENA,KKT,KIBUMAYE and SACHITA.3 FBO, 4 Private owned.

Administratively the department is facing a significant deficit of resources and facilities as the Council is still at its infant stage. Table 11 shows the required and available human resources in the Health Department.

**Table 11: Human Resource in health department**

| <b>Types</b>            | <b>Requirement</b> | <b>Available</b> | <b>Deficit</b> |
|-------------------------|--------------------|------------------|----------------|
| Medicine Doctor         | 5                  | 1                | 4              |
| AMO                     | 13                 | 3                | 10             |
| NO                      | 52                 | 0                | 52             |
| HS                      | 1                  | 0                | 1              |
| Dental Officer          | 2                  | 1                | 1              |
| ADO                     | 3                  | 0                | 3              |
| Pharmacist              | 1                  | 0                | 1              |
| Pharmacist Tech         | 4                  | 1                | 3              |
| Pharmacist Asst         | 8                  | 3                | 5              |
| Laboratory Tech         | 5                  | 5                | 0              |
| Nurse Mid Wife          | 144                | 12               | 132            |
| Clinical Officer        | 18                 | 0                | 18             |
| AMO Ophthalmic          | 1                  | 0                | 1              |
| AMO Radiology           | 1                  | 2                | 1              |
| AMO Anesthetist         | 1                  | 2                | 1              |
| Radiographic Technician | 4                  | 1                | 3              |
| Optometric              | 2                  | 1                | 1              |
| Supportive Staff        | 5                  | 2                | 3              |
| Driver                  | 5                  | 1                | 4              |
| Accountant              | 1                  | 1                | 0              |
| Supplies Officer        | 1                  | 1                | 0              |
| Medical Recorder        | 4                  | 0                | 4              |
| OS                      | 2                  | 0                | 2              |
| DHOB                    | 4                  | 2                | 2              |

*Source: Tarime Town Council, 2013*

For curative services, Tarime Town Council has one Hospital which is Tarime District Hospital. This is the only Hospital in the District it receives patients from the whole District as well as from Serengeti, Rorya and Migori Kenya. This is because is the only Hospital owned by the Government most of patients depend on, hence leads to inadequate resources in terms of personnel, infrastructure ,drugs and medical supply. Among of the top ten diseases affecting the community includes: Diarrhea, ARI, Pneumonia, Intestinal worms, Malaria, Anemia Clinical AIDS, Emergency surgical condition, Ear condition and Skin disease. The magnitude of such diseases is as shown in Table 12 below.

**Table12: Top 10 disease affecting community members**

| <b>Diagnosis</b> | <b>&lt;5 years</b> |          |              |                             | <b>5+years</b> |          |              |                             |
|------------------|--------------------|----------|--------------|-----------------------------|----------------|----------|--------------|-----------------------------|
|                  | <b>M</b>           | <b>F</b> | <b>Total</b> | <b>% of total OPD Cases</b> | <b>M</b>       | <b>F</b> | <b>Total</b> | <b>% of total OPD Cases</b> |
| Diarrhea disease | 15,200             | 14,960   | 30,160       | 33.4                        | 2,306          | 4,302    | 6,608        | 15.8                        |
| ARI              | 11,100             | 13,201   | 24,301       | 26.9                        | 3,230          | 3,111    | 6,341        | 15.2                        |
| Pneumonia        | 5,216              | 6,506    | 11,722       | 13.0                        | 1,709          | 3,622    | 5,331        | 12.7                        |
| Intestinal worms | 2,960              | 5,407    | 8,367        | 9.3                         | 4,406          | 4,000    | 8,406        | 20.1                        |



|                              |               |               |               |      |               |               |               |      |
|------------------------------|---------------|---------------|---------------|------|---------------|---------------|---------------|------|
| Malaria                      | 783           | 8,410         | 9,193         | 10.2 | 3,302         | 4,020         | 7,322         | 17.5 |
| Anemia                       | 1,306         | 2,037         | 3,343         | 3.7  | 307           | 220           | 527           | 1.3  |
| Clinical AIDS                | 46            | 50            | 96            | 0.1  | 1,306         | 2,302         | 3,608         | 8.6  |
| Emergency surgical condition | 15            | 7             | 22            | 0.0  | 1,205         | 1,097         | 2,302         | 5.5  |
| Ear condition                | 860           | 670           | 1,530         | 1.7  | 402           | 360           | 762           | 1.8  |
| Skin disease                 | 740           | 853           | 1,593         | 1.8  | 402           | 216           | 618           | 1.5  |
| <b>Total</b>                 | <b>38,226</b> | <b>52,101</b> | <b>90,327</b> |      | <b>38,226</b> | <b>52,101</b> | <b>41,825</b> |      |

*Source: Tarime Town Council, 2013*

For the preventive services, this is a section which makes Health Department to work according to the Tanzanian Government policies, works closely to ensure that diseases are prevented through different measures. It is the duty of the department through preventive section to make sure that community is free from communicable diseases, non-communicable diseases and deficiencies, accident prevention and safety. Currently preventive staffs are over worked due to shortage of qualified staff; sometime the council utilizes unqualified staff to perform professional activities, which cause under performance. More staff assigned to conduct jobs in more than one unit or otherwise to use some curative staff to perform jobs in preventive section which is unethical.

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

### **2.2.17 Town Planning and Lands**

The Department of Town Planning and Lands was established when Tarime Urban area was gazetted to be Township Authority in 2007 by the Government of Republic of Tanzania. Since 2007 Town planning and lands Department worked simultaneously with the department of Lands, Environment and Natural Resources of Tarime District Council until 1<sup>st</sup> of July, 2013 when Tarime Town Council was established..

The department aims to facilitate capacity building to its staffs for provision of good land services, managerial and deliverances to the community within Tarime Town council. It is the department which deals with land planning for various uses including settlements and investments, survey, valuation and delivering to those who are in need of land for development. Also it deals with management of forest reserves, community based forests and the environment. The Town Planning and Lands Department ensures availability of staffs, Equipping office documents and maps. Also it delivers reports to Town Council, Regional, Zonal and National levels to the Ministry. The department has four sections which includes: Town planning, Land management, Surveys and mapping, and Natural Resources

The core functions of Town Planning and Lands department are:

- Ensuring availability of skilled staffs.
- Delivering Town planning and Lands Reports to Tarime Town Council, Regional, Zonal and National level to the Ministry.

- Supervising sectors on implementing targets
- Protect and equip department documents
- Ensuring availability of staff facilities
- Preparing town planning layout of various land uses
- Controlling land development among land developers
- Collecting Town Planning information
- Analyses and checking the request for change of land uses
- Checking and approving land development plans
- Making land survey for provision of Plots
- Collecting and protecting land survey information
- Equipping and protecting survey maps and documents
- Land acquisition
- Collecting and protecting land information
- Preparing and protecting land tenure statistics
- Analyzing and researching the value of land, property and crops.
- Valuating land and properties for acquisition and provision
- Supervision of natural and artificial forest reserves
- Supervision of tree planting and uses
- Advancing the community on tree planting/harvesting trees
- Surveying forest reserves and demarcation
- Collecting and manage forest information
- Supervise forest reserves demarcation

The Department has two staffs, Town planning officer and Land Technician surveyor. The following table 13 shows the description of present, required and deficit of staffs in the Department.

**Table 13: Number of staff in Town Planning and Lands department**

| S/No.        | Category of Staffs        | Available | Required  | Deficit   |
|--------------|---------------------------|-----------|-----------|-----------|
| 1            | Town Planners             | 1         | 3         | 2         |
| 2            | Town Inspectors           | 2         | 3         | 1         |
| 3            | Land Surveyors            | -         | 2         | 2         |
| 4            | Technician surveyors      | 1         | 3         | 2         |
| 5            | Valuer                    | -         | 2         | 2         |
| 6            | Land officer              | -         | 2         | 2         |
| 7            | Technician Land officer   | -         | 2         | 2         |
| 8            | Cartographer              | -         | 2         | 2         |
| 9            | Authorized Land officer   | -         | 1         | 1         |
| 10           | Forest officer            | -         | 1         | 1         |
| 11           | Forest Attendants         | -         | 4         | 4         |
| 12           | Forest Nursery attendants | -         | 4         | 4         |
| 13           | Technician Forest officer | -         | 1         | 1         |
| <b>TOTAL</b> |                           | <b>4</b>  | <b>30</b> | <b>26</b> |

*Source: Tarime Town Council, 2013*

The office has two tables and three chairs which is limited to the number of staffs expected in the department and customers. There is only one computer. The department has 173 survey maps and 51 Town planning maps approved in the ministry and there is no Cabinet where to keep these maps hence there is a need of at least two maps cabinet for keeping survey and Town planning maps. The department also has 3,506 plot files and 183 land development plan files which need to be protected in shelves but there are only three (3) shelves which afford to accommodate 2,000 files only. There are 4 Kalamazoo Binders where land owners are registered and they are fully filled hence there is need of new Kalamazoo Binders for new registrations. The Department has only one room for five sections which is not enough hence there is need of at least ten rooms where head of sections and their subordinates can use and for proper keeping of essential documents.

The Department also lacks a car for facilitating implementation of department activities and controlling land uses in the urban area and its set light towns of Mogabiri, Nkongore and Kenyamanyori settlement centers and Tarime Town council forest reserves. Therefore adequate number of staffs, equipment and tools should be availed to improve performance of this Department.

#### **2.2.18 General Election**

After every five years there is election supervised by National Electoral Commission (NEC) for councillors, Member of Parliament and President, The last election was 2010 and it is expected another election by 2015, before election NEC coordinate people to update their information to the Permanent National Voter Register, for those who have not registered for different reasons. For those who have registered to make their information clear and to remove all information of death voters and to add the voters who have migrated from different area to Tarime Town Council then the information are displayed to all parts of the Council to give room everyone to prepare for election. Election department helps to solve problems arises between political parties, leaders and community on the issue of leadership and election on the time of filling gaps. Also there is election supervised by PMORALG to elect hamlet and village leaders. In fulfilling election related issues the department has core functions which are:

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

Currently, the department has only one staff. There is insufficient number of staff, lack of transportation facilities, working Instrument and Equipment, furniture and election unit officers

## **2.3 Analysis of External environment**

The general external environment of the Council goes beyond the nation's boundary to include the international environment. It is therefore important to review the external environment in order to understand the contextual setting envisaged in formulating strategic objectives for town council development for the next three years. This will enable the Town Council to be responsive to the relevant and changing environment as well as the emanating complex and dynamic problems and challenges.

### **2.3.1 Big Result Now (BRN) initiatives**

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

On 22 February , 2013 , when the President Dr. Jakaya Kikwete formally launched a much-vaunted programme that's ostensibly intended to vault Tanzania over from its current Least Developed Developing Country status (LDDC) to a middle-income nation-state by the year 2025. The initiative will eliminate the "culture of business as usual" and needless confidentiality amongst officials and officers serving the public that has hobbled efforts to move Tanzania forward. If the country is to achieve a middle-income economy by 2025, it is essential that development planning no longer be a secret process for executives and that the public become actively engaged to learn about development plans and provide input that will be taken into account. Transparency and efficiency are guiding concepts and the reduction of corruption will be of paramount importance. "Development plans are no longer secret matters for the executives, but the public will be involved to learn about the development plans and share their views accordingly. Tarime Town Council like other councils is obliged to comply with (BRN) initiatives for making sure that all formulated strategic objectives and targets are timely achieved for sustainable development of the council.

### **2.3.2 Tanzania Five Years Development Plan (2011/12 – 2015/16)**

This is an important milestone for Tanzania that a formal Five Year Development Plan is being unveiled. Spanning from 2011/12 to 2015/16, the Plan is the formal implementation tool of the country's development agenda, articulated in the Tanzania Development Vision 2025. A prime aspect of the Plan is the recognition of fast-tracking realization of Development Vision 2025 goals. The Plan is underpinned by specific strategies to fast-track realization of the Vision 2025 goals and objectives. These include sustainable and effective utilization of existing human and natural capital; creation of an enabling environment for the private sector to invest and participate in a wide range of business opportunities, in the next five years. The Plan emphasizes that the success of the private sector in taping the advantages from the enabling environment will depend on an efficient, well functioning and effective public sector.

In this respect, the Plan indicates key functions and strategies for the public sector to implement in order to render the growth momentum possible. This is in recognition of the need to bring together stakeholders and mobilize the required resources and environment for sustainable use of the national resources for development. The Plan also provides insights into responses of the government to the increasing challenges of development; and outlines what it will take to succeed, and the expected outcomes in

delivering sustainable development. It is the government's expectation that this Plan will assist us to scale up the country's efforts of promoting socioeconomic development. The Plan is premised on the principles of accountability, credibility, integrity and effective resource utilization. In principle, the efforts capitalize on the idea that 'business as usual' attitude will not surmount these challenges. To put these principles in practice, the Plan has singled out key priority areas and identified strategic interventions that will accelerate economic growth, create employment, and support industrialization efforts.

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

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

### **2.3.3 The Tanzania National Development Vision (2025)**

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

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

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

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

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

- Attain self reliance driven by the psychological liberation of the mindset and the people's sense of confidence in order to enable the effective determination and ownership of the development agenda with the primary objective of satisfying the basic needs of all the people - men, women and children.
- Be a nation whose people have a positive mindset and a culture which cherishes human development through hard work, professionalism, entrepreneurship, creativity, innovativeness and ingenuity and who have confidence in and high respect for all people irrespective of gender. The people must cultivate a community spirit; one which, however, is appropriately balanced with respect for individual initiative
- Be a nation with high quality of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.

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

#### **2.3.4 Tanzania Mini- Tiger Plan**

Mini-Tiger Plan 2020 gives Tanzania a golden opportunity to accelerate her economic growth to 8-10% from the current 5-6% by adopting the Asian Economic Development Model. The Model is focusing on employment creation by attracting Foreign Direct Investment (FDI) and promoting exports by developing Special Economic Zone (SEZ). Economic Miracle of Asian Economy is basically creating "Ponds" (SEZ) and attracting "Migrating Birds" (Investment especially FDI) - "Ponds and Birds" theory. Tanzania is still faced with many bottlenecks and problems for attracting FDI due to shortcomings such as underdeveloped infrastructure, weak banking system, weak entrepreneurship/venture spirit and weak manpower skills for developing modern industry. In order to overcome these problems and bottlenecks, "Ponds and Birds" theory offers a solution which has been successfully applied in the Asian countries including ASEAN, China, India and more recently Vietnam. "Ponds and Birds" theory should work for Tanzania as well if Tanzania works diligently and quickly with the utmost efforts and enthusiasm from the President to

Villagers. Tanzania Mini-Tiger Plan 2020 is to follow the success path of Asian Miracle by starting developing “Ponds” (SEZ) in the most promising areas and promising sectors.

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

### **2.3.5 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative**

The ASDS provides a comprehensive strategy and framework for the implementation of the sector policies. The strategy defines the means for achieving the central objectives of the national agriculture and livestock policies. It is designed to create an enabling and favourable environment for improving productivity and profitability of the agriculture sector, which is expected to increase farm incomes in order to reduce rural poverty and ensure household food security. In addition in June 2009, the Tanzania National Business Council under its Chairman President Dr. J.M. Kikwete organized a two days meeting to discuss the policies and strategies for transformation of Tanzania’s agriculture under the theme KILIMO KWANZA. The following were the resolution: To embark on KILIMO KWANZA as Tanzania’s Green Revolution to transform its agriculture into a modern and commercial sector; to integrate KILIMO KWANZA into the Government machinery to ensure its successful implementation; to mobilize the private sector to substantially increase its investment and shoulder its rightful role in the implementation of KILIMO KWANZA and declared that the implementation of KILIMO KWANZA will comprise the following ten actionable pillars:

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

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

### **2.3.6 National Strategy for Growth and Reduction of Poverty II (NSGRP II)**

The second National Strategy for Growth and Reduction of Poverty (NSGRP II) or MKUKUTA II) is a continuation of the government and National commitments to accelerate economic growth and fighting

Poverty. It is thus an organizing framework to rally national efforts for next 5 years (2010/11 – 2014/15) in accelerating poverty- reducing growth by pursuing pro-poor intervention and addressing implementation bottlenecks. The strategy emphasizes on ten key issues: Focused and sharper prioritization of interventions - projects and programmes - in key priority growth and poverty reduction sectors strengthening evidence-based planning and resource allocation in the same priority interventions, aligning strategic plans of Ministries, Departments and Agencies (MDAs) and LGAs to this strategy, strengthening government's and national implementation capacity, scaling up the role and participation of the private sector in priority areas of growth and poverty reduction, improving human resources capacity, in terms of skills, knowledge, and efficient deployment, fostering changes in mind-set toward hard work, patriotism, and self-reliance; mainstreaming cross cutting issues in MDAs and LGAs processes, strengthening the monitoring and reporting systems; and better implementation of core reforms, including paying strong attention to further improvement of public financial management systems. All of these are in consonance with the core functions of the Tarime Town Council in offering public services.

### 2.3.7 Small and Medium Enterprise Development Policy 2002

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

The **vision** of the SME Development Policy is to have a vibrant and dynamic SME sector that ensures effective utilisation of available resources to attain accelerated and sustainable growth. The **mission** of this Policy is to stimulate development and growth of SME activities through improved infrastructure, enhanced service provision and creation of conducive legal and institutional framework so as to achieve competitiveness. The **overall objective** of this policy is to foster job creation and income generation through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy

The policy covers the following key areas: Reviewing and reconsidering public policies and regulations that discriminate against or hinder the start-up, survival, formalisation and growth of SMEs, Enhancing the growth of the sector, Identifying and assigning clear roles of key actors, Developing strategies that will



facilitate provision of financial and non financial services to SMEs, Developing and institutionalising public private partnerships for SME sector development. In achieving policy objectives the government will: Enhance implementation of programmes aimed at simplification and rationalisation of procedures and regulations so as to encourage compliance and minimise transaction cost. Continue to improve the physical infrastructures and provision of utilities in collaboration with Local Authorities, private sector and development partners, Promote entrepreneurship development through facilitating improved access of SMEs to financial and non-financial services, Enhance the capacity of institutions providing business training to SMEs, Facilitate and support programmes aimed at increased access of information pertinent to the development of SMEs, facilitate acquisition and adaptation of technologies as well as enhance networking between R&D Institutions and SMEs in a bid to upgrade technologies so as to raise the productivity and competitiveness of the sector, Be committed to facilitating support programmes aimed at improving SMEs' access to market. Facilitate the establishment of manufacturing enterprises in rural areas so as to add value to agro products and facilitate strengthening of institutions and associations supporting the SME sector. Since industrialisation in Tarime Town Council is dominated by small scale industries which contribute to the development of the council, the Town council has the role of coming up with strategic options of using the available opportunities provided by the government to enhance the capacity of SMEs in the council.

### **2.3.8 Local Government Reform Programme**

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

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

### **2.3.9 Cooperatives Development Policy**

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

roles and responsibilities of the Government and other stakeholders in the promotion of autonomous competitive and member based cooperatives under the free market economy.

#### **2.3.10 The Millennium Development Goals (MDGs)**

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

## CHAPTER THREE

### STAKEHOLDERS ANALYSIS, SWOC ANALYSIS AND CORE VALUES

#### 3.0 Stakeholders Analysis

Stakeholders analysis in Tarime Town Council involved the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success or failure of the strategic plan (either as implementers, facilitators, beneficiaries or adversaries). However, a basic premise behind stakeholder analysis in Tarime Town Council was that different groups have different concerns, capacities and interests, and this need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection. The key questions asked during stakeholder analysis were therefore 'whose problems or opportunities are we analysing' and 'who will benefit or loose-out, and how, from a proposed strategic plan intervention'? The ultimate aim being to help maximize the social, economic and institutional benefits of the strategic plan to the target groups and ultimate beneficiaries, and minimise its potential negative impacts (including stakeholder conflicts). The Summary results for stakeholders analysis is presented in table 11 below.

**Table: 14 Stakeholders Analysis Matrix**

| S/No | Stakeholders            | Characteristics                 | Activities/Interests   |
|------|-------------------------|---------------------------------|--|
| 1    | Community member        | Low income earners              | Small scale farmers  |
|      |                         | Some are violent/aggressive     | Small scale business   |
|      |                         | Hard working                    |  |
| 2    | NGOs                    | Nonprofit oriented              | Support social services  |
|      |                         | Gender bases                    | Gender violence e. g<br>HIV/AIDS                               |
|      |                         |                                 | Material control   |
| 3    | Extensive service FBOs  | Nonprofit oriented              | promoting peace  |
| 4    | Police force            | Law enforcement                 | To maintain peace and security                                 |
| 5    | Court                   | Law enforcement(Law enforcers)  | To maintain peace and security<br>To restore justice and right |
| 6    | Prison                  | Law enforcement (Law enforcers) | Community behavior change                                      |
| 7    | Tarime Teachers College | Government academic institution | Provide training   |
| 8    | Nursing School          | Government Health institution   | Provide training   |
| 9    | SATCHITA Radio Station  | Mass media                      | Broadcasting<br>Entertainment<br>Education services            |

| S/No | Stakeholders                           | Characteristics   | Activities/Interests                                 |
|------|--|---|--|
| 10   | Secondary and primary schools          | Academic institutions   | Education services                                   |
| 11   | Immigration Office                     | Law enforcement(Law enforcers)                                      | Maintain peace                                       |
| 12   | PCCB                                   | Law enforcement (Law enforcers)                                     | Anti corruption                                      |
| 13   | Banks(CRDB,NMB,NBC)                    | Financial Institutions<br>Profit oriented                           | Provide training on trade<br>Provision of soft loans |
| 14   | Post Office                            | Government institution  | Enhance communication                                |
| 15   | Tarime Town Council<br>Water Authority | Social service entity   | Supply water   |
| 16   | Tarime Town Council                    | Service delivery oriented   | Provision of various service to community            |
| 17   | Central Government(TAMISEMI)           | Service oriented<br>High power of authority in decision making      | Provide directive                                    |
| 18   | TANESCO                                | Government institution  | Supply electric power                                |
| 19   | TRA                                    | Government institution  | Tax collection                                       |
| 20   | TANROAD                                | Government Agency   | Improvement of Infrastructure e.g. road              |
| 21   | World Bank                             | International economic powerful                                     | Provide grant and Aids                               |
| 22   | Barrick Goldmine                       | Private company economically powerful                               | Support social services                              |
| 23   | Road Fund Board                        | Government institution  | Provide grant to improve infrastructure              |
| 24   | TANAPA                                 | Government institution  | Wildlife Conservation<br>Social service provision    |
| 25   | Ministries                             | Government ministries<br>Financial powerful decision and directives | Support Services from different sectors              |

*Source: Tarime Town Council, 2013*

### **3.1 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis**

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

### **3.1.1 Strength**

- Tarime Town Council is a legal entity established on the basis of the Constitution of the United Republic of Tanzania
- Strategic Location of Tarime Town Council (Along the border)
- Presence of a well defined organization structure with good chain of command and feedback.
- Availability of competent management team
- Presence of council by laws.
- Partnership is highly recognized by communities and other stakeholders
- Good relationships with the existing stakeholders
- Availability of Trainable technical staff in their respective fields
- Availability of qualified and skilled staff
- Presence of abundance manpower mainly comprised of youths
- Team work spirit among staff members

### **3.1.2 Weaknesses**

- Lack of proper land use management
- Shortage of qualified staff
- Un-conducive working environment at ward and village level
- Inadequate staff at both lower and higher levels of the council
- Ineffective mobilization of fund from different sources.
- Policies and strategies have not been disseminated and understood by stakeholders
- Poor enforcements of laws and by- laws
- Inadequate data collection since Tarime is a new town council
- Existence of corruption behavior to some officials
- Weak information and communication technology system
- High computer illiteracy of officials at lower levels.
- Weak dissemination of laws on human rights
- Shortage of working facilities.
- Shortage of houses for staff
- Shortage of school physical infrastructure
- Shortage of books in schools which affects teaching and learning process weakness
- Shortage of office facilities weakness
- Shortage of teaching and learning materials
- Inadequate motivation for teachers
- Inadequate in-service training
- Un demarcated land use for livestock grazing

### **3.1.3 Opportunities**

- Availability of abundant land resources suitable for various socio-economic activities
- Proximity to Kenya border provides the town council with a good place for marketing of various products

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

### 3.1.4 Challenges

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

### 3.2 Core Values

**Core values** are enduring beliefs that an institution and the people who inhabit it hold in common and endeavour to put into action. Values should lead the Council staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. Core values are the prerequisite norms for effective and efficient service delivery in any organisation. The operationalisation of the Tarime Town Council strategic Plan is therefore guided by ten major core values that constitute what the council values most. These values are:

- **Integrity** -High moral values, working ethics and honor.
- **Courtesy**-Creation of friendly environment and high attention to the client's expectation
- **Accountability and responsibility** -Obligation to perform duties as per set rules and regulations
- **Impartial**- A Tarime Town Council Councilor or staff shall deliver their services to the community without any stigma to people living with HIV/AIDS and people with disabilities.
- **Transparency**- A Tarime Town Council's Councilor or staff shall be fair, open, truthful, and honest and shall conduct his/her duties in such a manner that will protect the Council's integrity
- **Customers focus/driven**- Offering services by prioritizing customer needs.
- **Result oriented** - Handover to fulfill the expected goals in aspects of his/her duties and responsibilities
- **Corruption**- Employees unties with bribes and corruption attractions.
- A Tarime Town Council's Councilor or staff shall discharge his/her responsibilities efficiently, diligently with discipline and honesty.
- A Tarime Town Council Councilor or staff shall abide to the requirements of his/her respective code of act No. 8 of 1982, section 20A of act No. 10 of 1982 , public service code of conducts and any other legislations which govern public service affairs.

## **CHAPTER FOUR**

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

#### **4.0 Vision**

The Vision of Tarime Town Council is to ensure that its people maintain peace, good governance and have sustainable development by 2025.

#### **4.1 Mission**

Tarime Town Council is committed to provide quality socio-economic services to its community through adhering principles of good governance, effective and efficient use of available resources for sustainable development.

#### **4.2 Strategic Objectives**

- Improved services and reduced HIV/AIDS infections
- Increased quantity and quality of social services and infrastructure
- Improved access, quality and equitable social services delivery.
- Enhanced, sustained and effective implementation of the National Anti-corruption strategy
- Enhanced good governance and administrative services
- Improved emergence preparedness and disaster management
- Improved social welfare, gender and community empowerment
- Quality and quantity of economic services and infrastructure improved
- Natural resources and environmental management improved

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

##### **4.3.1 Strategic objective 1**

- Enhanced good governance and administrative services
- Improved access, quality and equitable social services delivery.
- Increased quantity and quality of social services and infrastructure
- Improved services and reduced HIV/AIDS infections



#### 4.3.1 Result Area: Planning Statistics and Monitoring

| Strategic Objectives  | Targets  | Strategies  | Performance Indicator  |
|---|--|---|--|
| Enhanced good Governance Administration services                    | Planning office equipped with working tools and staff benefits facilitated by June 2016  | Ensure availability of working tools and staff benefits   | Number of computer laptop, printer, chairs, file cabinet, Photocopy, machine, scanner and tables purchased |
|   | Working capacity of 15 employees in Tarime Town Council strengthened by June 2016  | Train Tarime Town Council employees for second phase of planning and budgeting course (Plan Rep3)                     | Number of employees attended second phase planning and budgeting(Plan Rep3)                                |
|   | Implementing, monitoring and evaluation systems ensured by June 2016   | Planning office employees attend short and long course for skill development  | Number of planning officer employees attended short and long course  |
| Improved services and reduced HIV/AIDS infections                   | HIV/AIDS mitigation measures to planning, statistics monitoring staff and other development stakeholders strengthened by June 2016 | Conduct HIV/AIDS sensitization meetings to 20 planning, statistics and monitoring staff and other stakeholders        | Number of planning, statistics staff and other stakeholders attended                                       |
| Quantity and quality of social services and infrastructure improved | Community development activities supported by June 2016  | Support and Implement Community development projects  | Number of community development projects supported   |
|   | Statistical data collected and submitted to National Bureau of Statistics (NBS) by June 2016                                       | Collect and submit statistical data to National Bureau of Statistics  | Amount of data submitted to NBS  |
| Improved emergence preparedness and disaster management             | Community in Tarime Town Council enhanced and equipped with emergence preparedness and   | Felicitate community on emergence preparedness and disaster management Facilitate Tarime Town fire extinguisher motor | Number of disasters mitigated<br>Number of fire extinguisher motor vehicle purchased                       |

| Strategic Objectives | Targets                          | Strategies                      | Performance Indicator |
|----------------------|----------------------------------|---------------------------------|-----------------------|
|                      | disaster management by June 2016 | vehicle for disaster management |                       |

#### 4.3.2 Strategic objective 2

- Increased quantity and quality of social services and infrastructure
- Enhanced, sustained and effective implementation of the National Anti-corruption strategy
- Enhanced good governance and administrative services
- Improved services and reduced HIV/AIDS infections

##### 4.3.2.1 Result Area: Human Resource and Administration

| Strategic Objectives  | Targets  | Strategies   | Performance Indicator   |
|---|--|--|---|
| Increased quantity and quality of social services and infrastructure                      | Administration office equipped with working tools and good working condition improved by June 2016.  | 12 Councilors and other staff paid monthly allowance.<br>Equipment and working tools for administration office purchased | Number of councilors paid monthly allowance.<br>Number of equipment and working tools purchased |
| Enhanced, sustained and effective implementation of the National Anti-corruption strategy | 6 Vehicles repaired and maintained by June 2016.   | Repair 6 motor vehicle   | Number of Vehicles repaired and maintained  |
|   | 22 employees not existing on payrolls paid salaries by June 2016.                                    | Solicit funds and pay 22 employees who are not existing in payrolls  | Number of employees paid salaries   |
| Enhanced good governance and administrative services                                      | The Headquarter Office constructed by June 2016  | Solicit funds and construct council headquarters' office   | Headquarter Office constructed.   |
|   | Operations and maintenance of TD and other offices facilitated with working equipments by June 2016. | Procure working tools for 5 offices  | Number of tools purchased   |

| Strategic Objectives   | Targets  | Strategies   | Performance Indicator   |
|--|--|--|---|
| <p>Increased quantity and quality of social services and infrastructure</p> <p>Enhanced, sustained and effective implementation of the National Anti-corruption strategy</p> <p>Enhanced good governance and administrative services</p> | TD and Town Chairman facilitated to attend public vocations , meetings and seminars by June 2016 | Facilitate TD and Town chairman to attend public occasions , meetings and seminars | Number of occasions, meeting and seminars attended                      |
|  | 4 officers facilitated to attend meeting, courses and seminars by June 2016.                     | Facilitate 4 Officers to attend meeting, courses and seminars                      | Number of officials attended meeting, courses and seminars              |
|  | 4 Drivers facilitated to attend short courses to NIT college by June 2016.                       | Finance 4 drivers to attend short courses to NIT college                           | Number of drivers attended and completed short courses at NIT college   |
|  |  |  |   |
|  | 2 Personal Secretary facilitated to attend short courses by June 2016.                           | Finance 2 Personal Secretary to attend short courses                               | Number of personal secretary attended short courses                     |
|  | 4 ALAT meetings facilitated by June 2016.  | Finance 4 ALAT meetings  | Number of officers facilitated to attend meeting, courses and seminars. |
|  | LVRAC meetings facilitated by June 2016.   | Finance LVRAC meetings   | Number of people attended LVRAC meetings                                |
|  | 2 committee clerks facilitated to attend short courses by June 2016.                             | Facilitate 2 committee Clerks to attend short courses                              | Number of clerks attended short courses                                 |
|  | Conducive working environment to 78 staffs ensured by June 2016.                                 | Purchase 19 motorcycles for the ward and villages executives                       | Number of motorcycles purchased for the ward and villages executives    |

| Strategic Objectives   | Targets  | Strategies   | Performance Indicator  |
|--|--|--|--|
| <p>Increased quantity and quality of social services and infrastructure</p> <p>Enhanced, sustained and effective implementation of the National Anti-corruption strategy</p> <p>Enhanced good governance and administrative services</p> |  | <p>Purchase 4 court attire for lawyer.</p> <p>Facilitate 3 days council employees workshop on their day to day responsibilities</p> <p>Facilitate 2 days workshop to 12 councilors on good governance and responsibilities</p> <p>Facilitate 7 days study tour on Town Council Resources Management and operation to 12 councilor's members and 10 selected head of department</p> | <p>Number of court attire purchased</p> <p>Number of council employees attended workshop</p> <p>Number of councilors attended on workshop on good governance and responsibilities</p> <p>Number of staff attended the study Tour</p> |
|  | Departmental service delivery to 66 Employees enhanced by June 2016.         | Enhance departmental service delivery to 66 employees<br>Facilitate travel of 20 new employees   | Number of employees facilitated to attend meetings, courses and seminars.  |
|  | Working Environment to 6 Wards and Council Headquarter improved by June 2016 | <p>Facilitate 6 Wards and Council Headquarter with working tools</p> <p>Facilitate sound network at hall</p>   | <p>Number of Wards and Council Headquarter facilitated with working tools</p> <p>Level of network installed</p>  |
|  | Human Resources Management supported by June 2016.                           | <p>Maintain of Two Departmental vehicles facilitated</p> <p>Equip Human resource Management officers</p>   | <p>Number of Departmental vehicles maintained.</p> <p>Human resource Management officers equipped with working facilities.</p>   |
|  |  |  |  |

| Strategic Objectives  | Targets  | Strategies  | Performance Indicator   |
|---|--|---|---|
| Increased quantity and quality of social services and infrastructure                      |  |   |   |
| Enhanced, sustained and effective implementation of the National Anti-corruption strategy | Tarime Town council Legal meetings conducted at 100% by June 2016.                           | Facilitate 6 Town Economic, works and Environment, Education and Health, CMAC committees meetings<br><br>Facilitate 4 Disciplinary committee meetings | Number of Town Economic, works and Environment, Education and Health, CMAC meetings facilitated.<br><br>Disciplinary committee meetings facilitated |
| Enhanced good governance and administrative services                                      | 14 Town Management Team and Town Council Finance committee meetings facilitated by June 2016 | Facilitate 14 Management Team meetings and Town Council Finance committee meetings  | Number of meetings for Town Management and Team Council Finance committee facilitated.  |
| Improve services and reduce HIV/AIDS infection  | Employees living with HIV/AIDS supported by June 2016.                                       | Facilitate meeting conducted to employees on voluntary HIV/AIDS testing<br><br>Support HIV/AIDS employees with nutrition food.                        | Number of employees attended meeting on voluntary HIV/AIDS testing<br><br>Number of HIV/AIDS employees supported with nutrition food.               |

### 4.3.3 Strategic objective 3

- Improved access, quality and equitable social services delivery.
- Increased quantity and quality of social services and infrastructure

#### 4.3.3.1 Result Area: Agriculture, Irrigation and Cooperatives

| Strategic Objectives   | Targets   | Strategies   | Performance Indicator                                   |
|--|---|--|---|
| Improved access, quality and equitable social services delivery.<br><br>Increased quantity and quality of social services and infrastructure | Administrative staff requirement ensured by 2016                                      | Purchase office furniture's and equipments   | Number of furniture's purchased                         |
|  |   | Procure transport facilities   | Number of transport facilities purchased                |
|  |   | Assure legal payments and incentives to agriculture department staff   | Number of staff paid                                    |
|  | Monitoring and evaluation of agriculture activities strengthened by 2016              | conduct meetings, supervision and follow up  | Number of meetings, supervision and follow up conducted |
|  | Agriculture infrastructure in 6 wards strengthened by 2016                            | Complete construction of 1 oxenization training centre, 1 resource centre and construct 12 modern storage facilities | Number of Infrastructures constructed                   |
|  | Extension services provision to small scale farmers increased from 50% to 85% by 2016 | Provide 9 trainings to extension staff and farmers groups  | Number of farmers attended                              |
|  |   | Establish 26 groups of farmers by 2016   | Number of groups established                            |
|  |   | Establish 13 Farmer Field School (FFS)   | Number of FFS established                               |
|  |   | Attend 3 exhibition days   | Number of exhibition                                    |
|  |   | Attend 3 World food day  | Number of food days attended                            |

| Strategic Objectives  | Targets  | Strategies   | Performance Indicator  |
|---|--|--|--|
| <p>Improved access, quality and equitable social services delivery.</p> <p>Increased quantity and quality of social services and infrastructure</p> | Food security at household level in 13 villages strengthened by 2016   | <p>Advise village government to impose bylaws on proper use of harvested food crops</p> <p>Encourage farmers to cultivate drought tolerant food crops (sweet potatoes, cassava, sorghum)</p> <p>Train farmers on improved storage condition of harvested crops</p> | <p>Number of village government formulate bylaws on maintaining food security</p> <p>Number of acreages cultivated</p> <p>Number of training conducted</p> |
|   | Farmers knowledge on proper agronomic practices in 3 wards strengthened by 2016  | Strength farmers knowledge on proper agronomic practices   | Number of farmers strengthened on proper agronomic practices in 3 wards  |
|   | Cash crops production increased from 1ton/ha – 3tonnes/ha, 0ton/ha – 2tonnes/ha of coffee and tea respectively by 2016 | <p>Establish one mother garden of clonal coffee</p> <p>Establish one mother garden of clonal tea</p> <p>Distribute clonal coffee and tea seedling to farmers</p> <p>Supervise and monitor plantation of coffee and tea</p>   | <p>Number of seedlings of clonal coffee distributed to farmers</p> <p>Number of seedlings of clonal tea distributed to farmers</p>                         |
|   | Good land management and soil fertility maintained in 13 villages by 2016  | Encourage farmers to use farm yard manure, intercropping, and agro-forestry practice in their fields   | Number of farmers encouraged to use farm yard manure, intercropping, and agro-forestry practice in their fields  |
|   | Small scale farmers dealing with irrigation farming empowered by modern tools by 2016                                  | Demonstrate small scale irrigation technology to 8 groups of farmers   | Number of Small scale farmers empowered by modern tools  |

| Strategic Objectives   | Targets  | Strategies   | Performance Indicator  |
|--|--|--|--|
|  |  | Supply 8 modern irrigation tools to small scale farmers<br><br>Empower 8 groups of farmers to purchase irrigation equipments                   | Number of groups of farmers empowered  |
| Improved access, quality and equitable social services delivery.     | Availability and distribution on time of Agricultural inputs to farmers improved by 2016               | Prepare agricultural inputs needs on time<br><br>Coordinate agricultural inputs supply and agricultural input stockiest-network in the council | Number of beneficiaries  |
| Increased quantity and quality of social services and infrastructure | Accessibility to financial support of 15 SACCOS and AMCOS assured by 2016                              | Conduct Seminars on saving and credit regulations to 15 SACCOS   | Number of SACCOS got seminar   |
|  |  | Negotiate with financial institutions to support SACCOS and AMCOS  | Number of SACCOS and AMCOS financed  |
|  |  | Coordinate to Regional Registrar registration of newly transformed NGOs and CBOs to SACCOS   | Number of SACCOS registered  |
|  | SACCOS and AMCOS auditing report prepared and submitted to cooperative members general meeting by 2016 | Conduct annual auditing to 15 SACCOS and 3 AMCOS<br><br>Inspect and monitor 20 SACCOS and 3 AMCOS  | Number of SACCOS and AMCOS audit report prepared and submitted               |
|  | Cooperative office equipped with working tools and equipments by 2016                                  | Purchase one computer set(Laptop)<br><br>Purchase 4 chairs and 1 table   | Number working tools and equipments equipped with cooperative office by 2016 |



| Strategic Objectives   | Targets                                    | Strategies  | Performance Indicator                          |
|--|--|---|--|
| Improved access, quality and equitable social services delivery.     |  | Purchase one Cupboard                                       |  |
|  | Cooperative staff officers trained by 2016 | Facilitate one cooperative officer on Post Graduate Diploma | Number of cooperative officers trained by 2016 |
| Increased quantity and quality of social services and infrastructure |  |   |  |

#### 4.3.4 Strategic objective 4

- Increased quantity and quality of social services and infrastructure
- Improved access, quality and equitable social services delivery.

##### 4.3.4.1 Result Area: Livestock and Fisheries

| Strategic Objectives                     | Targets  | Strategies  | Performance Indicators   |
|--|--|---|--|
| Increased quantity and quality of social | Natural resources, environment improved by June 2016 | Conduct regular fisheries patrol within the Council | Number of community members complying with fisheries standard, |

| Strategic Objectives   | Targets   | Strategies  | Performance Indicators   |
|--|---|---|--|
| services and infrastructure<br><br>Improved access, quality and equitable social services delivery | Fisheries resources management enforced by June 2016      | Stakeholders (Fishermen, Police Officers and Community) trained on fisheries standard, rules and regulations. | rules and regulations  |
|  | Fish farming at 6 wards strengthen by June 2016           | Establish fish farming groups in 6 villages   | Number of fish farmers groups established                            |
|  |   | Provide modern fish farming husbandry to fish farming groups  | Number of fish farming groups adopting modern fish farming husbandry |
|  | Fisheries section working condition improved by June 2016 | Facilitate long and short course to fisheries staffs  | Number of fisheries staffs attended long and short course            |
|  | Fisheries office equipped with working tools by June 2016 | Set aside budget for procuring fisheries office working tools   | Number of working tools procured                                     |
|  |   | Procure working tools for fisheries office  |  |

#### 4.3.5. Strategic objective 5

- Improved access, quality and equitable social services delivery.
- Improved services and reduced HIV/AIDS infections
- Increased quantity and quality of social services and infrastructure

#### 4.3.5.1 Result Area: Primary Education

| Strategic Objectives   | Targets   | Strategies  | Performance Indicators   |
|--|---|---|--|
| <p>Improved access, quality and equitable social services delivery.</p> <p>Improved services and reduced HIV/AIDS infections</p> <p>Increased quantity and quality of social services and infrastructure</p> | Pre-primary and standard one enrollment rate maintained at 100% by June 2016    | Sensitize 27 school committee on enrollment and parents<br>Audit 27 Primary schools                   | Number of school committee sensitized<br><br>Number of primary schools audited |
|  |   | Monitor 27 schools thoroughly   | Number of primary schools monitored  |
|  | Academic and work performance improved to 10 administrative staffs by June 2016 | Support four staff for academic upgrading 2 degree and 2 masters level                                | Number of academic staff supported   |
|  |   | Support 6 administrative staff to attend short courses on computer literacy skills                    | Number of staff supported  |
|  |   | Facilitate 120 teachers on school operations and better performance in mock and national examinations | Number of teachers facilitated   |
|  |   | Facilitate 11 administrative staff with payments and benefits   | Number of administrative staff facilitated with payments and benefits          |
|  | Academic and work performance improved to 10 administrative staffs by June 2016 | Support 30 teachers for in service training out doors   | Number of teachers supported   |
|  |   | Facilitate Teachers resource centre with teaching and visual aids                                     | Types and number of teaching aids supplied                                     |
|  |   | Train 60 mathematics  | Number of teachers   |

| Strategic Objectives   | Targets   | Strategies   | Performance Indicators  |
|--|---|--|---|
| Improved access, quality and equitable social services delivery.     | Educational meetings attended, quarterly reports prepared and submitted timely by June 2016 | and science teachers   | trained   |
|  |   | Submit quarterly and other educational reports to RC PMOPALG and MOEVT | Number of reports prepared                                    |
|  | Teachers academic standards and work performance improved in 27 schools by June 2016        | Attend Quarterly Regional and National meetings                        | Number of meetings attended                                   |
|  |   | Train 27 teachers in door course                                       | Number of teachers trained                                    |
| Improved services and reduced HIV/AIDS infections                    | Town illiteracy reduced from 14% to 10% by June 2016  | Train 71 teachers in basic computer knowledge                          | Number of teachers trained                                    |
| Increased quantity and quality of social services and infrastructure |   | Establish 1 teachers resource centre                                   | Number Teachers resource centre established                   |
|  | Town illiteracy reduced from 14% to 10% by June 2016  | Facilitate Mara Region Adult Education commemoration week              | Commemoration of Mara Region Adult Education week facilitated |
|  |   | Contribute Legal fees on Mara day Adult education Commemoration        | Amount of legal fee paid                                      |
|  |   | Facilitate 6 Wards education Coordinator's offices operations          | Number of Wards Coordinators' offices facilitated             |
|  |   | Facilitate 50 facilitators with Honorarium                             | Number of facilitators facilitated                            |
|  | Town illiteracy reduced from 14% to 10% by June 2016  | Conduct on job training (MWAKEM) to 27 school teachers                 | Number of teachers trained                                    |
|  |   | Facilitate 620 teachers training of (MHAMO WA RUWAZA)                  | Number of teachers trained                                    |
|  | Financial support to 10 HIV/AIDS in service victim teachers Attending                       | Facilitate 10 HIV/AIDS victims teachers to attend monthly clinic       | Number of HIV/AIDS victim teachers facilitated                |

| Strategic Objectives   | Targets  | Strategies  | Performance Indicators  |
|--|--|---|---|
| <p>Improved access, quality and equitable social services delivery.</p> <p>Improved services and reduced HIV/AIDS infections</p> <p>Increased quantity and quality of social services and infrastructure</p> | monthly clinic provided by June 2016   |   |   |
|  | Conducive working environment to 10 administrative staff ensured by June, 2016 | <p>Supply office working facilities</p> <p>Facilitate Departmental planning, budget and PE</p> <p>Renovate 1 Education HQ building</p> <p>Buy 1 motor vehicle</p>   | <p>Number of office facilities supplied</p> <p>Departmental planning, budget and PE Facilitated</p> <p>HQ building renovated</p> <p>Number of motor vehicles bought</p>   |
|  | Teaching and learning infrastructures improved in 27 schools by June 2016      | <p>Construct 54 classrooms in 27 school</p> <p>Construct 18 teacher houses in 27 schools</p> <p>Purchase 3483 desks for 27 schools</p> <p>Facilitate construction of 243 schools latrines pits.</p> <p>Conduct 27 Primary schools supervision on establishments</p> <p>Conduct training on procurement procedures to 27 primary school infrastructure Head Teachers</p> <p>Build capacity to 27 school committees</p> | <p>Number classrooms constructed</p> <p>Number of teacher houses built</p> <p>Number of desks purchased</p> <p>Number of schools latrines pits constructed</p> <p>Number of conducted supervision trips on infrastructure</p> <p>Number of Head Teachers trained</p> <p>Number of school committees involved in capacity building</p> |
|  | Services and benefits provided timely to 27                                    | Facilitate rights and benefits to teachers  | Number of teachers facilitated with rights and  |

| Strategic Objectives   | Targets  | Strategies   | Performance Indicators   |
|--|--|--|--|
| Improved access, quality and equitable social services delivery.     | primary school teachers by June, 2016.   | Pay Departmental debits to suppliers   | benefits<br>Number of Suppliers paid debits                    |
|  |  | Reimburse 30 newly appointed teachers  | Number of Teachers reimbursed                                  |
| Improved services and reduced HIV/AIDS infections                    | Inclusive education to people with special needs strengthened in 27 Primary Schools by June, 2016. | Facilitated the provision of gift and prizes to 30 teachers                    | Number of teachers facilitated                                 |
|  |  | Support children with special need to participate in Olympic games             | Number of Pupils with special needs supported                  |
| Increased quantity and quality of social services and infrastructure | Sports and games promoted and coordinated in 6 wards by June, 2016.                                | Support children with intellectual impaired participation                      | Number of children with intellectual impaired supported        |
|  |  | Facilitate timely allowance to education officers                              | Number of education officers facilitated with allowance timely |
|  |  | Sports and games bonanza to council workers facilitated by June, 2017.         | Number of workers facilitated                                  |
|  |  | Fund 27 schools for UMITASHUMTA  | Number of schools funded                                       |
|  |  | Support sports and games clubs participation in Regional National Competitions | Number of clubs supported                                      |
|  |  | Facilitate annual sports legal fees  | Legal fees facilitated   |
|  | Sports and games promoted and coordinated in 6 wards by June, 2016.                                | Facilitate SHIMISEMITA sports and games for Council workers participation      | Number of workers facilitated.                                 |

#### 4.3.6 Strategic objective 6

- Improved access, quality and equitable social services delivery.
- Improved services and reduced HIV/AIDS infections

##### 4.3.6.1 Result Area: Secondary Education

| Strategic Objectives   | Targets  | Strategies   | Performance Indicators  |
|--|--|--|---|
| Improved access, quality and equitable social services delivery. | Classrooms, teachers house, administration blocks , laboratories and hostel constructed in 8 selected schools by June 2016 | Construct 32 classrooms, 16 teachers house, 2 administration blocks ,3 laboratories and 1 hostel in 8 selected schools | Number of classrooms, teachers house, administration blocks , laboratories and hostel constructed in 8 selected |
|  | Teaching and learning materials facilitated in 8 selected schools June 2016  | Facilitate in availing teaching and learning materials in 8 selected schools   | Number of schools facilitated Teaching and learning materials   |
|  | Pass rate in form II, IV & VI national examinations raised from 55% to 70% by June 2016                                    | Conduct school inspection to 11 secondary schools support supervision of form II, IV & VI national examinations        | Pass rate in form II, IV & VI national exams raised   |
| Improved access, quality and equitable social services delivery. | Sports and games improved in 11 secondary schools by June 2017   | Facilitate sports and games competitions in 11 secondary schools   | Number of schools participated in sports and games  |
|  | 5 cars and tri-motor cycle (Bajaj) purchased by June 2016  | Purchase 5car and 1 tri-motor cycle (Bajaj) purchased  | Number of car and tri-motor cycle (Bajaj) purchased   |
|  | Teachers and workers standards and academic work performance in 8 secondary schools upgraded by June 2016                  | Support teachers and workers for academic upgrading.<br><br>Support science teachers training to 11 secondary schools  | Number of teachers and workers upgraded.  |
|  | Teaching and learning environment improved,  | Support food for secondary school  | Number of secondary schools supported   |

| Strategic Objectives   | Targets   | Strategies   | Performance Indicators   |
|--|---|--|--|
| Improved access, quality and equitable social services delivery. | in 8 secondary school June 2015   | students<br><br>Support 50 orphan secondary school students<br><br>Facilitate secondary education staffs and teachers with employment benefits   | Number of orphan secondary school supported<br><br>Number of secondary education staffs and teachers with employment benefit             |
|  | Students selected to join secondary education and adult education increased from 70% to 100% by June 2016 | Sensitize to attend adult education and bring their pupils to school   | Number of students joined secondary and adult education  |
|  | Conducive working environment ensured to 7 staffs by June 2016  | Equip administrative office with working facilities.<br><br>Prepare report and submit to RAS, MORALG & MOEVT on quarterly basis<br><br>Conduct departmental planning and budgeting sessions<br><br>Facilitate motor vehicle repair and maintenance | Conducive working environment ensured<br><br><br><br>Number of sessions conducted<br><br>Number of motor vehicle repaired and maintained |
| Improved services and reduce HIV/AIDS infection                  | HIV/AIDS awareness provided to 60 secondary school teachers/pupils by 2015                                | Conduct 3 seminars on HIV/AIDS awareness to teachers/pupils  | Number of teachers/pupils trained on HIV/AIDS infection  |

#### 4.3.7 Strategic objective 7

- Improved social welfare, gender and community empowerment
- Improved services and reduced HIV/AIDS infections
- Improved emergence preparedness and disaster management



#### 4.3.7.1 Result Area: Community Development and Social Welfare

| Strategic Objectives   | Targets   | Strategies  | Performance Indicators  |
|--|---|---|---|
| Improved social welfare, gender and community empowerment<br><br>Improved emergence preparedness and disaster management | Income generating project for vulnerable strengthened by 2016                         | Facilitate the formation of new women and youth groups  | Number of women groups trained on Identification of new women groups                    |
|  |   | Support children who are living in risk/vulnerable areas  | Number of Most vulnerable children supported  |
|  |   | Create groups for income generating activities  | Number of income generating activities formulated                                       |
|  |   | Train youth and women groups on income generating projects                                      | Number of youth and women groups trained  |
|  | Sensitized community on gender equity, woman and children rights by 2016              | Provide training to the community on gender equity, woman and children right                    | Number of community members sensitized on gender equity, woman and children             |
| Improved social welfare, gender and community empowerment<br><br>Improved emergence preparedness and disaster management | Sensitized community on human right and gender perspective. FGM                       | Mobilize ward development Committee's mobilization of villagers.                                | Number of community members sensitized on human right and gender perspective e.g. FGM   |
|  | Emergency and disaster Management Improved by 2017                                    | Impart skills on emergence preparedness and disasters management at wards and mitaa level       | Number of people imparted wit skills on emergence preparedness and disasters management |
|  | Data base for vulnerability group Established by 2016                                 | Mobilize and analyse data base and interact with other organizations                            | Number of data base in place  |
|  | Mobilized and facilitated wards to participate in social economic development by 2016 | Sensitize community on social economic development through commemoration of women day and child | Number of community members sensitized on social economic development through           |
|  | Working relation between community  | Conduct quarterly meetings with the   | Number of meeting conducted   |

| Strategic Objectives                                      | Targets   | Strategies  | Performance Indicators  |
|---|---|---|---|
| Improved social welfare, gender and community empowerment | development, social welfare department and CBOs, NGOs, FBOs in Tarime town council enhanced by 2016       | community<br><br>Establish reporting system.<br><br>Coordinate social economic development activities of NGOs FBOs, CBOs in Tarime Town Council | Existence of good reporting system<br><br>Number of social economic coordinated in NGOs, FBOs, CBOs |
| Improved emergence preparedness and disaster management   | Economic groups empowered with business skills by 2016  | Provide seminars on entrepreneurship skills development to economic groups in 6 wards.  | Number of economic groups trained on entrepreneurship   |
| Improved services and reduced HIV/AIDS infections         | Sensitized groups which are more likely to be affected by HIV/AIDS (like barmaid and tax drivers) by 2016 | Identify HIV/AIDS victims<br><br>Train the HIV/AIDS victims on HIV control  | Number of HIV/ AIDS victims identified<br><br>Number of HIV/AIDS victims trained                    |

#### 4.3.8 Strategic objective 8

- Enhanced good governance and administrative services
- Enhanced, sustained and effective implementation of the National Anti-corruption strategy

##### 4.3.8.1 Result Area: Legal

| Strategic Objectives                                 | Targets   | Strategies   | Performance Indicators                   |
|--|---|--|--|
| Enhanced good governance and administrative services | Illegal administration and operation reduced by June 2016                 | Conduct seminars on good governance                    | Number of seminars and meetings attended |
|  | Twenty drafts of bylaws prepared by June 2016                             | Facilitate the preparation of by laws                  | Number of bylaws prepared                |
|  | A complete list of Court Assessors of Primary Court prepared by June 2016 | Sufficient fund asked for preparation of list of Court | A number of bylaws drafts already made   |
|  | Wards Executive   | Organize six training                                  | Number of people                         |

| Strategic Objectives  | Targets  | Strategies   | Performance Indicators  |
|---|--|--|---|
|   | Officers, Village Executive Officers and members of the Ward Tribunals trained by 2016   | workshops to heads of departments and Units on Human Rights, Constitutional and Contract affairs                                 | attended the workshop   |
|   | All contracts reviewed by June 2016  | Review 45 samples of bylaws  | Number of pamphlets already prepared                                  |
|   | Four Audit Committees organized and held by June 2016  | Facilitate Audit Committees  | Number of legal materials read  |
|   | Six public meetings on public legal education to the general public in Tarime Town Council provided by June 2016                       | Facilitate Public meetings   | Number of people attended public meeting                              |
|   | Six Seminars to the law enforcers on Human Rights provided by June 2016  | Organise Seminars to the law enforcers on human rights   | A number of statutes, journals and law reports purchased              |
|   | Six seminars to secondary school teachers and students on Human Rights provided by June 2016   | Organise seminars to secondary school teachers and students on human rights  | Number of secondary school teachers and students attended the seminar |
| Enhanced, sustained and effective implementation of the National Anti-corruption strategy | Six seminars to the law enforcers on Human Rights in relation to the war against corruption provided by June 2016                      | Prepare Sufficient fund and facilitate seminar to the law enforcers on human rights in relation to the war against corruption    | Number of seminars and meetings conducted                             |
|   | Six seminars to secondary school teachers and students on Human Rights in relation to the war against corruption provided by June 2016 | Facilitate seminar on human rights and corruption and distribute pamphlets of the same to secondary school teachers and students | Number of secondary school teachers and students attended seminar     |
|   | Six public meetings on   | Facilitate public meeting  | Number of public  |

| Strategic Objectives  | Targets   | Strategies  | Performance Indicators       |
|---|---|---|------------------------------|
| Enhanced, sustained and effective implementation of the National Anti-corruption strategy | public legal education in relation to war against corruption provided by June 2016  | s on public legal education in relation to war against corruption   | meeting conducted            |
|   | Six training to heads of departments and Units on Human Rights, Constitution in relation to the war against corruption organized by June 2016 | Facilitate training to heads of departments and Units on Human Rights, Constitution in relation to the war against corruption | Number of training conducted |

#### 4.3. 9 Strategic objective 9

- Natural resource and environmental management improved
- Increased quantity and quality of social services and infrastructure

##### 4.3.9.1 Result Area: Beekeeping

| Strategic Objectives   | Targets   | Strategies   | Performance Indicators   |
|--|---|--|--|
| Natural Resource and Environmental management improved               | Beekeepers groups initiated in 6 wards by June 2016                 | Promote village communities on beekeeping activities   | Number of beekeepers group formulated  |
|  | Beekeeping groups trained on modern beekeeping methods by June 2016 | Facilitate training on modern beekeeping methods<br><br>Facilitate Beekeeper with modern working tools | Number of beekeeping groups trained on modern beekeeping<br><br>Number of Beekeepers facilitated with modern tools |
| Increased quantity and quality of social services and infrastructure | Beekeeping section working condition improved by June 2016          | Facilitate Long and short course to staffs in beekeeping section                                       | Number of staffs in beekeeping section attended courses  |
|  | Beekeeping section office equipped with working tools by June 2016  | Purchase working tools for beekeeping section  | Number of working tools purchased  |

#### 4.3.10 Strategic objective 10

- Natural Resource and Environmental management improved
- Increased quantity and quality of social services and infrastructure

##### 4.3.10.1 Result Area: Sanitation and Environment

| Strategic Objectives   | Targets   | Strategies   | Performance indicators  |
|--|---|--|---|
| Natural Resources and Environment management improved                | Environmental conservation and technique provided to the communities in 6 wards by June 2016                    | Provided a seminars on environmental conservation techniques to 9 villages communities and schools | Environment conserved and improved  |
|  |   | Train small scale miners on the effect of mercury to the environment and Public Health             | Number of small scale miners trained  |
|  | National and International days pertaining to environment celebrated June 2016                                  | Facilitate World Environmental days celebration  | Number of people attended the World Environmental day   |
| Increased quantity and quality of social services and infrastructure | Tarime Town Council environmental Profile and Tarime Town Council environmental policy established by June 2016 | Facilitate collection of Council Environmental Information from 6 wards                            | Tarime Town Council environmental Profile and Tarime Town Council environmental policy in place |
|  | Tarime Town Council gardens and street green belt improved by June 2016   | Propagated different flower species  | Environment conserved and improved  |
|  | Environment section working condition improved by June 2016   | Support two staff undergo training /courses in different higher learning institutions              | Number of staff undergone training  |
|  |   | Equip sanitation and Environment office with working tools   | Number of Office working tools bought   |

| Strategic Objectives   | Targets   | Strategies   | Performance indicators  |
|--|---|--|---|
| Natural Resources and Environment Improved<br><br>Increased quantity and quality of social services and infrastructure |   | Enhance payment of incentive/gift for best worker in Sanitation and Environment department               | Number of people receive gift provided to best worker         |
|  |   | Facilitate procurement of sanitation section staff uniforms  | Number of uniforms purchased                                  |
|  | Solid waste collection and equitable disposable increased from 75% to 90% at Tarime Town Council by June 2016 | Facilitate the solid waste collection  | Reduced volume of solid waste dumped on the collection points |
| Natural Resources and Environment Improved<br><br>Increased quantity and quality of social services and infrastructure |   | Established four refuse bay at starehe, Rebu, Bomani and Buhemba by June 2017.                           | 4 refuse bay established by June 2017                         |
|  |   | Procured and installed street refuse bin in 50 posts by June 2017.                                       | 50 Street bins installed by June 2017                         |
|  |   | Advertisement on Radio, Megaphone and by using cars on Environmental Clean less facilitated by June 2017 | Advertisement conducted by June 2017                          |
|  | Liquid waste collection and disposal infrastructure improved by June,2016                                     | Land for waste water management acquired by June 2017  | Land obtained June 2017                                       |
|  |   | Waste water management system infrastructure constructed by June 2017                                    | Availability of Waste water management system by 2017         |
|  | Capacity building for preventive staff strengthened by June 2016  | supported three staff training /courses in different higher learning institutions by June 2017           | 3 staffs attended different courses                           |
|  |   | Facilitated departmental staff to attend different meetings, workshop and seminars by June 2017.         | Numeral of meetings/seminars attended                         |

| Strategic Objectives   | Targets   | Strategies   | Performance indicators                                     |
|--|---|--|--|
|  | Improved services and reduce HIV/AIDS infection by 2016       | 1000 pieces of leaflets, 500 posters and 10 bill boards with a message of alarming Community on presence of HIV/AIDS and awareness Printed by June 2017. | Number of new cases reduced                                |
| Natural Resources and Environment Improved                           | Health information system improved at all levels by June 2016 | Conduct Monitoring and evaluation through joint meeting between health environmental sanitation experts and community on sanitation in quarterly basis   | Number of meetings conducted                               |
| Increased quantity and quality of social services and infrastructure | Health information system improved at all levels by June 2016 | Established community health information data base by June 2017.   | Presence of community health data base by June 2017        |
|  |   | Provide health education to the community through media (Sachita FM radio) on prevalence and burden of disease   | Number of community who are aware with the burden diseases |

#### 4.3.11 Strategic objective 11

- Natural and environmental management improved
- Increased quantity and quality of social services and infrastructure
- Improved services and reduced HIV/AIDS infections

#### 4.3.11.1 Result Area: Water

| Strategic Objectives   | Targets  | Strategies   | Performance indicators  |
|--|--|--|---|
| Natural Resource and Environmental management improved               | HIV/AIDS mitigation measures to 4 water staff strengthened by June 2016  | Support Employees living with HIV/AIDS with food                                     | 3 Number of water staff supported   |
|  | Sensitization of staff about new HIV/AIDS transmission by June 2016  | Training staff about HIV/AIDS transmission   | 75% staff sensitized  |
| Increased quantity and quality of social services and infrastructure | Water infrastructure for provision of clean and safe water within 400m improved and maintained by June 2016    | Shallow wells construction<br><br>Mobilize financial resources                       | I 65% of Shallow wells construction<br><br>II financial resources mobilized |
|  | Ten hand pump installed on three wards by June 2017  | Hand pump installation<br><br>Mobilize financial resources                           | 5 hand pump installed<br>70% Financial resource mobilized                   |
| Improved services and reduced HIV/AIDS infections                    | Seven Rain Water Harvesting structures constructed on secondary, Primary school and Health centre by June 2016 | Construction of Rain water harvesting structures<br><br>Mobilize financial resources | 90% of rain water harvesting structures constructed                         |
|  | Three dam constructed on three villages for domestic use by June 2016  | Solicit land for construction<br><br>Mobilize financial resources                    | Two dams constructed  |
|  | Eight Boreholes drilled on five wards by June 2016   | Boreholes drilling<br><br>Solicit land for drilling                                  | 70% of boreholes drilled  |
|  | Three pumped piped water scheme constructed on three Wards by June 2016  | Mobilize resources<br><br>Solicit of land for construction                           | Number of pumped piped water scheme constructed                             |
|  | Twenty Traditional water source improved   | Solicit land for construction  | 50% of traditional water sources improved                                   |



| Strategic Objectives   | Targets  | Strategies   | Performance indicators  |
|--|--|--|---|
|  | on Six Wards by June 2016  | Mobilization of resources  |   |
| Natural Resource and Environmental improved<br><br>Increased quantity and quality of social services and infrastructure<br><br>Improved services and reduced HIV/AIDS infections | Nine water projects rehabilitated on four wards by June 2016                                     | Rehabilitate water projects  | Four water projects rehabilitated                               |
|  | Water Department office constructed on Tarime Town Council by June 2016                          | Mobilize financial resources<br><br>Solicit of land for construction   | 100% of water Department office construction attained           |
|  | Water Department office furniture, instruments, equipment and consumables purchased by June 2016 | Preparation of weekly, monthly and quarterly reports and submit to higher level<br><br>Mobilize financial resources                | 85% of office furniture, equipment and consumables purchased    |
|  | Facilitate weekly water anniversary on Tarime Town Council by June 2016                          | Prepare weekly, monthly and quarterly reports and submit to higher level<br><br>Conduct weekly water anniversary every 16-22 Match | 90% weekly water anniversary conducted                          |
|  | Facilitate two staff attending International meetings and workshop by June 2016                  | Finance staff attending National, International meetings and workshop<br><br>Mobilize financial resources                          | One staff attending international meeting and workshop          |
|  | One staff facilitated on water project supervision and monitoring by June 2016                   | Train staff for project monitoring<br><br>Employ water staff   | 100% of staff facilitated on project supervision and monitoring |
|  | Three staff facilitated to attend short term training by June 2016                               | Facilitate staff attending training related to water services  | One staff facilitated to attend short term training             |
|  | Two staff facilitated to attend long term training by June 2016                                  | Mobilize financial resources   | 50% of staff facilitated to attend long term training           |

| Strategic Objectives   | Targets  | Strategies  | Performance indicators  |
|--|--|---|---|
| Natural Resource and Environmental improved<br><br>Increased quantity and quality of social services and infrastructure<br><br>Improved services and reduced HIV/AIDS infections | Three staff employed on water Department by June 2016                        | Mobilize financial resources<br><br>Statutory benefits to staff   | 95% of staff on water Department employed                       |
|  | Mobilize financial resource by June 2016                                     | Mobilize financial resources  | 80% of modern building for water Department reached             |
|  | Modern building for water department constructed by June 2016                | Mobilize financial resources<br><br>Equip water engineer office with enough administrative and operational requirements | 75% of financial resources mobilized                            |
|  | Furniture and instruments for water department office purchased by June 2016 | Mobilize financial resources  | 50% of furniture and instruments for water department purchased |

#### 4.3.12 Strategic objective 12

- Increased quantity and quality of social services and infrastructure
- Enhanced good governance and administrative services
- Improved services and reduced HIV/AIDS infections

##### 4.3.12.1 Result Area: Finance and Trade

| Strategic Objectives                                 | Targets   | Strategies   | Performance Indicators                                |
|--|---|--|---|
| Enhanced good governance and administrative services | Correct and prompt financial reports at the stakeholders' desired format submitted by June 2016 | Adhere to financial procedures and established standards.<br><br>Conduct Finance and Trade staff departmental meetings on monthly basis for performance evaluation and crosscutting issues.<br><br>Equip Finance and | Clean financial reports prepared and submitted timely |

| Strategic Objectives                                 | Targets   | Strategies   | Performance Indicators  |
|--|---|--|---|
|  |   | Trade department with working tools.<br><br>Coordinate and supervise 4 department's sections reports and their performance   |   |
|  | Conducive working environment to departmental staff by 2016                     | Provide employment benefit to finance and trade employee's   | Conducive working environment observed  |
|  | Financial management skills for finance department staff upgraded by June 2016. | Finance and Trade staffs to attend NBAA review classes and examinations, and Postgraduate studies.<br><br>Finance and Trade staffs to attend various seminars, workshops and trainings related to financial management skills. | Number of staff who upgraded financial management skills.<br><br>Number of seminars, workshops and trainings attended |
| Improved services and reduced HIV/AIDS infections    | Employees living with HIV/AIDS supported by 2016                                | Conduct sensitization meeting to employees on voluntary HIV/AIDS testing<br><br>Support HIV/AIDS employees with nutrition food   | HIV/AIDS infections decreased   |
| Enhanced good governance and administrative services | Council own sources revenue collected by 100% of the budget by June 2016.       | Organise business people and collecting agents on rationally of collecting revenue of the Council.<br><br>Conduct revenue sources potentiality research on every source of revenue.  | Percentage of revenue collected as compared to budget.  |

| Strategic Objectives                                 | Targets   | Strategies  | Performance Indicators                |
|--|---|---|---------------------------------------|
| Enhanced good governance and administrative services |   | <p>Setting revenue collection measures on every source of revenue.</p> <p>Conduct revenue collection from different sources of revenue.</p> <p>Prepare and submit revenue reports for monitoring and evaluation purposes.</p> <p>Attend workshops and seminars related to revenue collection to learn how to increase efficiency in revenue collection.</p>   |                                       |
|  | Government financial accounting procedures adhered to and strengthened by June 2016 | <p>Prepare payments according to the budgets, LAAM, LAFM and other accounting standards.</p> <p>Prepare properly and submit employee data sheets, salary arrears forms timely to PMO-RALG, RAS-Mara and Treasury.</p> <p>Make regular check to expenditures of lower level grants to facilitate proper financial record keeping.</p> <p>Prepare and distribute accordingly monthly, quarterly and annually expenditure reports.</p> | Proper expenditure of Council revenue |

| Strategic Objectives   | Targets  | Strategies  | Performance Indicators  |
|--|--|---|---|
| Enhanced good governance and administrative services                 |  | Collaborate with Internal Audit Office, Treasury and National Audit Office on matters related to Council expenditures   |   |
|  | Final Accounts reports prepared and submitted to National Audit Office before or on 30 <sup>th</sup> September every year by June 2016 | <p>Prepare monthly bank reconciliation statements for internal control purposes.</p> <p>Update fixed asset register of the Council for the purpose of preparation of Final accounts.</p> <p>Prepare Council's final accounts reports yearly and submit to NAO before or on 30<sup>th</sup> September every year.</p>              | Clean reports prepared and submitted timely.  |
| Increased quantity and quality of social services and infrastructure | Trade office constructed, equipped and service delivery strengthened by 2016   | <p>Construct new trade office with conducive working environment</p> <p>Purchase working tools</p> <p>Mobilize financial resources<br/>Facilitate trade officer's staffs to attend seminars and workshops.</p> <p>Facilitate trade staff to attend postgraduate, master's degree, CPA and CSP review classes and examination.</p> | <p>Number of offices with conducive working environment</p> <p>Number of tools availed.</p> <p>Number of seminars, workshops and long courses attended.</p> |
|  | Business with valid license increased from 1500 to 3000 by 2016  | <p>Conduct inspections within the area of jurisdiction</p> <p>Collect business records</p>  | Number of business people issued licenses   |

| Strategic Objectives   | Targets  | Strategies   | Performance Indicators |
|--|--|--|------------------------|
| Increased quantity and quality of social services and infrastructure |  | <p>and maintain data base</p> <p>Provide education awareness to business people</p> <p>Create other business opportunities that need to be licensed</p> <p>Conduct study tour to other council on collection of business licenses</p>  |                        |
|  | Council revenue collection increased from 40,000,000/= to 120,000,000/=by 2016 | <p>Collect business license fees from various business activity(s)</p> <p>Arrange regular inspections within the area of town council</p> <p>Mobilize financial resources</p> <p>Provide permanent transport for revenue collection</p> <p>Conduct 20 seminar/workshop to the business community</p> <p>Monitor and evaluate the performance of revenue collection</p> <p>Prepare and submit a report of revenue collection to the useful community</p> <p>Conduct study tour to</p> | Revenue increased.     |

| Strategic Objectives   | Targets  | Strategies  | Performance Indicators                                     |
|--|--|---|--|
|  |  | other council on collection of revenue  |  |
| Increased quantity and quality of social services and infrastructure | Business community empowered on entrepreneurial skills, food processing, crop value addition and marketing of SME's products by 2016 | <p>Conduct awareness seminars to 1000 business community on entrepreneurial skills, food processing and crop value addition</p> <p>Support 20 group leaders of entrepreneurial groups to attend exhibition in DITF, NANENANE, EATF AND MARA DAY.</p> <p>Provide food, refreshments and transport</p> <p>Purchase consumable materials</p> | Number of business people empowered.                       |
|  | Markets infrastructure rehabilitated, offices equipped and services delivery strengthened by 2016                                    | <p>Hire seminar hall and prepare facilitator fees</p> <p>Rehabilitate and equip market offices</p> <p>Rehabilitate markets infrastructures in general</p> <p>Conduct study tour to other markets outside the Tarime town council boundaries</p>   | Number of offices and market infrastructure rehabilitated. |
|  | Conducive working environment to staff by 2016   | <p>Provide employment benefit to two staffs</p> <p>Conduct sensitization meeting to employees on business operation</p>   | Conducive working environment established                  |

| Strategic Objectives   | Targets  | Strategies   | Performance Indicators                 |
|--|--|--|--|
| Increased quantity and quality of social services and infrastructure |  | <p>Provide motivation and incentives</p> <p>Conduct on trainings to staff members</p> <p>Facilitate 3 days' workshop on business management to 3 staffs</p> <p>Conduct study tour to other council on business management and administration</p>   |  |
|  | Management desired trade section report prepared and submitted to stakeholders by 2016 | <p>Support preparation of quarterly and annual reports</p> <p>Update data base related to business and maintain useful records.</p> <p>Compare previous records with actual records for the purpose of monitoring and evaluation</p> <p>Conduct study tour to other council on business management, business administration and business records keeping</p> | Clean business report prepared.        |
| Increased quantity and quality of social services and infrastructure | Quality council development profile developed and approved by 2016.                    | <p>Facilitate development of council social economic profile</p> <p>Collect statistics data within the boundaries of Tarime town council</p> <p>Provide education to people who own the</p>  | Council development profile developed. |



| Strategic Objectives                              | Targets  | Strategies   | Performance Indicators  |
|---|--|--|---|
|   |  | <p>area of economic investment</p> <p>Give a current business information to the owners of areas of investment and investors found within Tanzania and abroad</p>  |   |
| Improved services and reduced HIV/AIDS infections | Service improved for people living with HIV/AIDS and new infection reduced by 2016 | <p>Deduce the transmission on rate of HIV/AIDS in business community from the current seventeen percent to five percent</p> <p>Sensitize of business community on HIV/AIDS prevention</p> <p>Conduct sensitization meeting</p> | HIV/AIDS infections decreased.                                  |
|   | Business council established and operated successfully by 2016                     | <p>Establish district business council</p> <p>Conduct and support quarterly meetings</p> <p>Support preparation of reports quarterly and annually</p> <p>Conduct seminars and workshops to business community.</p>             | Business Council operated successfully                          |
|   | Reliability of market improved by 2016   | Facilitate the improvement of market infrastructures   | Number of market infrastructures improved                       |
|   | The use of internal audit report strengthened by 2016                              | Sensitize departments and units to use the internal audit report   | Number of departments and units using the internal audit report |

#### 4.3.13 Strategic objective 13

- Increased quantity and quality of social services and infrastructure
- Enhanced good governance and administrative services

##### 4.3.13.1 Result Area: Internal Audit

| Strategic Objectives   | Targets   | Strategies  | Performance Indicators  |
|--|---|---|---|
| Increased quantity and quality of social services and infrastructure | Conducive working environment staff ensured by 2016   | Run and maintain Internal Audit office<br><br>Provide empowerment benefit to 2 Internal Audit staff<br><br>Provide motivation and incentives  | Conducive working environment observed  |
|  | Management desired internal Audit report prepared and submitted to stakeholders by 2016     | Support preparation of monthly, quarterly and annually reports  | Clean report prepared and submitted timely  |
| Enhanced good governance and administrative services                 | Financial management skill for Internal Audit staff upgraded by 2016                        | Facilitate 1 staff to attend postgraduate/master's degree programme<br><br>Facilitate staffs to attend CPA and CIA review classes and examination<br><br>Facilitate staffs to attend IFRS, IAS and NBAA seminars and short courses<br><br>Attend various working sessions, seminars, directive and workshop | Number of internal Audit staff upgraded financial management skills.<br><br>Number of seminars, workshop and training attended. |
|  | Internal audit office rehabilitated equipped and service delivery strengthened by June 2016 | Conduct major rehabilitation of internal audit office<br><br>Equip the Internal audit office with all working tools.  | Number of internal audit office rehabilitated<br><br>Number of tools availed.   |

#### 4.3.14 Strategic objective 14

- Increased quantity and quality of social services and infrastructure
- Improved emergence preparedness and disaster management

##### 4.3.14.1 Result Area: Works and Fire rescue

| Strategic Objectives   | Targets  | Strategies  | Performance Indicators                     |
|--|--|---|--|
| Increased quantity and quality of social services and infrastructure | 94.8 km of Town Roads routinely maintained by June 2016  | Conduct Routine maintenance of Town roads   | 98.8km Routinely maintained                |
|  | 119.5 km of Town Road's Spot Improved by June 2017   | Conduct spot Improvement of Town roads  | 119.5 km of road's spot Improved           |
|  | 34.8 km of Town Roads Periodic Maintained by June 2016   | Conduct Periodic Maintenance of Town roads.   | 34.8km of roads Periodically Maintained    |
| Improved emergence preparedness and disaster management              | Bridges and Culverts for 48 lines Constructed and maintained by June 2016  | Construct and maintain Bridges and Culverts of Town roads                                       | 48 lines constructed and maintained        |
|  | Quality of at least 172 Public building at Ward and Mitaa Offices Inspected by June 2016   | Inspect Office's building, Staff Houses, Dispensaries, School Buildings at Ward and Mitaa level | 54 buildings per year (1:54) inspected     |
|  | Inspect building drawings and issue building permit at least 300 buildings in all Town Council by June 2016  | Inspect building drawings and issue building permit   | Number of building and drawings inspected  |
|  | Construct three storey building as economic investment at Market street, Terminal Bus Stand, Gamasara and construct Min Bus stand at Nyerere road by June 2016 | Facilitate Construction of three storey building and min bus stand                              | Number of Economic Investments constructed |
|  | Construct three storey building for Council Head Quarters by June 2016   | Facilitate Construction of 1 Building for council head quarter                                  | Number of Head Quarters office constructed |
| Increased quantity and quality of social services and infrastructure | Supervise the maintenance operations and electrical installations for the  | Supervise maintenance operation   | 85% decreased number of short circuit      |

| Strategic Objectives                                    | Targets   | Strategies   | Performance Indicators                                  |
|---|---|--|---|
| Improved emergence preparedness and disaster management | Government buildings in the Council by June 2016  |  |   |
|   | Supervise the maintenance activities for the Government vehicles and machines in the Council by June 2016   | Facilitate and supervise maintenance activities                                  | Decreased number of break down                          |
|   | Construct fire hydrant at Magena Airstrip, Tarime Government Hospital and Bomani area by June 2016          | Construct fire hydrants  | 3 fire hydrant constructed                              |
|   | Install fire fighting equipments in the government building by 2016   | Install fire fighting equipments   | 90% of firefighting equipment installed                 |
|   | Sensitize the community for installation of firefighting equipment in their house/ Private building by 2016 | Sensitize community on for installation of firefighting equipment in their house | 80% of the community responds of equipment installation |
|   | Employ 4 staff at works department to increase no staff by June 2016  | Employ 4 staffs for works department   | 4 staffs employed                                       |
|   | Procurement equipment for works department by June 2016   | Procure office Equipments  | Number of office equipments procured                    |

#### 4.3.15 Strategic objective 15

- Increased quantity and quality of social services and infrastructure
- Enhanced good governance and administrative services
- Improved services and reduced HIV/AIDS infections

##### 4.3.15.1 Result Area: Information Communication Technologies and Relation (ICTR)

| Strategic Objectives                                 | Targets   | Strategies   | Performance Indicators                             |
|--|---|--|--|
| Enhanced good governance and administrative services | Information in Transparency, Good Governance and Freedom from | Conduct numerous occasions on the positive role of information source in | Number of occasions, forum and meetings conducted. |

| Strategic Objectives   | Targets  | Strategies   | Performance Indicators  |
|--|--|--|---|
| Enhanced good governance and administrative services                 | Corruption provided by June 2016   | <p>society</p> <p>Equip the unit with various source of information.</p> <p>Conduct meeting within the unit.</p> <p>Enforce the spirit of team working.</p>  |   |
|  | Conducive working environment to unit staff improved by 2016                                       | Provide Information office employee's with benefits  | Number of working facilities present.   |
|  | Professional status and skills of all staff upgraded by June 2016                                  | <p>Facilitate the ICTR staff to attend professional courses such as CISCO, ORACLE, CISA, MSCE and Postgraduate studies.</p> <p>Facilitate ICTR staff to attend various seminars, workshops and training related to their field of work</p> | <p>Number of staff upgraded their professional status and skills.</p> <p>Number of seminars, workshops and seminars attended.</p> |
| Improved services and reduced HIV/AIDS infections                    | Employees living with HIV/AIDS supported by June 2016  | <p>Sensitize meeting to employees on voluntary HIV/AIDS testing Conducted.</p> <p>Support staff with HIV/AIDS to access nutrition food.</p>  | <p>Number of employee's voluntarily tested.</p> <p>Number of staff with HIV/ AIDS accessing food</p>                              |
| Increased quantity and quality of social services and infrastructure | Make the information reliable and realistic at stakeholders' desired format submitted by June 2016 | <p>Observe Principle of Freedom of Access to Information and Freedom of Expression.</p> <p>Practice Socially responsible authorship and journalism, the work of editors, the publishing and the distribution of</p>                        | Number of people accessing information.   |

| Strategic Objectives   | Targets   | Strategies  | Performance Indicators   |
|--|---|---|--|
| Increased quantity and quality of social services and infrastructure |   | information through all media.  |  |
|  | Interrelation among the council departments' and units through network infrastructure provided by June 2016.                | LAN structure that makes all departments and units to communicate through network Designed.   | Number of department and unit connected with network                         |
|  | Created council database to maintain consistence of the information, integrity and security of data by June 2016            | Design departmental data source that enable to create relational database.  | Report on data source availability.  |
|  | Ensured council information security and durability of the computer system components by 2016.                              | Routine maintenances computer system and review Schedule<br>Upgrade system and application software accordingly<br>Acquire good standard system component<br>Observe ICT policy and regulation of the council.                                    | Report on computer system maintenance, upgraded software based on ICT policy |
| Enhanced good governance and administrative services                 | Advice and Oversee the performance of ICTR unit on the objectives and plan accomplishment by June 2016                      | Adopt the directives from PMO-RALG  | Steering committee appointed   |
|  | Developed to a more open, transparent, accountable, equitable, cost-effective and responsive form of community by June 2016 | Provide Information materials and access by information services contribute to good governance by enlarging the knowledge of citizens<br><br>Provide services in strengthening institutions, capacity building measures, stakeholder involvement. | Number of citizen received the information material                          |

#### 4.3.16 Strategic objective 16

- Increased quantity and quality of social services and infrastructure
- Improved services and reduced HIV/AIDS infections
- Enhanced, sustained and effective implementation of the National Anti-corruption strategy
- Improved emergence preparedness and disaster management

##### 4.3.16.1 Result Area: Health

| Strategic Objectives  | Targets   | Strategies   | Performance Indicators   |
|---|---|--|--|
| Improved services and reduced HIV/AIDS infections   | HIV counseling and testing services strengthened in 9 Health facilities by June 2016. | Facilitate HIV/AIDS counseling and testing services                                    | Number of HIV/AIDS clients counseled and tested                |
|   | TB/HIV/AIDS Services in 9 HFs strengthened by June 2016.                              | Provide TB/HIV/AIDS Services in 9 HFs by 2017  | Number of TB clients screened for HIV/AIDS by 2015             |
|   | HIV prevalence rate reduced from 3.2% to 2.5% by June 2016.                           | Provide training and services to HIV/AIDS victims                                      | Number of new cases of HIV/AIDS reported                       |
|   | PMTCT services strengthened in 9 HFs by June 2016.                                    | PMTCT services conducted in 9 HFs  | Number of pregnant woman received PMTCT services               |
|   | HBC services strengthened in all 24 villages/ mitaa by June 2016.                     | Facilitate the provision of HBC services in 24 villages/ mitaa                         | Number of HBC clients registered and number of clients visited |
| Enhanced, sustained and effective implementation of the National Anti-corruption strategy | Implementation of the Anticorruption strategy sustained by June 2016                  | Provide training on Anticorruption strategy to service providers and community members | Presence accountability and transparency in working area       |
| Increased quantity and quality of social services and infrastructure                      | Monthly supportive supervision to all 15 HFs strengthened by June 2016.               | Supervise all staff in monthly bases   | Number of supportive supervised.                               |
|   | Infrastructures in all Council HFs renovated and increased by June 2016.              | Facilitate Infrastructure improvement in all Council HFs                               | Number of Infrastructures improved                             |
| Increased quantity and Quality of social services   | Medicine, medicine equipment, medical and   | Facilitate medicine, medicine equipment,   | Amount of medicine, medical equipment and                      |





| Strategic Objectives   | Targets   | Strategies  | Performance Indicators   |
|--|---|---|--|
| Increased quantity and quality of social services and infrastructure | services increased from 57% to 62% by June 2016.                                      | delivery services   | facilities improved  |
|  | Post natal care services strengthened in 9 HFs by June 2016.                          | Conduct neo - natal care in health facilities                               | Number of mothers attended neo - natal care                                |
|  | Advance diabetic health services increased from 1-3 HCs by June 2016.                 | Provide advanced diabetic health services                                   | Number of clients attended diabetic health services                        |
|  | Incentive package to all health workers strengthened by June 2016.                    | Provide incentives to all health workers                                    | Number of staffs provided with incentives                                  |
|  | Improved environmental health and sanitation in HFs by June 2016.                     | Improve environmental health and sanitation to all Health HFs               | Number of Health facilities with clean Environment                         |
|  | Human resource for health management in 15 HFs improved by June 2016.                 | Conduct Capacity building to services providers                             | Number of services providers attended different seminars and short courses |
|  | Social services and protection for aged people strengthened in 24 mitaa by June 2016. | Improve social services and protection aged people in 24 Mitaa              | Number of aged people provided with social services                        |
|  | Supply of clean and safe water strengthened in 9 HFs by June 2016                     | Facilitate the supply of clean and self water in 15 health facilities       | Number of Health facilities provided with clean and self water             |
| Improved emergence preparedness and disaster management              | Liquid and solid waste in 15 health facilities strengthened by the year 2016          | Provide liquid and solid waste management services in all 15 health centers | Number of health centers provide with solid waste management services      |
|  | Emergency care services in all 15 HFs ensured by June 2016.                           | Provided Emergency and disaster medical equipments and supplies.            | Number of emergency disaster equipment and supplies provide                |
|  | Management of vermin  | Provide Vermin and  | Number of Health   |

| Strategic Objectives | Targets   | Strategies  | Performance Indicators  |
|----------------------|---|---|---|
|                      | and vector control improved in all HF's by 2016           | vector control services in all 15 health facilities                           | facilities, facilitated by vermin and vector control services |
|                      | Hygienic standards maintained in all 15 HF's by June 2016 | Conduct hygienic services standards in all 15 health facilities by June 2017. | Number of Healthy facilities practiced hygiene standards      |

#### 4.3.17 Strategic objective 17

- Increased quantity and quality of social services and infrastructure
- Natural Resource and Environmental management improved

##### 4.3.17.1 Result Area: Town Planning and Lands

| Strategic Objectives   | Targets   | Strategies  | Performance Indicators  |
|--|---|---|---|
| Increased quantity and quality of social services and infrastructure | Town planning and land administration sector ensured with availability of staffs by 2016                        | Ensure availability of staffs   | Number of staffs recruited  |
|  | Working Environment and benefits to staffs ensured  | Facilitate staffs to attend short courses and workshops.<br>Facilitate staffs with employment Benefits  | Number of staff attended short courses<br>Number of staff with benefits |
| Natural Resource and Environment improved                            | Town planning and lands development reports prepared and submitted at Region, Zonal and National levels by 2016 | Prepare Town planning and lands reports and submitting to Tarime Town Council region, zonal and National levels.                                  | Number of Town planning and lands development reports                   |
|  | Tarime Town Environment improved Working Environment of Town planning office improved by 2016                   | Equip Town planning and lands sector with office tools.   | Number of office tools available  |
|  | Public awareness on Town planning laws enhanced by 2016   | Conduct seminars on town planning laws in urban and set light towns<br><br>Routine inspections conducted to control land development according to | Number of seminars conducted<br><br>Reduced rate of land invaders       |

| Strategic Objectives                      | Targets   | Strategies   | Performance Indicators   |
|---|---|--|--|
|   |   | Town Planning Act.   |  |
|   | All plots Surveyed and Town Planning layout prepared by 2016                | 4,000 plots of Town planning layout prepared in Tarime Urban area  | Number of lay out prepared   |
|   | General land use (master plan) of Tarime Town council area Prepared by 2016 | Carry out valuation of land and property for acquisition and provision   | Number of valuation reports  |
|   | Valuation for rating of property tax conducted by 2016                      | Prepare property tax profile.  | Availability of Property tax profile                                 |
|   | Forest resources management enforced by 2016                                | Conduct regular patrol against illegal forest harvesters   | Number of patrol conducted   |
| Natural Resource and Environment improved | 6,000,000 tree seedlings planted in different areas of the council by 2016  | Purchase improved tree seeds from Tanzania Tree Agency.<br><br>3,000,000 tree seedling raised in Tarime Town Council nursery | Number of trees increased<br><br>No illegal forest products reported |
|   | Open spaces for public use reserved by 2016                                 | Survey and allocate areas for public use   | Number of open spaces available for public use                       |
|   | Good governance to land officers enhanced by 2016                           | Provide suggestion on contract base employment of land officials to the secretariat of public servant.                       | Number of land officers practicing good governance                   |

#### 4.3.18 Strategic objective 18

- Good governance and administrative services enhanced

##### 4.3.18.1 Result Area: General Election

| Strategic Objectives                                 | Targets   | Strategies   | Performance Indicators                               |
|--|---|--|--|
| Good governance and administrative services enhanced | Election records in ten (10) wards accessed within the council by June 2016 | Pay visits at ward levels and collects electoral information/ feedback (ward councilors, | Number of wards accessed within the election records |

| Strategic Objectives                                 | Targets  | Strategies   | Performance Indicators  |
|--|--|--|---|
|  |  | hamlets and chairpersons<br>Conversant with voter boundaries   |   |
|  | Principles of good governance adhered during the elections by June 2016        | Create awareness on presences of residence book at hamlet level.   | Number of voters adhering Principles of good governance       |
|  | Necessary materials needed for elections in the council purchased by June 2016 | Receive voting equipments ( voting boxes, stamps and lamps)  | Number of materials purchased                                 |
|  | VEOs and WEOs sensitized in assisting election by June 2016                    | Prepare lesson plans on election for and Conduct training to VEOs, MEOs, WEO's and hamlets leaders   | Number of VEOs, MEOs, WEOs and hamlet leaders attend training |
|  | Polling station accessible to all voters in the council by June 2016           | Divide voting station with electoral committee guidelines<br><br>Identify of voting station at hamlets levels.<br><br>Prepare maps of voting station (council level) | Number of polling stations                                    |
| Good governance and administrative services enhanced | Voters registration book Updated by June 2016                                  | Screening on residence books applications<br><br>Distribution and inspection of residence books  | Voter registration book updated                               |
|  | Emphasized and encouraged use of residence book by June 2016                   | Impose budget for accessories (like computer and printers)   | Number of residences registered                               |

| Strategic Objectives | Targets  | Strategies  | Performance Indictors   |
|----------------------|--|---|---|
|                      |  |   |   |
|                      | Council office furniture<br>Purchased by 2016  | Prepare election<br>consistency maps<br>Financial request<br>for election office<br>constructions | Number of furniture<br>purchased  |
|                      | Council election office and place<br>to store electoral equipment<br>Constructed by June 2016<br><br>The citizenship book updated by<br>2016 | Mobilize of<br>financial resources<br><br>Facilitate the<br>update of<br>citizenship book         | Number of offices<br>constructed<br><br>Number of people<br>registered in the<br>citizenship book |

## **CHAPTER FIVE**

### **IMPLEMENTATION, MONITORING, EVALUATION AND REVIEW FRAMEWORK**

#### **5.1 Implementation**

The responsibility and accountability of the Town Executive Director (TED), who is the Chief Executive Officer of the Council, will be a base for successful implementation of the strategic plan. TED shall be responsible and accountable for the implementation of the Tarime Town Council's Strategic Plan (2013/2014 – 2015/2016). The TED with the support of the Management team shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

This Strategic Plan cuts across all service areas of Tarime Town Council and its implementation conform to the Council's institutional structure, it is advisable that Planning Department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic activities. Thus, the respective Departments and Units/Sections shall be responsible for the day to day operationalisation of the Strategic Plan with a helping hand from the key heterogeneous stakeholders from within and outside the Town Council.

#### **5.2 Monitoring**

Monitoring and evaluation are essential feedback mechanisms within the adaptive management framework to keep the strategic plan dynamic and responsive to changing conditions. Monitoring and evaluation provide the public and partners with information on the progress and results of the strategic plan implementation. Monitoring of the Tarime Town Council's Strategic plan will include both simple observation of the results of management activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of 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 mission of the Council
- Facilitate review of the implementation process
- Facilitate feedback to management which is necessary for decision making
- Ensure that 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 Department to the organs representing Tarime town Council Community such as the CMT and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 51 shall guide the format of the progress reports.

**Table 5.1: Example of quarterly progress report**

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

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

### 5.3 Evaluation

In order to assess the Plan performance, there shall be annual Plan Evaluation exercises for the entire plan period. In order to match activity funding with plan implementation, evaluation and review; 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 (three years) using external evaluators with the assistance from internal evaluators. These reports, including the quarterly ones, shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan activities.

Specifically, the evaluation of the Tarime Town Council Strategic Plan (2013/14 – 2015/16) shall largely aim at:

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

During evaluation, measurable factors (performance indicators) or evidence that shows the extent of the strategic plan implantation 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 available) and **qualitative** (such as positive or negative feedback, problems, complaints, and comments).

### 5.4 Review

Plan review is important in order to remain focused in realizing the Tarime Town Council core missions, strategic objectives, targets and therefore stay the course to the vision. Plan reviews shall be triggered by the results of evaluation activities. That is, plan reviews are meant to be responsive to the shortcomings in

the course of plan implementation. There shall be minor plan reviews annually, medium plan reviews after one and half years and a major Plan review after three years.

### **5.5 Assumptions and Risks**

For the Strategic objectives of this strategic plan (2013/2014-2015/2016) to be achieved, the following are the major assumptions which need close monitoring and timely response by Tarime Town Council management.

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

The major risk is the availability of adequate financial resources and timely disbursement of financial support to implement the planned activities.



**Appendix 1: NAMES OF THE TECHNICAL TEAM INVOLVED IN THE PREPARATION OF STRATEGIC PLAN FOR TARIME TOWN COUNCIL**

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