

UNITED REPUBLIC OF TANZANIA



**PRESIDENT OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**



**NJOMBE DISTRICT COUNCIL
STRATEGIC PLAN**

2016/2017- 2020/2021

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EXECUTIVE SUMMARY

Njombe District council is among of 181 District Councils in Tanzania established under the Local Government (District Authorities) Act No. 7 of 1982. The District council is responsible, to maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction; to promote the social welfare and economic well-being of all persons within its area of jurisdiction; subject to the national policy and plans for rural and urban development; and to further the social and economic development of its area of jurisdiction. Therefore, this revised strategic plan provides a general framework for actions, a way to determine priorities, make wise choices and allocate the District's scarce resources to achieve upon agreed District's Vision, Mission and Objectives. The plan sets out courses of action for five Years towards achieving better and sustainable livelihood of the District's community members by 2025. That shall be attained by providing high quality and sustainable services through efficiency and effective use of available resources and opportunities. This revised Strategic Plan provides the strategic direction for the Council and its community. It identifies key issues affecting the district, the prioritized targets and provides strategies to reinforce the council's vision.

The process of reviewing this plan, provided an opportunity for Njombe District Council to address fundamental questions; to come up with a defined vision and mission with clear sense of direction and inspirational to guide the long-term perspective and collaboration with all social stratum and other development partners in the council. The review of this strategic plan had a well established collaborative planning approach with participatory techniques; a wide range consortium of stakeholders involving senior management team, employees, change agencies, Non Governmental Organizations, Faith Based Organisations and community at large were fully involved during the planning process. Since Njombe District council is not operating in vacuum, the situational analysis of the internal and external environment was a base for the preparation of this strategic plan. The plan has taken into account the National sectoral policies, the Tanzania Vision 2025, the rolling Tanzania National Five Years Development Plan 2016/2017-2020/2021, the Big Result Now initiatives, and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual (Rolling Plan and Forwarded Budget). The plan also has directed itself on the Sustainable Development Goals focusing on ending all forms of poverty, promoting sustainable agriculture, building resilient infrastructure, promote sustainable industrialization and foster innovation, ensuring healthy lives and promoting well-being for all at all ages. Also ensuring inclusive and quality education for all, ensuring access to water and sanitation for all, promoting inclusive and sustainable economic growth, employment and decent work for all; Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss and finally promote just, peaceful and inclusive societies. These shall be achieved through a well articulated nine objectives coded A-I with the prioritized targets underneath and strategies where the annual implementing activities will be drawn for action. However, the achievement of this strategic plan is tremendously determined by the adherence of the District council's core values. All stakeholders should adhere to team spirit, integrity, accountability and responsiveness, innovativeness and continuous learning, efficiency and customer focused.

LIST OF ABBREVIATIONS AND ACRONYM

DED	District Executive Director
LGRP	Local Government Reform Programme
GDP	Gross Domestic Product
HCNIS	Management of Human Capital Information System
WEO	Ward Executive Officer
VEO	Village Executive Officer
SACCOS	Savings and Credit Cooperative Society
AMCOS	Agricultural Marketing Co-operative Societies
HIV	Human Immunodeficiency Virus Infection
AIDS	Acquired Immune Deficiency Syndrome
TAD	Transboundary Diseases
CWT	Chama cha Walimu Tanzania
NGOs	Non Governmental Organisations
FGM	Female Genital Mutilation
RAS	Regional Administrative Secretary
PMO-RALG	Prime Minister's Office Regional Administration and Local Government
NECTA	National Education Council of Tanzania
MOEVT	Ministry of Education and Vocational training
DEO	District Education Officer
COBET	Community Based Education
ICBAE	Integrated Community Based Adult Education
UMITASHUMTA	Mashindano ya Umoja wa Michezo na Taaluma kwa Shule za Msingi Tanzania
SHIMSEMITA	Shirikisho la Michezo la Serikali za Mitaa Tanzania
MVC	Most Vulnerable Children
PLHIV	People Living with Human Immunodeficiency Virus Infection
DCDO	District Community Development Officer
SWO	Social Welfare Officer
SWOC	Strength Weakness Opportunities and Challenges
LAAM	Local Authorities Accounting Manual
LAFM	Local Authorities Financial Memorandum
LLG	Lower Level Grants
WTO	World Trade Organization
TRA	Tanzania Revenue Authority
ICTR	Information Communication Technologies and Relation
TTCL	Tanzania Telecommunication Company Limited
HF	Health Facilities
FBO	Faith Based Organisations
PPP	Private Public Partnership
FDI	Foreign Direct Investment
SEZ	Special Economic Zone
SDG	Sustainable Development Goals
FFYDP	First Five Years Development Plan
BRN	Big Result Now
LDDC	Least Developed Developing Country status

NSGRP	National Growth and Reduction of Poverty
OGP	Open Government Partnership
MDA	Departments and Agencies
SME	Small and Medium Enterprise
MDG	Millennium Development Goals
UN	United Nations

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Statement of the District Council's Chairperson

Njombe District Council is pleased to present its revised Strategic Plan for 2016/2017 to 2020/2021. This plan sets our course for the five years towards quality service delivery to the citizens of Njombe District Council. This revised Strategic Plan provides the strategic direction for the Council and the community. It identifies key issues affecting the Council and provides strategies to reinforce the vision and values of the Council and community.

This Plan builds on our past achievements and clearly articulates our direction for the five years. Njombe District Council looks forward to working in partnership with the community, government and other organizations/stakeholders to implement the strategies in this Plan to achieve our vision for the future.

The preparation of this Strategic Plan has been well-established collective and participatory process involving senior management, employees, consultation with a wide range of stakeholders and the community at large. In this regard, I wish to extend my thanks to Ms Waza K. Benjamin; the District Planning Officer who was the Chair person and in-charge formed the Secretariat team during the drafting of this document and collection of valuable information from Community and other Stakeholders within Njombe District Council. The Management of Njombe District Council played a valuable support on all processes of developing the document.

On behalf of Njombe District Council, I would like to extend my gratitude to the Institute of Rural Development Planning (IRDP) - Dodoma for their professional/consultancy in the preparation of this valuable document especially their endless commitment towards the production of this document. I also wish to thank all Stakeholders, including the NGOs, CSOs and FBOs for their valuable contribution during the preparation of this Strategic Plan. The contribution of the Community in this context is highly appreciated.

The process of reviewing this plan, provided an opportunity for Njombe District Council to address fundamental questions; to come up with a defined vision and mission with clear sense of direction and inspirational to guide our long-term perspective and collaboration with all social stratum and other Development Partners in the council. The expected results of this crucial development are worth the efforts and input from every one. Njombe District is faced with numerous Social and Economic challenges such as diseases, poverty and ignorance while emerging challenges of rapid population growth, environmental degradation, gender disparities and HIV and AIDS. Njombe District Council's experience in service delivery to the community with diverse political and socio-economic environment is in line with implementing strategies to cope with current and future development challenges. All this occurs within the context of dynamic and changing global forces including globalization, global development targets and policies, trade imbalance and unfavorable Development Aid Policies. The stated factors in various ways influence poverty and development.

The Njombe District Council takes on board internal, national and international commitments to poverty reduction strategies and development initiatives. It adheres to National Policies, guidelines and Strategies such as the Global Sustainable Development Goals; the Tanzania Long Term Perspective Plan 2011/12 – 2025/26; Countries Vision 2025, the Five Year Development Plan 2016/2017 – 2021/2022 whereas the National Strategy for Growth and Reduction of Poverty (NSGRPII) is articulated.

The Strategy and approaches we have charted are relevant, appropriate and sustainable and result oriented. Since we are committed to the implementation of our Strategic Plan, our expectations will be realizable by June 2022.

During my term as Hon. Chairperson I am committed to listening, learning and liaising with everyone we need to, so that Njombe District Council maximizes the benefits from every opportunity. The Council is proudly open for business and is here to serve, support and ensure Njombe District Council positions itself as an excellence service provider to the community.

**Hon. Valentino Aidan Hongoli
CHAIRPERSON
NJOMBE DISTRICT COUNCIL**

Statement of the District Council's Director

Njombe District Council, is continuing with the implementation of interventions that are in line with the Tanzania Five Year Development Plan 2016/2017 – 2021/2022 in which NSGRP II is articulated and follows Medium Term Expenditure Framework (MTEF) model in its resource arrangement; that is, the derived institutional objectives are achieved as a results of putting in place smart annual targets and related activities which are carried out quarterly, depending on the availability of resources. The core trust in the implementation of Strategic Plan for the year 2016/2017 – 2021/2022 for Njombe District Council depend on several factors, namely; strong leadership, technical and institutional capacity, well prioritized projects, reliable resources throughout the implementation process, change of mind-set and acceptance in transformation and effective communication strategy.

Thus, Njombe District Council is committed to delivery of quality services to the community through effective and efficient use of resources, provision of quality public services, capacity building to management staff and governance and thus adhere its mandate and scope of implementation of fighting against ignorance, poverty, and diseases.

It is envisaged that for the year 2016/2017 – 2021/2022, Njombe District Council in collaboration with stakeholders will implement the following strategic objectives as derived from current situation analysis: Services improved and HIV/AIDs infections reduced; Quality and quantity of social economic products, services and infrastructure improved; Good governance and administrative services enhanced; Emergence preparedness and disaster management improved and Management of data flow from community and between service departments and sections improved.

The means to achieve the aforementioned objectives relies on strategies such as resource mobilization; capacity building; partnership, coordination, monitoring and evaluation; awareness and sensitization; sensitization of community and other beneficiaries. Furthermore using existing legislative and regulatory framework that depict the roles, responsibilities, functions and structure for delivering services to the community guided by values of integrity, respect for rule of the law, customer focus, equity and professionalism. The Njombe District Council believes that tools for strategic interventions are “among others”, Private Public Partnership; institutional reform and transformation; improving business environment and enhancing skills base and adopting technological innovation in all mandated functions.

Njombe District Council Strategic Plan 2016/17 - 2021/22 provides a framework for improved service delivery in the Council by continuing implementing performance based management systems. The plan describes our Mission, Vision, Core Values, Mandate, Objectives, Targets

and Key Performance Indicators. The Medium Term Strategic Plan for the council provides yet another opportunity to translate Government agenda and policies, aspirations and perspectives into meaningful focus.

The Strategic Plan has taken into account the Tanzania Development Vision (TDV) 2025, the Tanzania National Five Year Development Plan (FYDPII), National Strategy for Growth and Reduction of Poverty (MKUKUTA II), Sector Strategic Plans, Medium Term Expenditure Framework (MTEFs), Reforms Programme policies, Priorities Action Programme of Ministries departments and Agencies (MDAs), the Global Sustainable Development Goals, Sectoral policies and 2015-2020 CCM Party Election Manifesto. The Vision, Mission, Objectives and Core Values of Njombe District Council were derived from a detailed review process including Stakeholders Analysis, Strength, Weakness, Opportunities and Challenge (SWOC/T), risk analysis and management strategies and Performance Review. The preparation of this revised Strategic Plan has benefited from the input of many people and stakeholders. Njombe District Council staff took many hours, days and numerous discussions in conducting the SWOT analysis, which was an important input to the process. The Staff also participated in the planning workshop at Njosi Secondary Conference Hall and various other group meetings during which draft reports were discussed.

The Staff of Njombe District Council are determined to work towards the achievement of the stated vision and mission. Collectively, we have committed to implement this Plan. With strong work ethic, realization of the added value in collaborating and supporting each other, a strong sense of commitment to success, dedication to excellence in all of our service delivery, and motivated by the desire to contribute to the betterment of the livelihoods of Njombe District Council, making Njombe District Council the better place of service delivery excellence.

I hope you find this document both informative and useful. Njombe District Council Management and staff in general are committed to exploit the opportunities available and use the available resources efficiently and effectively in order to improve services to our community. Therefore the Council looks forward on working in partnership with the community, government and other organizations/stakeholders to implement the strategies in this Plan to achieve our vision for the future.

Monica P.Z Kwiluhya
DISTRICT EXECUTIVE DIRECTOR
NJOMBE DISTRICT COUNCIL

CHAPTER ONE

BACKGROUND INFORMATION AND STRATEGIC PLANNING PROCESS

1.1 Background Information

Njombe District Council was established in 1962 and later was dissolved on 1st, July 1972 by the Decentralization of Government Administration (Interim Provisions) Act No 27 of 1972 which was enacted by the Parliament of the United Republic of Tanzania and its function were transferred to District Development Councils. In 1983 the election in local government took place and Njombe District Council was re-established in 1984. In 2012 the District council was promoted to Njombe Region with 4 District Councils namely Njombe, Makete, Ludewa and Wanging'ombe District council; and two Town Councils of Njombe and Makambako Town Councils.

1.2 Geographical Location and boundaries

Njombe District Council is located on the Southern Highlands and lies between attitudes 8.8^o and 9.8^o south of the Equator, and 34.5^o – 35.8^o Longitudes East of Greenwich. The Council is at latitude ranging from 1000 to 2000 meters above sea level. In the South Njombe District Council it borders Njombe Town Council where it extends up to south West, in the West it borders Wanging'ombe District, In the East it borders Morogoro Region and in the North it borders Mufindi District.

1.3 Land Area

The surface area of Njombe District Council is 3,134 square kilometers equivalent to 313,400 Hectares. Out of these 227,000 Hectares are suitable for agriculture and livestock production while the rest of the land is for other activities.

1.4 Climate

The mean annual rainfall at the highlands zone experiences reliable rainfall ranging between 900 - 1600 mm annually with lower temperature, largely humid lies below 15^o C. while at the lower zone experiences unreliable rainfall ranging between 600 – 900mm annually, with relatively warm temperatures ranging between 15°C – 25°C, of which higher temperatures are experienced from September to November.

1.5 Administrative Units

Administratively the Council has one election constituency that is North Njombe which comprises 2 divisions, 12 wards, 45 villages, 227 sub-villages with 20,341 Households.

1.6 Population Size

Demographically, according to the National census of 2012, the District Council had a total population of 85,747 of whom 40,047 Male and 45,700 Female.

1.6.1 Ethnic Groups

The dominant indigenous ethnic groups in Njombe District are the Bena, Hehe and Kinga. The customs and norms of indigenous tribes found in the district do resemble and have the same originality though the existing differences are due to subjection of economical and developmental changes.

1.7 The mandate of the District Council

Njombe District council is among of 181 District Councils in Tanzania established under the Local Government (District Authorities) Act No. 7 of 1982 and its subsequent amendment which aimed at strengthening and promoting the local government system through Decentralization by devolution (D by D). The Act provides mandate to the District Council:

- To maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction;
- To promote the social welfare and economic well-being of all persons within its area of jurisdiction; subject to the national policy and plans for rural and urban development.
- To further the social and economic development of its area of jurisdiction.

Therefore this strategic plan shall assist Njombe District Council to have a systematic decision making in its effort of addressing important issues which have been given priority by her stakeholders. It will provide a general framework for actions, a way to determine priorities, make wise choices and allocate the District's scarce resources to achieve upon agreed objectives.

1.8 Approach and Strategic Planning Process

Collaborative planning approach was used during the preparation of strategic plan for Njombe District Council where participatory techniques were employed during the process. The District council formed a task force that involved the Management team of the District council, Head of departments and Units. In building inclusiveness of the technical team six days workshop was conducted to provide training on strategic planning process to District Council's technical team (Heads of Departments, Units and Sections).

The training commenced on 4th to 10th January 2016. The training aimed at capacity building to all staff and management team to become knowledgeable with strategic planning process to enhance fully participation during planning process. The plan has taken into account the Tanzania Vision 2025, the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA) Phase II, Tanzania National Five Years Development Plan 2016/2017-2020/2021, other national policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual (Rolling Plan and Forwarded Budget).

1.9 The strategic Plan Layout

The reviewed 2016/2017-2020/2021 strategic plan consist Five Chapters. Chapter One provides Background information (the district profile) and strategic planning process. Chapter Two provide more information on the situational analysis of the district where a thorough diagnosis of the internal and external environment were made; in Chapter Three the Performance review report of the five years medium term strategic plan 2011/2012 - 2015/2016 is presented. Chapter Four presents the contemporary reviewed strategic plan starting with the Vision, Mission, Strategic objectives, Core values, Key targets, Strategies and Performance indicators. Chapter Five winds up by providing the details on the implementation, monitoring, evaluation, review frameworks, risks management and assumptions.

CHAPTER TWO

SITUATIONAL ANALYSIS OF THE DISTRICT

2.1 Introduction

This chapter presents the internal and external situational analysis report of the District, The analysis of internal environment for Njombe District council, involved the comprehensive data collection and analysis of the service areas which entailed the determination major functions, contemporary capacity (performance) in service delivery and issues of major concern affecting specific departments and units/sections. In the situational analysis a district had a hard look at itself and its external environment which it is operating under. The chapter also provides the stakeholders analysis report and report on Strengths, Weaknesses, Opportunities and Challenges.

The analysis of external environment involved an overview of National policies, National Visions, National strategies and National initiatives. It also the analysis involved International targets, Agenda and Conventions which the Nation has agreed upon hence has a bearing on operations of the Njombe District council. The chapter winds up by providing performance review on the implementation of the previous strategic plan for the planning horizon of 2012/2013-2014/2015.

2.2 The Analysis of Internal Environment

2.2.1 Human Resource Management and Administration

Human Resource is a very critical aspect in any organization. Human resource and administration management is among the department in Njombe District Council. Effective management of an organization's human resources is recognized as a critical component in the success of any public and private organization. Good management of human resources in an organization led to increase motivation and morally among employees, improve performance and productivity of an organization.

The major functions of Human resources department is to build direct communication channels and support honest and quick information flow, identifies the Training needs and Development, Creating conducive working environment, constructing a friendly corporate culture and drive engagement of all employees, recruitment and selection, performance appraisal, employee welfare and motivation, Addressing employees grievances, implementing organizational policies and maintaining labor management relations, to conduct human resource planning, to keep and control employee records.

In achieving its functions, the human resource and administration management has the following roles:

- To ensure performance of employees, this is conducted by setting objectives and feeling the OPRAS forms once per year to every employee in order to measure their performance against targets. And this led to identification of training needs of employees and also it is a document used in promotion.

- Addressing employee's grievances, this is done through departmental meeting where each staff has the right to give out his/her grievance and resolving it. Departmental meeting is conducted once per month.
- To identify Training needs and Development, this is the role of human resource management and administration also in which staff are undertaking different training seminars and short courses, currently 33 council staff are in studies, in undertaking different course in different universities. the challenge is the council has not enough fund to support staff studies, hence all support themselves.
- Administration and human resource department also Practices good governance by conducting different meeting such as cancellers meeting, finance, departmental meeting, as shown in a table ,where by through these meeting the council management team are able to discuss success, challenges and the way forward for the development of NDC
- To identify gap and filling those gaps, this activity is implemented by preparing employment permit showing the carder you want to recruit and after getting the permit the process of recruiting starts, since the recruitment of high levels carder is responsibility of public service recruitment secretariat ,the council will only receive the employees as appear in a permit request., examples of cadres recruited direct from secretariat is human resource officers, economist, procurement officers and accountants, and the lower level carder is recruited by the council such as office attendants, personal secretary, and village executive officers. In 2014 Njombe district council recruited 7 personal secretaries to cover the gap in different department.

Up to December 2015, Njombe District Council had a total of 1484 Staffs who were working in different departments at different levels of the district, wards and villages. These Staffs have different professionals and academic qualifications. Below are the major categories of employees in the council that includes:

- Management team that include the District Director and Heads of department and Units,
- Middle level staff that includes, senior and junior officers who assists heads of departments,
- Lower level staff that includes supporting employees and other Operational workers.

According to analysis conducted in staffing level of the council by December 2015, the council found gaps in terms of number and qualifications of staff.

Njombe District Council has different departments and units such as Human resource and administration, finance and trade, works, water ,land and natural resource, procurement management, community development, health, internal audits, legal unit, agriculture and livestock, primary education ,secondary education and environmental and sanitation, all these department have employees of different carders, and Since Njombe District Council has 12 wards and 45 villages which have 52 number of primary schools and 10 secondary schools, 27 Dispensaries and 1 health center; all these need employees of different carder such as teachers, nurses, medical attendants village executive officers and ward executive officers. With

respect to this, Njombe District Council has 1484 employees compared to its requirements of 1893 employees required.

In addressing corruption issues among staff, in 2006-2010 the government involved all its institutions that is central and local government authorities, where there was establishment of the integrity committees in all ministries and councils, and by involving people in respective institution instead of depending to focal person only. Similarly, in Njombe district council the integrity committee is operating. Currently there are six complaints received and resolved by the committee. Integrity committee has the following responsibilities

- The department is providing information of what the integrity committee will accomplish and what expected of them in organization.
- The integrity committee produce the institutional anti-corruption action plan
- Receive, consider and provide redress to all complaints emanating from within and outside the organization relating to ethical issues and maladministration. Also provide responses and resolution within reasonable time and at most not more than seven days in case of simple complaints.
- To insure that the codes of conduct in our council understood by all members and compliance is enforced.
- To provide training on the ethos of ethics and integrity and on anti-corruption theories and measures of transparency and integrity in participatory workshop

2.2.1.1 HIV/AIDS prevention

This is a section within Administration and Human resource management department, according to the government circular of 2006 with respect to servants living with HIV/AIDS. This section was established with the aimed of reducing new HIV infection at work place by providing counseling and testing, and also providing support to staffs living with HIV/AIDS. Njombe District Council managed to support 9 staffs who are living with HIV/AIDS 2014/2015 each staff was supported with Tsh.180,000/= per year and nutrition.

Administration and Human resource Management department face various setbacks such as working Facilities, like computers, printer, photocopy machine scanners, and chairs ,since most of the office chairs and tables(furniture's) are too old, and due to the recruitment of new employees especially Human resource officers resulted to the shortage of computers which are connected to internet in order to meet the requirements of using Human Capital Management Information System (HCMIS) to facilitate an immediate performance of the HR activities such as hiring new employees, effecting promotion, data cleaning, transfer, demotion and termination. More specifically the department is facing the following problems:

- Shortage of funds to support employees training costs in various workshops, seminars and short and long courses apart from running other daily operations.
- Shortage of staff housing/accommodations

- Inadequate working facilities such as office accommodation, Computers, office furniture, for example four human resource officers are using only two computers in which
- Unreliable internet services which affect staffs who come from villages and other places to get services on time.
- Shortage of employees, this is due to government not replying according to the permit requested.
- Shortage of transportation facilities to support supervision and monitoring of staffs in villages
- Competition from other employers where employees tend to go for green pastures.
- High Standards set by professional Boards.
- Transfers to employees done from higher authorities that disturb manning level of the council and affects service delivery.
- New recruited staffs are not given orientation and training
- Lack of education on corruption and awareness to where to report corruption cases
- Low budget to support the staffs living with HIV/AIDS
- Low participation of the council staff in testing HIV/AIDS.
- Insufficient community understanding on the issues related to corruption and the committee
- The integrity committee of the council if functioning without getting any training related to corruption combating
- Low council budget to support committee ,which led to fail to committee to fail to go to the community to provide education and receive corruption complaints
- Insufficient community understanding on the issues related to corruption and the committee

2.2.2 Land and Natural Resources

The Land and Natural resources department is keying itself in promoting and ensuring the conservation and sustainable management of the district's natural resources ecosystems including land and its biodiversity in the manner that does not jeopardize future generations. Land in the district constitutes one of the major four natural resources namely land, forest, water and minerals. As the primary resource, land affects other sectors which are of paramount important to the existence of the district. Land is among of the major source of revenue to district council; the council has managed to collect its land rent a total of 6,200,300 Tshs from July 2013 to 63,139,454 Tshs in July 2015, which is almost 40% of the total land rents collection.

Natural resources also play a significant role in maintaining ecological balance, protect soils from erosion and conserve water and wildlife resources. For many years, forests and its products have remained useful and significant sources of domestic energy at household level and as industrial raw materials apart from provision of non-wood products. Forest products such as timber, poles and charcoal contributed much to revenue for the central government and to Njombe district council; and improved community household income. In Njombe district council, natural resources has remained a heart of the community whose majority are small scale farmers involved and depends on tree planting and its products businesses to

improve their livelihoods. The sector contributed 2.5 percent to country's GDP in 2012 (Economic Survey Report, 2012).

In promoting, ensuring the conservation and sustainable management of the district's natural resources, the department has the following key functions:

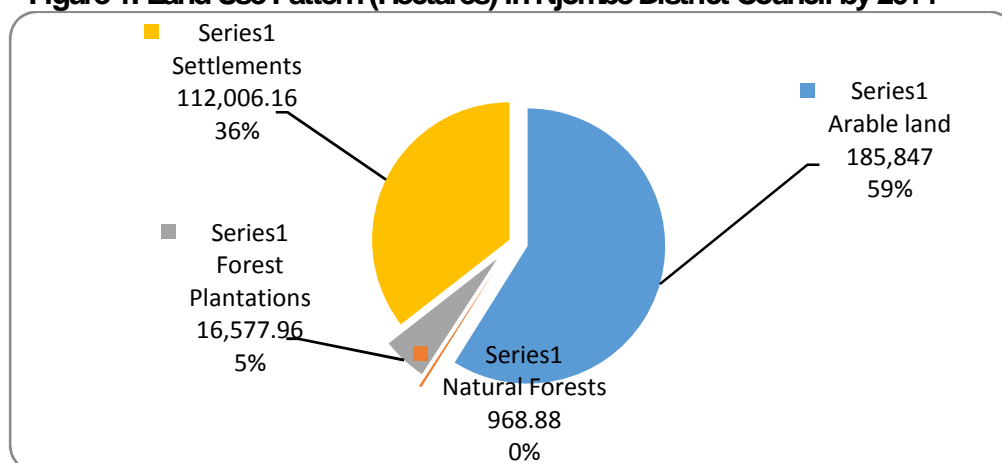
- Involve and empower communities in the management of land & natural resources ecosystems.
- Develop and implement a national strategy for rehabilitation and restoration of degraded natural resources ecosystems and water catchment area with active community participation.
- Formulate strategies to increase tree cover.
- Promote and enhance best practices for optimal and sustainable urban and peri-urban land uses.
- Involve and empower communities in land utilization and management.
- Promote national land policy implementation and enforce land laws.
- Involve community participation investing in sustainable tourism (including Ecotourism & Cultural tourism) and Wildlife conservation activities and initiatives.
- Encourage community participation in tourism industry

The department has the requirement of about 35 staffs; currently only about 13 staffs are available this makes the shortage of about 22 staffs all from ward level. The department has one vehicle and three Motorcycles supported by DANIDA funded programme which in one events or other have served the department in operationalising its roles and responsibilities. The department operates under Three sectors namely Land, Forestry and Games and Tourism.

2.2.2.1 Land

Njombe District Council has a total area of 3,154 sq. Kms which is 12.6 percent of the total area of Njombe region most of which is plain land with very few hills and valleys. Almost all the area is habitable. Njombe District Council has a land area of 3,154 sq. km equivalent to 315,400 hectares which can be further subdivided into three broad classes according to utilization. These areas are natural and forest plantations, arable land and areas for settlements. The arable land available is 185,847 hectares which takes about 58.9 % of council land area. Out of the arable land in the district, only 63,370 hectares are cultivated annually.

Figure 1: Land Use Pattern (Hectares) in Njombe District Council by 2014



Source: Njombe District Council – Land and Natural Resources Department, 2014

(i) Land Development

The planning of urban and rural settlements is a key to harmonious living in a crowded environment. The planning of farms and villages is the first step towards efficient use of the land resource. Land use planning and surveying are key aspects for development of both urban and rural areas in the Council. The land needs in urban areas are dominated by the demand for building plots for residential, commercial, institutional and industrial purposes. In rural areas agricultural and other production activities are the major needs for land for instance forestation and grazing. In the planning of farms, grazing areas and human settlements in rural areas, the first step starts at the village level. By the end of 2013, Njombe District Council has managed to survey 38 villages out of 44 villages were offered their village land certificates. Njombe District Council put more efforts now to finish the surveying of the remaining few villages and issue certificate to the already surveyed villages so that the villagers can organise themselves in the use of land efficiently and obtain loans from financial institutions.

Table 1: Surveyed villages by ward in Njombe district by 2013

Ward	Number of Villages	Number of Surveyed Village	Number of Village issued Certificates
Mtwango	4	4	4
Igongolo	5	5	5
Kichiwa	6	5	5
Ninga	3	3	3
Ikuna	4	4	4
Kidegembye	3	3	3
Matembwe	5	2	3
Lupembe	4	4	4
Ikondo	4	2	2
Mfriga	4	4	4
Idamba	2	2	2
Total	44	38	38

Source: Njombe District Council – Land and Natural Resources Department, 2014

Customary Rights of Occupancy have in recent years opened a new opportunity to secure for land use and its tenure in forestry and other development sectors. Njombe District Council has issued 3732 customary rights of occupancy to land owners for agricultural farming and tree farming from the year 2012 to 2015. On the other hand in three years 2012/13 to 2014/15 the District has managed to survey and demarcate 84 plots, 7824 farms and 38 villages. Also the District managed to prepare 5 town planning drawings (TP). During the same three year period land ownership titles were given out.

Deemed rights of occupancy amounted to 62 total numbers of titles. In addition, from 2013 to 2015 a total of 1849 urban plots were created. Nevertheless, the council has processed 326 residential licenses June 2013 out of 4000 residential license to be processed. Reducing land use conflicts among different land users has been a key role in the heart of the council. Currently, with the support from other development partners the District has already prepared and processed five (5) land use plans for Itambo, Ikang'asi, Matembwe, Nyombo and Ikuna villages from the year 2012 to 2015. In the process, various lands areas were identified for different uses and the land use plans are taken as key milestone in environmental conservation and management. The preparation of this village land use plans helped much to reduction of land use conflicts between farmers and pastoralists (livestock keepers) from 7 by the year 2013 to 0 by the 2015 year.

(ii) Potential Areas for Investment

Plenty and unused land in the district has called for many investors in Afforestation and other farming operations focus their eyes in the district, Although this appear to be an opportunity community awareness needs to be highly developed especially in the importance of the land to their development such land acquisitions in villages obeys country laws. The district council has identified sectors as potential areas for investment; these include agriculture, livestock development, industrial development, tree nurseries and education.

(a) Agriculture

The district council has great potential of land. Appropriate extension services to farmers as well as education on the proper methods of land utilization management will lead to increased food and cash crop production. Analysis shows that, potential food crops calling for strategic investment include maize, sorghum, sweet potatoes cassava and legumes; whereas cash crops include tea, coffee and pyrethrum.

(b) Livestock Development

Livestock sector needs to be developed. Investment could be on Livestock multiplication with a view of improving the indigenous herd, improvement of breeds of cattle and introduction of dairy farming.

(c) Industrial Development

The district council has a very low level of industrial development as such investors are invited to establish small, medium and large scale industries. Construction of tea factories and cereal millings in the district councils are another green area for investment. The area for construction as well as raw materials is available e.g. oil seeds, leather, dairy products etc.

(d) Tree Nurseries

Private individuals are invited to establish tree nurseries to meet the requirement of seedling for agro-forest programmes.

In land there are various issues of major concerns affecting in land sector

- Shortage of working tools such as modern GPS, computers
- Shortage of staffs
- Land conflicts such as conflicts on district boundary between Njombe district council and Kilombero district council, conflict between farmers and livestock keepers
- Shortage of fund for implementation of planned activities (projects) such as survey on plots, preparation of town planning drawing.
- Low understand and knowledge in land act village land use act and town planning act among village community.

2.2.2.2 Natural Resources

Forestry is the dominant natural resource existing in Njombe region. It play vital role in the livelihoods of Njombe district council communities. It is estimated that more than 90% of the communities uses wood for domestic energy. Forests also provide various non-wood products and are important for water catchment. The forest resources need sustainable management for the benefit of the present and future generations. Local communities have a significant role in improving forest management and their participation can therefore contribute significantly to effective management of these resources. Strategies of involving communities and other stakeholders in tree nursery and woodlots establishment; and management needs to be initiated and implemented.

Tree planting has become an important venture by most small holder farmers in Njombe district. It is here estimated that, about 32,637,329 planted trees of different species, sizes and values are over the land today despite many challenges triggering there growth and performances. The tree seedlings raised and planted by different stakeholders has tremendously increased in current years as 7,085,792 seedlings raised and planted in Year 2013/14, about 10,546,437 seedlings raised and planted in year 2014/15, While 10,000,000 seedlings are expected to be raised and planted in year 2015/16, the tree field survival percent stands at 86%. The species of trees mostly planted in the area includes pines, eucalyptus, cypress and grevillea.

The council policy in forestry focuses on emphasizing and promoting tree planting and establishing alternative income generating activities (IGA) as an incentive towards community economy empowerment hence reducing poverty among tree growing communities. The council in cooperation with other development partners had already formed 5 Tree Growers associations (TGA) in Matembwe, Ikuna, Nyombo, Ikang'asi and Itambo villages of which the members group had been supported with planting materials, equipments and training programmes as deemed necessary. The programme operates under

Private Forest programme (PFP) financed by the Finnish government and co-implemented with the Government of Tanzania through the Ministry of Natural Resources and Tourism.

Njombe district council shelters 6 forest reserves covering 968.88 hectares, and forest plantations covering 16,577.96 hectares, making a total forest cover of 17,546.84 hectares. On the other hand, the district council needs to take measures to control illegal harvesting taking place in forest reserves.

Table 2: Status of Forest Reserves in Njombe District Council by 2012

Ward	Name of Forest Reserve	Size (Ha)	Illegal Harvesting level*	Size of Encroached Area (Ha)
Ikondo	Numbi	184.62	insignificant	None
Idamba	Iditima	500	insignificant	None
Matembwe	Faniluki	154.56	insignificant	None
Kidegembye	Matamba	25.18	insignificant	None
Mtwango	Shamyombo	91.4	insignificant	None
Ikondo	Nyawe	13.12	insignificant	None
Total		968.88	insignificant	None

Source: Njombe District Council – Land and Natural Resources Department, 2012

Records shows that, an average estimate value of all sawn Timber produced by small scale millers in Njombe district per month as from July 2013 stood at Tsh. 7,055,484,250.51 from the 11,625.19M³ of total amount of sawn timber produced, while the amount of poles produced by small scale saw millers stands at 253.28M³ with an average value of Tsh. 126,069,053.33. The council collects in average a total of Tsh. 231,452,850 per annum from wood based products. In general, Revenue collected from timber/logs accounted for 58.7 percent of the total revenue of the council, this depicts that More interventions are required by natural resources staff and other development partners in promoting tree planting and its management such that majority are encouraged to participate hence increasing the future collections of the council and their households income. The council is targeting itself in acquiring about 13,000 Ha of land in different villages which will be used in establishing council tree plantations of which will assure future revenue collections. Recently, the council owns 3 tree plantations of approximately 385 Ha located in Ikuna and Matembwe wards.

The marketing potential of the forest products (Timber and charcoal) is widely distributed over the country and most of these products are sold in markets outside Njombe region including Dar es Salaam, Songea and Mwanza. The local markets for timber and Charcoal exists and operates within the district and serves the local individual with the materials for construction and energy sources.

Issues of major concern affecting forestry are:

- Inadequate community capacity (skills, knowledge and financial) to manage forest and forest resources
- Shortage of forestry extension staffs.
- Occurrences of frequent wildfire events

- Community overdependence on forest resources as major sources of livelihood
- Inadequate use of forest and its waste products.
- Capital constraints and low household economic base to community engaged in forestry industry.
- Shortage of funds for council to invest in forestry

(a) Game and tourism

Tourism is termed as an instrument for employment generation, poverty reduction and sustainable human development. The industry is also an important in-let for the much needed foreign exchange. As such tourism as an industry can play very important roles on economic, improved livelihoods and socio-cultural development that are critical for poverty alleviation. The already identified and documented tourism attraction sites including Kidziva cave, Madeke-Masagati wildlife corridor, Old Lutheran church, Finga and Makalala historical sites, Iditima catchment forest and Nyave natural forest. Although there is no game reserve in our council, but the existence of Madeke-Masagati wildlife corridor offers an opportunity to establish wildlife management area as in the area wild animals' shuttle between Kilombero nature reserve and Selous game reserves. Since, Tourism potentials available in the council are not well known, publicity initiatives need to be taken to bring the potentials into Tanzania tourist circuits. The dominant problems affecting tourism sector are:

- Community unawareness of the values and importance of identifying and conserving the cultural tourists.
- Lack of investment opportunities and low involvement of local communities in investing in tourism industry.
- Shortage of funds to make tourism knowledge reach majority of council communities.
- Few identified and documented tourist attraction centres due to shortage of funds.

2.2.3 Livestock and Fisheries

Livestock production constitutes a very important component of the agricultural economy of Njombe district, a contribution that goes beyond direct food production to include multipurpose uses, such as skins, fiber, fertilizer and fuel, as well as capital accumulation. Furthermore, livestock are closely linked to the social and cultural lives of several farmers for whom animal ownership ensures varying degrees of sustainable farming and economic stability. On other hand, fishery is an entity engaged in raising or harvesting fish which is determined by some authority to be a fishery. Livestock and Fisheries Department is one of the 19 departments and Units of the Njombe District Council. The department has 19 extension staff, out of 68 extension staff needed in the council. The core functions of the department include:

- To supervise the implementation of laws, regulations and policies concerning Livestock and Fisheries.
- To deliver and supervise the extension service and training to farmers.
- To supervise investigation and control of livestock diseases.
- To motivate the participation of private sector in livestock and fisheries service delivering
- To motivate the establishment and strengthening of livestock and fisheries co operative societies.
- To increase and strengthen centers for Artificial Inseminations services.

- To motivate the establishment of fish ponds and improve its extension services.
- To supervise the implementation of dairy cow project as a means of increasing the production and productivity of milk.
- To coordinate vaccination of animals in the Council

2.2.3.1 Livestock Sub Sector

Livestock production originates from a large resource base composed of the different livestock species, breeds and types whose ownership and distribution differ from village to village. Livestock keeping is among the major economic activities in rural areas of Njombe district. Generally, the livestock sector is of critical importance to the council's economy and well-being of the people. Types of livestock kept in the Council include: cattle, goats, sheep, pigs, poultry, dogs, cats, guinea pigs and rabbits. Some are kept for security purposes like dogs and cats, while the rest are kept for economic and food security purposes. These animals produce milk, eggs and meat which substantially sustain the citizen economically. There is a large market of milk to various customers, from street vendors to the Njombe milk factory which is owned by various stakeholders, Njombe District Council is among. Though, the price of milk is still low as compared to the cost of milk production. The market for eggs and chickens is also high, even if it varies from one month to another according to intensity of celebrations and meetings conducted by the community especially in towns. The livestock sector provides livelihood support to a total of 15,866 households in the Council. Currently, dairy cow produce 11 liters per day. This amount is not satisfactory for real increasing the household income and food security so as to achieve poverty alleviation in the Council.

The history of dairy cattle in Njombe District goes back in 1978 when the Heifer Project International (HPI) started to operate by providing heifers to farmers. In 1980s the Southern Highland Dairy Development Project (SHDDP) started to operate by supplying dairy cattle to farmers through heifer in trust project (Kopa ng'ombe lipa ng'ombe). The Contribution of heifer in trust project in Njombe District Council is of paramount importance in increasing the number of dairy cattle and production of milk. In recent years, the project has been funded by District Agriculture Development Plans (DADP). Out of 45 villages in the Council 21 villages, equivalent to 47% have got dairy cattle through heifer in trust project in different years. These villages have 22 livestock keeper groups with 568 members.

Grazing land in Njombe District Council is estimated to be 59,872 Ha, where improved pastures are 1,153.6 Ha. Dairy cow and goat are mostly kept in zero grazing where owners cut pastures and feed these animals while in sheds. In most villages, grazing lands are being encroached by crop cultivations and tree planting. Hence, livestock keeping intensively is highly encouraged.

Moreover, indigenous chicken is the most widely kept livestock in the Council with 217,846 chickens followed by indigenous cattle 31,035 and goat 23,755. On other hand dairy goat 182 and Turkeys 186 are the least kept livestock by the people in Njombe District Council.

Table 3: Number and type of livestock in the Council

No	Type of Livestock	Total Number
1	Indigenous cattle	31,035
2	Dairy cattle	1,350
3	Indigenous goat	23,755
4	Dairy goat	182
5	Sheep	7,852
6	Pig	12,345
7	Indigenous chicken	217,846
8	Layers	2,950
9	Broilers	450
10	Ducks	1,450
11	Turkeys	186
12	Rabbit	1,678
13	Dogs	2,670
17	Cats	1,872

Source: Njombe District Council– Livestock and Fisheries Department, 2014

Livestock production has big contribution in economy of people through selling live animals and its byproducts like milk, eggs meat and live animals. Popularity of pork in the society encourages the community to engage in keeping pigs as an important economic activity. Furthermore, the presence of milk factory has increased farmers to engage in keeping dairy cow. The detailed contribution of each type is shown in the table below.

Table 4: Contribution of livestock production to the economy of Njombe District Council 2014/2015

SN	Product	Measure	Amount (Kg)	Unit Price per Kg (Tsh)	Total (Tsh)
1	Pork [Pig meat]	Kg	155,254	6,000	931,524,000.00
2	Beef [Cattle meat]	Kg	146,147	6,000	876,882,000.00
3	Milk	Litre	726,192	700	508,334,400.00
4	Eggs	Each	1,247,445	950	291,748,350.00
5	Mutton [Goat and sheep meat]	Kg	4,527	7,000	31,690,750.00
6	Hides (Cattle)	Pcs	719	8,000	5,752,000.00
7	Skin (goat and sheep)	Pcs	367	3,000	1,101,000.00
Total					2,647,032,500.00

Source: Njombe District Council – Livestock and Fisheries Department, 2014

(a) Livestock Infrastructure

The council has various livestock infrastructures distributed in different wards and villages. The Council has a big shortage of cattle dip. There are 9 cattle dips constructed as compared to 15 cattle dips required in the council, although only 53 percent of the cattle dips are working. Also, the Council lacks an abattoir for animal slaughter. They are required in Mtwango and Matembwe sub towns.

Table 5: Type and number of livestock and fisheries infrastructures

No	Type	Needed	Present	Working
1	Livestock Centres	2	1	1
2	Cattle dip	15	9	8
3	Abattoirs	2	0	0
4	Slaughter slabs	3	2	2
5	Hide and Skin shade	3	1	1
6	Primary livestock market	2	0	0
7	Cattle trough	15	9	8
8	Livestock inspection centres	2	1	0

Source: Njombe District Council – Livestock and Fisheries Department, 2014

The livestock sector is hampered by diverse problems:

- Lack of milk collection centres with cold chain
- Fluctuation in fodder availability
- Low genetic potential and poor animal breeding practices
- Low production and productivity of milk
- Inadequate working gears to extension workers
- Low price of milk
- High price of livestock production inputs.
- Shortage of extension workers
- Shortage of Livestock breeding stocks
- Conflicts between farmers and livestock keepers in the use of land.
- In adequate budget allocated for livestock activities.

(ii) Fishery Sub Sector

The fisheries sector is among the important economic sub sectors of the economy of Njombe district. The sector provides substantial employment, income, livelihood, and revenue to the district. Fish farming in Njombe District Council is in an infant stage. It is taking place in ponds, which are manmade. Due to its economic importance, a number of people are engaging in this economic sector. Species of fish used in these ponds include Tilapia Niloticus and Claria Spp. However, Tilapia Niloticus is the best performing type of fish in ponds in Njombe district. By June 2015, the Council had 106 fish ponds distributed in six wards.

Table 6: Distribution of fish ponds by wards

SN	Ward	Number of Fish Pond	Fish Pond with Fish	Fish Pond without Fish
1	Igongolo	19	8	11
2	Ikondo	18	8	10
3	Lupembe	8	5	3
4	Kichiwa	17	8	9
5	Ikuna	31	8	23
6	Mtwango	13	6	7
	Total	106	43	63

Source: Njombe District Council – Livestock and Fisheries Department, 2014

Ikuna ward has a big number of fish ponds in the Council with 31 ponds, even few ponds have fish, followed by Igongolo ward. The Council is increasing its effort to make sure that all ponds are fully utilized so as to increase the household income and food security through fish farming. In year 2014/2015 fish farmers earned Tsh 2,474,400.00 which shows that fish farming is rapidly becoming one of the dependable economic activities in the Council. In the near future, the department will facilitate the formation of fish farming groups in all wards in the Council so as to increase production. Fishing subsector is affected by different problems: shortage of extension staff, lack of modern technology on fish pond making and shortage of funds for fish development.

2.2.4 Planning Statistics and Monitoring

The Planning Statistics and Monitoring department is responsible in preparing, coordinating, monitoring and evaluating development projects/activities in the district, so as to ensure attainment of social and economic development goals both at national and council level. This is the leading department under planning process where the District Planning Officer is the District Council budget manager. The department in collaboration with other departments is the one that initiate planning sessions and ensure guidance are issued to the head of departments for effective planning. Planning approaches and methodology which have been in use for couples of years is the Opportunities and Obstacles to Development (O&OD) approach as it was emphasized by the government as the result of policy reforms of Decentralisation by Devolution whose process started in the beginning of 1998. This planning methodology emphasizes community participation in the planning process since it is participatory in its nature.

During planning process, international agreements and national guidelines and goals/objectives are taken into consideration during the planning seasons, example Development Vision 2025, SDG, MKUKUTA and others goals and targets are efficiency considered as they form the basis for planning. The documents contribute to the attainment of the Council social-economic development objectives which will lead to the attainment of the National goals. Other relevant statistical data was collected, analyzed and distributed to the Heads of departments for effective planning and decision making.

With regard to projects coordination, monitoring and evaluation, a multidisciplinary team has been formed at village and ward level for the purpose of ensuring effective coordination, monitoring and evaluation of the development project under implementation. Village and Wards monitoring and evaluation reports are discussed in their respective Village Council Committee and WDCs and resolutions are forwarded to Council for further action. Again for strengthening effective monitoring and evaluation process, at District level, the District Council formulated multidisciplinary CMET through UNICEF initiatives who attended 14 days training on Monitoring and Evaluation at LGTI Dodoma. The team proved to be effective in doing Monitoring, Evaluation and reporting. The team reports form the basis for Quarterly Progress Implementations reports, Council Development Report (CDR) of which all are discussed by CMT and other District Council forums for further management, decisions and actions.

However, recently the District Council uses the outdated Social Economic profile which ended on the financial year 2011/2012, this document need to be reviewed /updated. The Department has the plan to review and prepare new Social Economic profile during the financial year 2016/2017 as per 2016/2017 Medium Term Expenditure Framework. Also, the planning department coordinates preparation of the Council Investment Profile (CIP) but recently the District Council does not have it. The CIP could be usefully to different stakeholders and Council for further identification of potential investment opportunities that will contribute to the increased Council own source income through increased investment that will lead to the attainment of the Council goals.

The department prepared project write ups for development and investment projects, the write ups include: Construction of Njombe District Council Hospital, Project proposal for Njombe Business Complex Centre and Project proposal for Construction of Mulunga Tea Factory. The Business Complex project was submitted to PSPF likewise the Construction of Njombe District Council Hospital project was submitted to Ministry of Finance for funding considerations but up to now no funding at all. Furthermore, the papers for Strategies for own source/revenue increase for period of 2012-2015 was prepared to allow investment with interested partners/investors.

With regard to staffing, the Department has five professional Economists, one Secretary and one Driver who are involving heavily with daily departmental activities. The department is headed with DPLO possessing Master Degree in Agriculture Economics. Moreover, the department has the deficit of two professionals that are one Statistician and One Economist. The ere are problems affecting the effective performance of the department includes:

- Limited development budget accrued from own source funds/revenues due to insufficient own sources funds/revenues hence lead to poor project implementation and follow-ups.
- Inadequate reporting and record keeping skills confronting departments, villages and ward development committees that affects timely reporting hence lead to asymmetric information.
- Inadequate staff under planning department including statistician.
- Lack of Monitoring and Evaluation software for effective reporting and record keeping.
- Outdated Council Social Economic profile which does not provides information that reflects the current social-economic situation hence affects planning process.
- Absence of Council Investment Profile (CIP) that could foster social-economic development and services delivery through Public Private Partnership (PPP) and stakeholder's interventions.
- Delayed development grants disbursement from the Central Government for implementation of development project. However, sometimes the said funds are not disbursed to the Council at all without any reason. In some cases, if disbursed are of small amount. This lead to either delay or no implementation at all.
- Untimely implementation of scheduled projects due to heavy rainfall resulting to the delayed project completion.

- Poor community participation of the scheduled development projects due to fact that, one village may have more than one project to be implemented consecutively hence failure to participate and contribute effectively.
- Failure in project completion due to uncertainties specifically for projects that are
- Implemented by contractors with the supervision of consultant e.g. Ukalawa water project.
- Failure to conduct Annual and Mid Term Review of the prepared SP for the period of 2011/2012 – 2015/2016. This contributed to poor linkages between MTEF and SP hence resulting to increased number of the uncompleted projects. This has also contributed to the implementation of the projects without knowing annual performances.
- Generally one challenge noted to affect community who are primary beneficiary is that of determining political driven projects (infrastructures which are practical needs) rather than strategic problems/needs e.g. HIV/AIDs issues, Gender Based Violence and others.

2.2.5 Agriculture Irrigation and Cooperatives

The Agriculture, Irrigation and Cooperatives was formed in the year 2013 after amending the former Agriculture, Livestock and Fisheries Department. From which two departments were formed, these are Agriculture, Irrigation and Cooperatives Department; and Livestock and Fisheries Department. The name of the department reflects the major three sections of the department itself, which are Agriculture, Irrigation and Cooperatives. It is overall goal in the council is to ensure that the people of Njombe District Council are food secured while increasing their household incomes. Agriculture is a good source of food, it provides raw materials for manufacturing industries, it provides employment, it contributes to the Gross Domestic Product (GDP) of the nation. It emphasizes development by encouraging construction of transport facilities like railways, roads and ports. Agriculture is a good source of foreign currency. In Njombe District irrigation ensures household food security, improve farmers' income and alleviate poverty through increase in agricultural production and productivity resulting from accessibility to irrigation water. Irrigation is a means for intensified agriculture and increased production. Cooperatives have been an important part of the development of Njombe district since independence. As it brings poor people together, through cooperatives it help to reduce poverty. Cooperative assists farmers to get capital and good prices of their produces. The core functions of the department are:

- Supervising Agricultural, Irrigation and Cooperatives activities.
- To Advise the District Executive Director (DED) about all issues relating to Agriculture, Irrigation and Cooperatives in the District Council.
- Supervision and Implementation of laws, regulations and policies governing agriculture, irrigation.
- Provision of extension services to farmers.
- Preparation of agriculture, irrigation and cooperatives reports.
- Preparation of Agriculture, Irrigation and Cooperatives budgets.
- Planning of agriculture, irrigation and cooperatives activities.
- To ensure extension officers are technologically updated.
- To prepare requirements of agricultural inputs.

- Inspection and auditing of co operative societies.
- Sensitizing co operatives among the community through village meetings
- Promoting the establishment of new co operatives societies
- Supervising co operative general and election meeting

The department currently has 51 staff. From which 5 are Cooperative Officers, One is for Irrigation and the remaining 45 are Agricultural Officers. The allocation of the staff is as follows; At Head Quarter (HQ) there are 16 (11 are Agricultural Officers and 5 are Cooperative Officers) staff. While 35 extension officers are at ward and village levels. Despite the availability of the staff, there is deficiency/shortage of the staff. The department has a deficit of 17 officers (15 Agricultural field officers and 2 Assistant Cooperative Officers).

Table 7: Staffing in Agriculture Irrigation and Cooperatives

Section	Education	Available	Requirements	Deficit
Agriculture	Degree	6	7	1
	Diploma	15	29	14
	Certificate	24	24	0
Irrigation	Degree	1	1	0
Cooperatives	Degree	5	5	0
	Diploma	0	2	2
Total		51	68	17

Source: Njombe District Council – Agriculture Irrigation and Cooperatives, 2015

2.2.5.1 Agriculture

Njombe District Council has an area of 3,134 square kilometers that is equivalent to 313,400 Hectares. The available land suitable for agriculture is 264,758 hectares which is about 84.48 percent of the total area of the District Council. In the year 2014/2015 the area cultivated with various crops was 70,375.4 hectares, which is about 26.58 percent of the land suitable for agriculture. The economic development of Njombe District Council is mainly depend on agriculture, it is estimated that over 78% of the active working population earns their livelihood from agriculture. The remaining 22% of working population are engaged in other activities such as petty business, being employed to private and public sector. The number of farming households is estimated to be 15,866 out of 20526 households that are found in Njombe District Council.

Agriculture in Njombe District Council depends on availability of rainfall. Whereby rainfall season starts in November and ends in May, which is a one season type of rainfall. In that case planting of crops starts in November. However some areas are potential for irrigation, therefore they slightly depend on rain fed agriculture.

(i) Production of Food Crops

Major food crops grown in Njombe District Council are maize, beans, cassava, peas, sweet and Irish potatoes. Maize, beans, cassava, garden peas and sweet potatoes are grown in all wards, while finger millet and wheat is grown in Ninga, Matembwe, Lupembe, Ikondo, Ukalawa, Mfuga, Idamba, Mtwango,

Ikuna and Igongolo wards. Cowpeas, Irish potatoes and bambaranuts are grown in Mtwango, Kichiwa and Igongolo wards. The planned production targets for the season 2014/2015 were to cultivate 63,809 hectares of food crops which were expected to yield 164,750 tones. However, the real implementation of production estimated targets was 63,074 hectares and 162,448 tons of food crops.

The productivity of each crop was measured by tons per hectare. Maize which is a main staple cereal crop in the District its productivity was higher than the national recommended production per hectare; the recommended productivity is 1.2 to 2.0 tons of maize per hectare. Wheat productivity was 1.3 t/ha which is below the recommended production of 4 tons per hectare. Beans were 1.04 t/ha while its recommended production lies between 1.5 to 2.0 tons per hectare. Cowpeas were 1.18, above the recommended production of 0.4 to 0.6 tons per hectare. Sweet potatoes were 2.6 which is below the recommendation of 6 tons per hectare. The productivity of Irish potatoes in 2014/2015 was 15 tons per hectare, which is higher than the findings of Mpogole and Kadigi (2012) who found that the production of the crop was 11 tons per hectare. Cassava was 5.0 t/ha which is above the minimum recommended productivity of 4.5 t/ha. Finger millet was 1.3 t/ha which is higher than the minimum recommended yields of 0.46 to 0.68 t/ha. Bambara groundnuts was 1.5t/ha which is higher than the recommended productivity of 0.5 to 0.7 t/ha.

Table 8: Food crop production and productivity in the year 2014/2015

No.	Type of Crops	Planned Target		Implementation		Productivity (Tones/Ha)
		Area (Ha)	Estimated yields in Tones	Area (Ha)	Yield (Tones)	
1.	Maize	57,754	144,385	57,176	142,940	2.5
2.	Wheat	91	118	45	59	1.30
3.	Beans	3,608	3,752	3,592	3,736	1.04
4.	Irish Potatoes	884	13,260	840	12,600	15.00
5.	Sweet Potatoes	943	2,452	896	2,330	2.60
6.	Cassava	34	170	35	175	5.00
7.	Finger millet	338	439	335	436	1.30
8.	Cow peas	11	13	10	12	1.18
9.	Garden peas	136	146	135	145	1.07
10.	Bambara nuts	10	15	10	15	1.50
	TOTAL	63,809	164,750	63,074	162,448	

Source: Njombe District Council-Agriculture Irrigation and Cooperatives Department, 2015

(ii) Production of Cash Crops

The main cash crops grown in the district are: tea, coffee and pyrethrum. Other cash crops are Groundnuts and sunflower. The total area grown with cash crops was 5,865.4 hectares with a total production of 9,206.5 tones. Tea and coffee are grown in Ninga, Matembwe, Lupembe, Mfriga, Idamba, Ukalawa and Ikondo wards. Pyrethrum is grown in Ninga, Ukalawa, Ikondo, Ikuna, Kidegembye and Lupembe wards. While groundnuts and bambaranuts are grown in Mtwango, Ikuna, Ninga, Ikondo, Kidegembye and Matembwe. The productivity of cash crops ranged from 0.11 to 3.39 tones per hectare. Where coffee had the lowest and pyrethrum had the highest productivity. The productivity of individual crops was as follows;

Tea production was 1.64 t/ha which is above the recommended production 0.82t/ha of made tea. Coffee production was 0.11t/ha while the recommended production is 0.45t/ha. Pyrethrum production was 3.39t/ha of fresh flowers which is slightly lower than the recommended production of 3.5t/ha. Groundnuts production was 1.31t/ha which is slightly higher than the recommended production of 1.3t/ha. Sunflower production was 1.3t/ha which was lower than the recommended production of 2.5t/ha.

Table 9: Cash crop production and productivity in the year 2014/2015

No.	Crops	Planned Target			Implementation		Productivity (Tones/Ha)
		Area in Ha		Estimated Yield in Tones	Area in Ha	Yield ((Tones)	
		Old	New				
1.	Coffee	108.4	32	28	127.4	13.5	0.11
2.	Tea	4,937	6	9,107	4,937	8,103	1.64
3.	Pyrethrum	23	1	78	23	78	3.39
4.	Groundnuts		13	17	13	17	1.31
5.	Sunflower		780	1,014	765	995	1.30
Total		5,068.4	832	10,244	5,865.4	9,206.5	

Source: Njombe District council - Agriculture Irrigation and Cooperatives Department, 2014

(iii) Production of Horticultural Crops

The council is also endowed with land suitable for growing horticultural crops. The widely grown horticultural crops are avocado, pineapple, banana, peaches, plums, apple, cabbage, onions, pears, kale and Chinese cabbage. The distribution of horticultural crops in the District is as follows: Avocado, peaches, plums, apple, cabbage, onions, pears, kale and Chinese cabbage are widely grown in all wards. While pineapple and banana are grown in Mfriga, Ukalawa and Ikondo wards. The area planted with horticultural crops was 1436 hectares from which 15272 tones were produced in the year 2014/2015. The productivity of horticultural crops in Njombe District ranged from 1.33 to 22.27 tonnes per hectare by 2014/2015. The individual crops productivity was: Apple had a productivity of 1.33t/ha whereby the recommended production is 7.3t/ha. Peaches had 1.49t/ha below the recommended production of 8.0t/ha. Pears had 1.5t/ha below the recommended production of 11.46t/ha. Plums had 4.0t/ha while it is recommended production per hectare is 7.03t/ha. Generally all temperate fruits that are grown in Njombe District Council are below the recommended production per area.

Other horticultural crops are; pineapples which yields 7.3t/ha below the recommended production of 11.2t/ha. Banana had 8.54t/ha, yielded above the average recommended production of 2.3t/ha. Onions concurred with the recommended production of 10t/ha. Avocado productivity reached 14.97t/ha while its average recommended production per hectare is 10t/ha. Tomatoes production was 14.19 t/ha which is higher than the recommended production of 9t/ha. Cabbage produced 22.27t/ha while the recommended production is between 25 to 30t/ha.

Table 10: Production and productivity of horticultural crops by 2014/2015

No.	Crops	Targets		Implementation		
		Area -Ha	Yields-Tones	Area -Ha	Yield -(Tones)	Productivity (Tones/Ha)
1.	Apples	3	4	3	4	1.33
2.	Peaches	76	113	76	113	1.49
3.	Pears	2	3	2	3	1.50
4.	Plums	3	12	3	12	4.00
5.	Pineapple	413	3,015	401	2928	7.30
6.	Banana	197	1,682	191	1632	8.54
7.	Onion	11	147	3	30	10.00
8.	Cabbage	18	241	11	245	22.27
9.	Tomatoes	874	12,410	612	8,687	14.19
10.	Avocado	106	1,590	102	1,527	14.97
11.	Kale	23	70	15	42	2.80
12.	Chinese	27	82	17	50	2.94
Total		1,753	19,369	1,436	15,272	

Source: Njombe District council - Agriculture Irrigation and Cooperatives Department, 2014

(iv) Agricultural Technologies

There are various technologies that are used by farmers in Njombe District Council. They vary from traditional to improved technologies. These technologies are agricultural implements and agricultural inputs like fertilizer and improved seeds. The table below shows the tools and implements that are used by farmers in Njombe district council.

Table 11: Tools and implements that are used by farmers in Njombe district by 2014

Type of Implements and Tools	Year 2014/2015		
	Requirements	Available	Deficit
Tractors	114	62	52
Disc plough	114	45	69
Disc harrow	114	22	92
Weeder cultivator	114	4	110
Tractor Trailers	114	56	58
Planter	114	2	112
Sprayer boom	1	1	-
Harvester	3	-	3
Ox Plough	37,000	8,246	28,754
Halo	37,000	42	36,958
Ripper	37,000	50	36,950
Cultivator	37,000	82	36,918
Ridger	37,000	61	36,939
Ox-cart	37,000	337	36,663

Ripper planter	37,000	43	36,957
Sub soiler (tindo)	37,000	3	36,997
Tire ridger	37,000	6	36,994
Power tiller	120	48	72
Oxen	29,600	10,200	19,400
Jap planter	114	13	101

Source: Njombe District council - Agriculture Irrigation and Cooperatives Department, 2014

Agricultural Inputs that are dominantly used by farmers in Njombe District council are fertilizers, improved seeds and pesticides. Table 11 shows the magnitude of the types of inputs used.

Table 12: The magnitude on the types of inputs used by farmers

AGRICULTURAL INPUTS REPORT FOR 2012/2013, 2013/2014, 2014/2015 AND 2015/2016									
Type of Inputs	SEASON 2012/2013			SEASON 2013/2014			SEASON 2014/2015		
	Required (Tons)	Availability (Tons)	Expenditure (Tons)	Required (Tons)	Availability (Tons)	Expenditure (Tons)	Required (Tons)	Availability (Tons)	Expenditure (Tons)
Fertilizer									
DAP	2650	1732	776	4500	4700	3375	4500	5650	5470
TSP	2000	1112	688	2310	2150	1733	2310	1934	1760
UREA	4112	2408	1840	4398	5120	3299	4398	5430	5011
CAN	2100	1221	922	1700	1560	1275	1700	2670	2340
SA	290	89	64	300	315	225	300	467	234
NPK	2540	2430	1932	500	492	375	500	760	565
MINJING	0	0	0	0	0	0	80	135	33
Total	13692	8992	6222	13708	14337	10282	13788	17046	15413
Seeds									
H 625	0	0	0	78	100	64	150	165	157
H628	0	0	0	0	0	0	41	51	23
UH 615	749	688	645	100	200	150	160	176	134
DK	0	0	0	0	0	0	15	20	18
UH 614	0	0	0	250	220	170	65	71	45
PAN 691	0	0	0	350	300	200	280	308	291
TMV -2	0	0	0	0	0	0	37	40	33
H. 6603	0	0	0	0	0	0	30	35	27
OPV -	110	95	87	0	0	0	60	65	53
SC	0	0	0	0	0	0	0	0	0
Irish Potatoes	26700	24100	23800	2800	2430	2100	26700	26967	21
Sweet Potatoes	0	0	0	0	0	0	10	11	7

AGRICULTURAL INPUTS REPORT FOR 2012/2013, 2013/2014, 2014/2015 AND 2015/2016									
	SEASON 2012/2013			SEASON 2013/2014			SEASON 2014/2015		
Type of Inputs	Required (Tons)	Availability (Tons)	Expenditure (Tons)	Required (Tons)	Availability (Tons)	Expenditure (Tons)	Required (Tons)	Availability (Tons)	Expenditure (Tons)
Sunflower	0	0	0	0	0	0	37	38	17
Beans	1600	1350	2765	1600	1750	1750	47	50	37
QDS Maize	0	0	0	0	0	0	30	33	0
Stuka	0	0	0	0	0	0	6	7	4
Staha	0	0	0	0	0	0	18	20	13
Wheat	0	0	0	0	0	0	7	10	3
Sorghum MAUA	0	0	0	0	0	0	3	3	1
Cassava	200	185	168	267	235	187	200	202	187
Total	29359	2641	27465	5445	5235	4621	27896	28272	1071
Pesticides									
(i) Viua									
Acteris	300	200	200	300	430	225	450	375	276
Acteris	500	450	200	500	483	375	480	398	314
Sumithio	500	400	400	350	315	287	250	200	175
MO	50	20	20	60	125	45	75	45	37
(ii) Viua									
Round Up	80	28	10	280	425	210	250	317	298
Paraquat	80	17	5	120	210	90	200	190	175
(iii) Viua									
Mancoze	5000	2980	2980	6000	7015	4500	3500	3705	3120
Farmerz	3000	2570	2510	4500	5200	3375	2850	4010	2653
Ivory WP	3000	2840	1840	3000	4020	2250	2300	3005	1780
Dithery	2500	2200	2200	2800	2650	2100	1750	2603	1324

Source: Njombe District council - Agriculture Irrigation and Cooperatives Department, 2014

(vi) Warehouses

Njombe District Council has a total of 19 warehouses constructed in different villages with a total capacity of 11,600 Tones of produce. 17 villages have 1 warehouse each and 2 villages of matembwe and Ninga have 2 warehouses each. 17 warehouses were built by village governments while 2 warehouses were constructed by donors namely: the Japan International Cooperation Agency (JICA) constructed warehouse

in Matembwe village and The Marketing Infrastructure, Value Addition and Rural Finance Programme (MIVARF) constructed warehouse in Ninga Village. Among 19 warehouses 3 are in good condition and working properly and 4 have been rehabilitated by Big Results Now (BRN) while 12 still need to be rehabilitated.

Table 13: Distribution of Warehouses in the District

No.	Ward	Village/Owner	Number of warehouses	Storage Capacity (Tones)	Current Status
1.	Matembwe	Matembwe	1	4,000	Working
		Matembwe	1	300	Rehabilitation is needed
		Isoliwaya	1	300	Rehabilitation is needed
	Lupembe	Lupembe	1	300	Rehabilitation is needed
		Kanikelele	1	300	Rehabilitated by BRN
	Ukalawa	Ukalawa	1	300	Rehabilitated by BRN
	Ikondo	Ikondo	1	300	Rehabilitation is needed
	Kidegembye	Image	1	300	Rehabilitation is needed
2.	Igongolo	Itipingi	1	300	Rehabilitated by BRN
		Ibumila	1	300	Working
		Igongolo	1	300	Rehabilitation is needed
	Kichiwa	Kichiwa	1	300	Rehabilitation is needed
	Mtwango	Itunduma	1	300	Rehabilitation is needed
		Lunguya	1	300	Rehabilitation is needed
		Welela	1	300	Rehabilitation is needed
	Ikuna	Ikuna	1	300	Rehabilitated by BRN
		Nyombo	1	300	Rehabilitation is needed
	Ninga	Ninga	1	300	Rehabilitation is needed
		Ninga (MIVARF)	1	2,500	Working
Total			19	11,600	

Source: Njombe District Council - Agriculture Irrigation and Cooperatives Department, 2014

Crop production in the District is affected by various problems facing farmers: Poor storage facilities, lack of processing facilities, low productivity of food and cash crops, poor extension services to farmers due to lack of transport facilities to extension officers, lack of adequate improved seeds, lack of reliable markets and low price of agricultural produces. High rainfall in some parts of the district that affects crop production, climate change that increases infections and outbreaks of crop pests and diseases, erosion and soil degradation, negligence of farmers to follow Good Agricultural Practices (GAP), deficit of Agricultural Extension Officers, lack of extension kits and office facilities like computers, lack of improved agricultural implements and tools, high interest rates to loans that are offered to farmers, high price of agricultural inputs, late disbursement of fund, limited capital and access to financial services, inadequate agricultural technical support services, lack of entrepreneurial skills, lack of staff houses and lack of transport facilities for extension officers

2.2.5.2 Irrigation

The potential area for irrigation in Njombe District Council is 2,315 hectares, of which 1,124 hectares are under irrigation. Farmers are still using the traditional irrigation schemes. However, two villages of Itipingi and Upami have identified potential areas for developing modern irrigation schemes. The project will be funded by the government of Tanzania in collaboration with JICA. There are 22 villages with 2315 hectares which are potential for irrigation. While the irrigated areas is 1124 hectares which is about 48.5 percent of the potential irrigated area. Crops grown under irrigation are: Crops grown under irrigation are: Maize, beans, tomatoes, Irish potatoes, vegetables, onions, sugar canes, banana and fruits. A total of 13,774 farmers benefit directly from irrigated agriculture out of whom 7887 are male and 5887 are female.

Table 14: Irrigated areas in the District

No.	Village	Ward	Potential Irrigation Area (Ha)	Irrigated Area (Ha)
1	Itipingi	Igongolo	162	60
2	Kivitu	Igongolo	55	33
3	Igongolo	Igongolo.	50	32
4	Kivitu	Igongolo	55	30
5	Ibiki	Igongolo	105	44
6	Tagame	Igongolo	48	23
7	Upami	Kichiwa	200	52
8	Kichiwa	Kichiwa	187	58
9	Ibumila	Kichiwa	108	60
10	Ikondo	Ikondo	44	31
11	Ikuna	Ikuna	113	55
12	Nyombo	Ikuna	92	50
13	Ninga	Ninga	150	57
14	Lole	Ninga	220	62
15	Welela	Mtwango	50	50
16	Ilunda	Mtwango	50	32
17	Mtwango	Mtwango	156	145
18	Itunduma	Mtwango	50	50
19	Ilmage	Matembwe	42	20
20	Isoliwaya	Matembwe	20	15
21	Matemb	Matembwe	58	45
22	Ikondo	Ikondo	300	120
Total			2315	1124

Source: Njombe District Council -Agriculture Irrigation and Cooperatives Department, 2014

Irrigation agriculture in the district is facing different problems: lack of proper irrigation knowledge and technology, lack of funds for funding irrigation schemes, lack of irrigation technicians, poor irrigation

equipments, poor water storage for irrigation, occurrence of Drought, little acceptance of irrigation systems to majority, underdeveloped irrigation schemes and dependency on donor support.

2.2.5.3 Cooperatives

Njombe District Council has three types of Cooperative societies, which are, 14 Savings and Credit Co operative Societies (SACCOS), among the 14 SACCOS, 12 are active while only 2 are dormant. The active SACCOS are Mtwango, Nyombo, Matiganjola, Ibumila, Ninga, Lupembe, Ikondo, Mfriga, Vijana Matembwe, Kidegembye, Isoliwaya and Tulipamwi Ituli. The dominants are Image and Matembwe. There are 15 AMCOS in Njombe District Council. 13 are active and 2 are dormant. Active AMCOS are Ikami, Lupembe, Isoliwaya, Itunduma, Image, Nyombo, Lwafi, Uniko, Ibumila, Matembwe, Ninga, Ilunda and Kidegembye. While the dormant are Lunguya and Igongolo. In the district there are 4 other Co operative societies, that makes a total of 33 cooperative societies.

Since December 2015 SACCOS had a capital worth Tshs 4,436,080,071; shares worth Tshs.1,750,504,694; savings Tshs.973,496,788 and deposit worth Tshs 1,712,078,589. Savings and Credit Co operative Societies (SACCOS) had a total of 4,588 members where 2419 male and 1720 female. Agriculture and Marketing Co operative Societies (AMCOS) had a capital worth Tshs 48,384,429 with a total of 2,956 members out of whom 1705 male 1239 female. Other cooperative societies had a capital worth Tshs 20,906,000 with a total of 52 members where 28 are male and 6 are female.

Cooperatives face different problems: Inadequate capital and sustainable financing, inadequate knowledge on how to run cooperatives, low prices for their produces, poor producer market linkage, inflexible Co operative structure, weak Co operative leadership and management, having an indifferent, submissive and small membership, weak economic base and lack of strategic plan, weaknesses in Co operatives support institutions, unreliable Cooperative statistics and information, lack of entrepreneurship skills and inadequate budget of Co operative Sector.

2.2.6 Community Development and Social Welfares and Youth

Community development is among the sectors in Njombe District council which deliver services to the community so as to enable the community to formulate, plan, implement and monitor their own economic development activities and have sustainable development. Also imparting community development knowledge and skills, gender equity and equality among different age and physical groups is the heart of the community development policy. The Council through community development department has a great role of facilitating its community within all 12 wards in identifying their strength and capabilities in solving developmental problems. This is done in collaboration with private sectors under the motive of improving livelihood of the community by the use of scarce available resource. Community development has authority to register social and economic groups and Non Government Organization and coordinate them. Currently we have 46 registered groups and 13 active local Non Government Organization.

The Council has succeeded in facilitating the formation of youth and women economic groups and provides them with soft loans from Women and Youth Development Fund whereby the council contributes 10% of annual revenue collection to Women and Youth Development Fund. Since financial year 2006/2007 to 2014/2015 about 381 women groups benefited with soft loan of Tsh. 240,000,000/= and 126 youth groups supported with Tsh. 100,250,000/=.

In identifying and supporting Orphans and Most Vulnerable Children (MVC) from 12 wards of the council, a total of 3647 MVC Male 1820 Female 1827 has been identified in 12 wards of Njombe District Council by 2013. Two orphanage centers got financial support from the council of Tsh. 35,443,000 since 2009 to 2015 and MVC in all Government Secondary got financial support from the council for school fees and other school expenses at total of 1665 students got support of 76,429,300 since 2009 to 2015. Social welfare based on the well being of the entire society especially to the disadvantaged groups in the community. The department has 18 Community Development Officers and 8 Social Welfare Officers.

Njombe Distict council is among the council which implementing TASAF Phase III which aims at helping poor household within the council whereby 4951 households have been indentified as poor households in 44 villages. The hoseholds are facilitaed to increase their per capital income so as to meet the basic needs. TASAF has started with the support to the poor household which is done after period of two months where by form July to December 2015 a total of Tsh. 465,758,000/= was distributed.

Table 15: Number of orphans and most vulnerable children supported 2009/2010 – 2014/2015

Year	MVC Identified	Students Supported with Education Needs		Ophanage Centers Supported	
		Number of Student	Amount	Number of Centers	Amount
2009/10	4924	324	16,200,000.00	5	5,000,000.00
2009/10	4924	440	22,000,000.00	4	4,943,000.00
2011/12	7193	242	10,079,300.00	5	6,000,000.00
2012/13	3647	293	14,650,000	5	12,000,000
2013/14	3647	286	7,500,000	2	4,000,000
2014/15	3647	183	6,000,000	2	3,500,000
TOTAL	3647	1,665	76,429,300.00	5	35,443,000.00

Source: Njombe District Council-Community Development, 2015

2.2.6.1 HIV/AIDS issues

Njombe district council has high prevalence rate of HIV/AIDS by 14.8 which is above the national average of 5.1 this is according to the national survey conducted in 2012/2013. According to the data collected by Njombe District council from 2012 to 2015 about 25,205 tested HIV Male 11201 and Female 13955 and among them 1474 were found HIV positive, who male were 785 and female 806 which is 5.8%.

In fighting against the high prevalence of HIV/AIDS in the district, the council facilitated the formation of groups of people living with HIV/AIDS (PLHA) and provides them with skills and other support so as to

empower them in their economic activities. Since 2007 to 2015 a total of 84 groups have been formed and were supported with various economic empowerment skills. A total of Tsh. 55,500,000 was distributed among the groups at different time. This is done in order to fulfill the National Multispectral Strategic Framework.

Table 16: Financial Support to the Groups of People Living with HIV/AIDS 2007/2008 -2014/2015

Year	Number of groups	Amount
2007/2008	6	6,000,000
2008/2009	5	5,000,000
2009/2010	10	5,000,000
2010/2011	19	9,500,000
2011/2012	11	10,000,000
2012/2013	14	10,000,000
2013/2014	9	5,000,000
2014/2015	10	5,000,000
Total	84	55,500,000

Source: Njombe District Council - Community Development, 2015

The issues of major concern in community development and Social welfare:

- Increasing prevalence of pandemic HIV/AIDS in the district.
- Shortage of community development extension staffs at ward and village levels has caused few areas reached and attended.
- Shortage of funds and transport facilities has made difficulties in spreading community development knowledge and skills.
- Low priority in council fund allocation and budgetary ceilings.
- Bad traditional practices to some community members.
- Lack of Village and Ward Children Committees in some wards and villages.
- Gender based violence are still done in the community.
- Lack of entrepreneurship skills among the community.
- Abuse and violence against children.
- Gender inequality.
- Lack of capital for economic activities to community member.

2.2.7 Primary Education

Education department is among 19 Departments of Njombe District Council working closer to the community in implementing activities intend to attain women and children welfare livelihood improvement; to promote the use of available resources and other opportunity and to alleviate poverty within their surroundings. The Njombe district council recognizes the central role of the education sector in achieving the overall development goal of improving the quality of life of the community living in council. The major functions of primary education are:

- To consolidate and broaden the scope of baseline ideas, knowledge, skills and principles acquired and developed at the primary education level.
- To enhance further development and appreciation of national unity, identity and ethic, personal integrity, respect for and readiness to work, human rights, cultural and moral values, customs, traditions and civic responsibilities and obligations.
- To promote the development of competency in linguistic ability and effective use of communication skills in Kiswahili and in at least one foreign language.
- To provide opportunities for the acquisition of knowledge, skills, attitudes and understanding in prescribed or selected fields of study.
- To prepare students for tertiary and higher education, vocational, technical and professional training.
- To inculcate a sense and ability for self-study, self-confidence and self advancement in new frontiers of science and technology, academic and occupational knowledge and skills.
- To coordinate short courses and long course training to teachers in order to develop education in general.
- To facilitate and manage national examinations on behalf of the national examination council and ministry of education and vocational training.
- To supervise and control income and expenditure of the department on vote 5006 and 5007.

To overcome global challenges, children need pre-primary, primary and lower to equip them with knowledge and skills to fight against ignorance, also to be used as a source of human capital for country's economic growth. There are 52 pre-primary classrooms, 52 primary schools with 349 Classrooms, 160 pit latrines, 260 teachers' houses. Primary schools have the capacity to accommodate 21,793 pupils served by more than 495 Teachers. The school's infrastructures are built by Government, Community and NGOs in collaboration with Donors.

2.2.7.1 Pre- primary education

Daycare center is an essential stage where pupils graduate to pre-primary school education which latter targets children of the ages of 5 and 6 years. In pre-primary school education, in terms of pupil's enrollment and number of classrooms in Njombe district council have been increasing. In 2015 a total of 52 (90%) of the total requirement of pre-primary classrooms were available in the district. A total of 3,258 pupils were enrolled out of 3,268 pupils expected to be enrolled. An increase in the number of pupils enrolled at 52 pre-primary education was 60 percent from 2013 to 2015.

Table 17: Number of expected and enrolled pupils in pre-primary schools by 2013-15

Year	Number of pupils Expected to be enrolled			Enrolled pupils			% of the pupils enrolled
	Boys	Girls	Total	Boys	Girls	Total	
2013/2014	1701	1703	3404	1625	1611	3236	95.1%
2014/2015	1651	1617	3268	1648	1610	3258	96.7%

Source: Njombe District Council-Primary Education Department, 2015

2.2.7.2 Primary education

The Njombe District council has a total of 52 primary schools; all primary schools public owned. A total of 18,676 pupils were at primary level by 2013. In 2015 a total of 22,795 pupils (11,590 male and 11,205 female) were expected to be enrolled for primary education. However, the actual number of pupils who were enrolled was 21,793 (95.6%). However, the council in 2015 expected to enroll a total of 3,268 pupils at primary schools but the total number of 3,258 were enrolled equivalent to 96.7 percent. The District has a total of 460 teachers out of the requirements of 545 teachers; this implies a deficit of 84 teachers. With respect to teaching facilities, the district has 349 classrooms and 6,895 desks. However, the council's requirements are 548 classrooms and 8,571 desks to meet the demand of pupils in primary schools.

The District has shown some achievement in school enrolments at all level, 100% of primary school age children 7-13 are now attending school, 120 primary school teachers (specialized in science subjects) were trained on new methodology of teaching. Follow-up visit on implementation of teaching and learning process in 40 primary schools was conducted by district team particularly for science subjects result of INSET. There is a significant improved performance of pupils in their examinations (Mock and National Examination) – compared to previous years. For example, in 2011 the pass rate was 73.8%, in 2012 it was 78.1%, in 2013 it was 57.3%, in 2014 it was 66% and 2015 it was 67.3% while the stipulated BRN target was 60% by 2013, 70% by 2014 and 80% by 2015. However, despite such success education sector is facing different setbacks:

- Inadequate refresher training to teachers teaching pre primary pupils and grade 1& 2 teachers
- Low level of education on disaster management from district level to school level.
- Inadequate teachers houses, classrooms and teachers offices.
- Lack of reliable transport for regular or on spot supervision – The ward education coordinators (WECs) uses available limited transport facilities to effect implementation.
- Drop out (pupils left school due to distance / geographical location /placement of the school.)
- Limited financial resources confronting education department that contributes to inability to implement other education priority activities.
- Lack of competencies.
- Shortage of 85 teachers to balance the ratio as specified in the education directives.
- Lack/un reliable source of water and permanent improved toilet in some of the schools.
- Lack of training to teachers and pupils on guidance and counseling
- Lack of training to teachers and pupils on education emergence (EiE).
- Dropout /low attendance of pupils.

- Reduce morale and motivation among teachers.

2.2.8 Secondary Education

Education is highly important in today society. Education is a formal process of learning in which some people consciously teach while others adopt the social role of learner. Education plays a major role of building capacity of people in mastering their environment. Education prepares a person to adapt to new skills and value that will be very essential in today society. Education help to improve daily life of Njombe community through application of skills and knowledge acquired from school which results to advancement of living standards. Education is a keystone of life, and in order to bring both change in economic and social dynamics, Tanzanian need quality education that entails access, retention and performance in Secondary schools. These pillars are among of the pertinent agenda in national development framework and thus this council is obliged to translate these issues into its strategic plan. Secondary education in Tanzania is a post primary formal education offered to students who will have successful completed seven years primary education (STD VII) and met necessary entry requirement.

Secondary education department is among various departments of Njombe district council having roles of providing education service to students and organize integrated post primary education (IPPE) through: supportive supervision in secondary education provisional and implementation of all National directives, policy and initiative at district level. According to the New Education Policy of 2014 basic education shall be fee free, with single textbooks for all schools and shall provide quality education recognized across the region and the world.

The government will collaborate with education stakeholders to modernize curricula at all levels and make sure that it meets education requirements, provide equipment, materials and tools needed for teaching and facilitating advancement of science and technology. The policy also emphasizes uniform textbook when teaching and facilitating in all schools in the country, instead of using many textbooks as we are using now. The policy states that textbook ratio for secondary education should be 1:1, Teachers ratio 1:40 with teaching load of 24 to 28 period per week. The current situation for Njombe district council has not succeeded to meet a ratio of textbooks in science and mathematics subjects, and Arts subjects. In science subject Teachers ratio is 1:90 students and Arts subjects textbooks ratio is 1:3. Also in some secondary school classroom ratio is 1:70 students, Management of the Council struggle to meet all requirement of the New Education Policy before 2015. The major functions of secondary education are:

- To consolidate and broaden the scope of baseline ideas, knowledge, skills and principles acquired and developed at the primary education level.
- To enhance further development and appreciation of national unity, identity and ethic, personal integrity, respect for and readiness to work, human rights, cultural and moral values, customs, traditions and civic responsibilities and obligations.
- To promote the development of competency in linguistic ability and effective use of communication skills in Kiswahili and in at least one foreign language.

- To provide opportunities for the acquisition of knowledge, skills, attitudes and understanding in prescribed or selected fields of study.
- To prepare students for tertiary and higher education, vocational, technical and professional training.
- To inculcate a sense and ability for self-study, self-confidence and self advancement in new frontiers of science and technology, academic and occupational knowledge and skills.
- To prepare students to join the world of work.

Education at secondary level has continued to be improved in terms of buildings and other important facilities in order to create conducive environment for the students to learn and teachers to teach. The improvement at secondary education can be proved by the increase in the number of classrooms in the old secondary schools. There is an increase of 2 secondary schools owned by public from 8 secondary schools in 2011/2012 to 10 secondary schools in 2016/17. In addition 1 secondary schools has been increased from 1 secondary schools in 2011/2012 to 2 secondary schools in 2016/2017, which are owned by private institutions/individuals. The district has a total 383 teachers with a deficit of 130 teachers.

The total number of students enrolled in secondary education increased from 3,026 in 2011/2012 to 4,651 and in 2016/2017 respectively for O-level and A-level secondary education. Also the number of students enrolled in form one has increased from 1,267 in 2011/2012 to 1,310 in 2016/2017. The increase in the number of students enrolled in form one equivalent to 68.2 percent. For the case of A-level education, the number of students enrolled form five in Public and Private secondary schools has increased too from 100 in 2011/2012 to 500 in 2016/2017. The number of students enrolled in form five noted to increase from 2011/2012 to 2016/2017.

Table 18: Form One Enrolment in Public and Private Secondary Schools by Sex in 2011/12 and 2016/17

Ownership	2011/12			2016/17		
	Boys	Girls	Total	Boys	Girls	Total
Public Secondary School	520	747	1,267	578	732	1,310
Private Secondary School	6	82	88	11	112	123
Total	526	839	1,355	2,341	844	1,433

Source: Njombe District Council - Secondary Education Department, 2015

Table 19: Form five enrolment in public and private secondary schools by sex in 2012 and 2016

Ownership	2012			2016		
	Boys	Girls	Total	Boys	Girls	Total
Public Secondary Schools	0	140	140	0	230	230
Private Secondary Schools	6	5	11	15	20	35
Total	6	145	161	15	250	265

Source: Njombe District Council-Secondary Education Department, 2015

The performance of students who sat for form six, form four and form two examinations especially in public secondary schools has improved in the period of 2013 to 2014, where a real picture on the performance seems to increase from 43% to 75% as a result of the implementation of Big Result Now (BRN) initiatives in education. There has been a phenomenon of increased number of classrooms, desks and other facilities in secondary schools in 5 years period between 2011/2012 and 2015/2016. Number of classrooms increased from 102 in 2011 to 113 in 2016. Number of laboratories by 2011 was 0 but in 2016 the number increased to 30, teacher's houses in 2011 was 76 but by 2016 the number of teacher's house changed to 82, number of desks in 2011/12 was 4185 and that of 2016 is 4700 showing an increase by 13 percent. Also the number of hostels in secondary schools has been increasing. The situation on school facilities in private secondary schools has continued to improve, the required and available facilities in private secondary schools by 2016 has been indicated in the table below.

Table 20: Status of public secondary schools facilities in the district by 2015

Facility	2015			
	Required	Available	Deficit	%age of Deficit
Classrooms	138	113	25	18.1
Desks	4651	4700	0	0
Laboratories	30	30	0	0
Hostels	68	21	47	30.8
Teacher's Houses	389	82	307	78.9

Source: Njombe District Council-Secondary Education Department, 2015

Table 21: Status of private secondary schools facilities in the district by 2015

Facility	2015			
	Required	Available	Deficit	%age of Deficit
Schools	*	2	1	25
Classrooms	23	27	0	0
Desks	700	700	0	0
Libraries	8	4	2	25
Teacher's Houses	31	11	20	64.5

Source: Njombe District Council-Secondary Education Department, 2015

Status of secondary school teachers is still improving from 2011/12 to date. Statistics showed that in 2011/12 there was about 156 qualified teachers also in 2016 the number of qualified teachers in Public secondary schools and Private secondary schools increased. There is a notable change in the number of female in enrolment in recent years. Female students have increased 40% from % in 2011 to 65% in 2015. 48 secondary school teachers (specialized in science and mathematics subjects) were trained on new methodology of teaching. Follow-up visit on implementation of teaching and learning process in 10 secondary schools was conducted by district education team. Improved performance of students in their examinations (Mock and National Examination) – compared to previous years. Example 2011 78%, 2012 56%, 2013 41% and 2014 75% while the stipulated BRN was 2013 -60%, 2014-70% and 2015 -95%. Improved teaching and learning environment to 10 secondary schools through construction of school infrastructures such as 8 classrooms, 10 Dormitories, 6 Teachers houses, 8 Pit Latrines and 30 science

subjects' laboratories constructed. Njombe district council has accomplished the president's directive of constructing laboratories, with 29 laboratories constructed in public secondary schools. Currently have 30 laboratories (3 laboratories in each secondary school) and we are hoping that with these laboratories our students will acquire high quality and competitive education.

Secondary education is facing different problems

- Shortage of secondary school infrastructures such as Teachers House, Classrooms, Dining Halls, Pit Latrines, Dormitories, Administration Blocks, Libraries and Stores.
- Inadequate use of ICT and other modern technology in Secondary school for example Computer
- Inadequate number of teaching and learning/teaching materials such as Arts subjects text books.
- Shortage of funds in secondary schools due to the late released and little amount of capitation grants.
- Shortage of reliable means of transport at school level.
- Shortage of qualified science, mathematics subjects teachers
- Lack of INSET to Arts subjects teachers.
- School border conflict between school and indigenous where the school located.
- Shortage of Laboratories technician
- Increase of moral decay of teachers (lack competent teachers)
- Inadequate Communication between Parents and Teachers. One important issue to be considered for students' academic excellence is the communication between parents and teachers and the social interactions between them for the betterment of students' academic welfare. most of the parents do not make follow up on the academic progress of their children, which in turn brings difficulties to teachers in taking care of children due to lack of support from the parents. Parents' weakness in making students follow up is among the challenges that influencing poor academic performance of students, especially, in ward secondary schools which are day schools.
- Presence of HIV/AIDS infections to 2% of secondary school Teachers.
- Lack of accountability among the teachers.
- Shortage of Advanced level secondary schools
- Shortage of colleges/vocational training centres

2.2.9 Works

Works department is one of the council's departments which deal with construction, rehabilitation and maintenance of roads and bridges within the council jurisdiction. Also the department is responsible for supervising (sometimes designing) construction of all public buildings and supervising maintenance of council's Motor vehicles. Works department bears a big role in improving the economy of the society and council at large as it is known that the good roads infrastructure plays a large role in improving economy by simplifying transportation of what the society produce.

Currently, the council has a road network consist of 709.2 km, of which 96 km are gravel roads and 613kms are earth roads. These are roads which have been maintained by the council so far. The roads which are

passable throughout the year are 354 km. equal to 49.9% of the road network. The rest 355.2km are only passable in dry season. The council has 45 Concrete bridges which allow pass ability in our road network. 613 km of earth roads require upgrading to at least gravel standard, 40km of gravel roads require major rehabilitation. In the council road network there is no Tarmac road.

Table 22: The rehabilitated bridges and roads

Year	Tarmac roads	Gravel road(km)	Earth road (km)	Bridges (No)
2011-2013	0	21.3	333.6	5
2012- 2013	0	24	271.6	11
2013-2014	0	12	107.8	7
2014-2015	0	7.5	29	4
2015- 2016	0	30.5	79.5	1
Total	0	95.3	821.5	28

Source: Njombe District Council-Works Department, 2015

The department continues to maintain the council's Vehicles. Currently the council has 16 working vehicles and 7 grounded vehicles. The Work department has 20 working staff in deferent cadres including: 1 Civil Engineers, Civil Technicians, 1 Assistant civil technician, 3 Mechanical Technician, 2 Electrical Technician, there is no drafts man, Driver 8, 1 Personal Secretary, 1 Office attendant, generally the council has a deficit of 6 staff in different carder. The department has one old car (Land cruiser Pickup) which is not sufficient for supervising works of the department. Also the department has working offices and enough number of computer sets and printers for office work.

The works department has been maintaining the current existing roads each year. The fund for road maintenance is obtained from central government through Roads Fund. The council also strives to acquire funds from various development partners. In 2012/2013 the council obtained funds from Tanzania-Japanese Food Aid Counterpart. The standard of maintenance which the council does is earth and gravel standard, which necessitate the roads to be maintained every year. However, these funds are not sufficient to maintain the whole road network. The department has been allocating these funds by considering the priority and the severity of damages on it at a time. However, in the interior of the council there are so many roads which have not been maintained by the council that makes council road network. These roads are still poorly maintained by the community.

The department, as the part of the Council also has gone through challenge of council split from the former Njombe District Council which took place between 2012 and 2013, resulting the establishment of Makambako Town Council and Wanging'ombe District Council. This lead to reduction of council maintained road network, working equipments and staff. The department is facing some problems in implementing its duties: Insufficient fund to maintain the road network, shortage of transport facilities for supervising road maintenance, few staff, shortage of working equipments, existing of impassable roads in the network, low community participation in preserving and maintain the roads and overloaded trucks which damage the district roads.

2.2.10 Health

Better health is central to human happiness and wellbeing, it also makes an important contribution to economic progress, as healthy populations live longer, are more productive and save more. Many factors influence health status and country's ability to provide quality health services for its people. Health department deals with ensuring health and social well being of the community in the council and maintained all the time through provision of high quality, accessible and affordable services. The department has a duty to make sure it provides better services to the population groups of: Women of child bearing age who are 27,421, under five years' old children who are 13,767 and the infants who are 3,495. The Compressive Council Health Plan (CCHP) for financial year 2015/2016, was prepared in the way it address the Policy and guidelines objectives related to National Health Policy (2007), Primary Health Services Development Program, Millennium Development Goals, Government Vision 2025, National Strategy for Growth and Reduction of Poverty, The National Essential Health Package (2000), the Burden of diseases nationally and locally and "Mpango wa Maendeleo wa Afya ya Msingi" (MMAM) program 2007-2017 and the Big Result Now (BRN) for health sector. All sources of health funds including donations in funds and in kind have been included.

The department aims at improving health and social welfare delivery system in the district by using all resources available efficiently and equitably. Also to ensure that health services delivered are of good quality, accessible and available at an affordable cost. Moreover it will ensure that individuals and families are empowered, hence be responsible and participate fully in their health and social welfare issues. The Council has a total of 27 health facilities among which 1 is a health centre and 26 dispensaries. Among of them 3 Faith Based Organizations (FBOs) while 23 are of public owned. There are 52 houses for health workers. There are 3 Dispensaries, 1 health centers 1 Reproductive and Child Health (RCH) building are in different stages of construction.

The number of health service providers of different cadres at all levels who are available is 275 while the required number as per standard establishment is 405 which make a gap of 130 equivalent to 32%. However in financial year 2014/15 Njombe District Council has been given an employment permit to employ 77 staff of different cadre and so far 54 staff had been employed. The core function of the health department includes:

(i) Preventive function

In health care provision there are several ways and different antigens for preventing different diseases. *Among of it is vaccination that has different antigens that are responsible to prevent different diseases for a living human being/animal. In this area vaccination coverage on preventive was at different level where Oral Polio Vaccine (OPV3) was at 97%, Measles at 86%, Basilar Calmat Gruel (BCG) at 99%, Diphtheria and Petusis Tetanus and Hepatitis B (DPTHetB) at 98% Vitamin A supplementation increased from 95% to 109% and TT was at 5.6%. Other preventive services were done through Health Education to the community through media, leaflets, flyers, posters and several sessions for behavior change.*

(ii) Curative function

In medical field there are different substances used to cure/eliminate infection to human being or an animal, treatment was carried out in Out Patient Department (OPD) and in Patient Department (IPD). Supportive Supervision coverage maintained at 90%, Moreover the Council have completed construction of 1 dispensary (Mambwe) which officially started to operate in March 2014. However construction of 3 dispensaries (Lima Upami and Igombola) is at renta stage, and construction of Labour ward at Lupembe Health Centre is at superstructure stage and RCH building at Kidegembye dispensary is at renter stage. Despite the achievement which has been mentioned above, the council faced the following primary, secondary and managerial problems; Primary Health problems includes; high maternal mortality rate 97/100,000, high under five mortality rate (1/1000), high neonatal deaths ranging to 2/1000, high infant deaths by 3/1000, high rate of death due to Malaria in all ages (30.2%), high Case fatality rate due to T.B (3.2%), high number of cases of Non Communicable Disease (NCD) (4%), high prevalence of HIV (14.8%) contributed by low coverage of Care of Treatment Centre (CTC) services (8%), and high incidence of STI (4.5%).

Table 23: List of top ten diseases depending on the prevailing situation in the Council

No.	Diagnosis	< 5years				>5+ years			
		M	F	Total	% of total OPD cases	M	F	Total	% of total OPD cases
1	Malaria	574	593	1,167	18.9	1,098	1,282	2,380	21.0
2	Pneumonia	857	819	1,676	27.1	454	638	1,092	9.7
3	ARI	533	556	1,089	17.6	629	953	1,582	14.0
4	Intestinal Worms	343	453	796	12.9	646	1,022	1,668	14.8
5	Other diagnosis	0	0	0	0.0	922	1,054	1,976	17.5
6	Emergency Surgical condition	123	369	492	8.0	657	333	990	8.8
7	Skin disease	161	121	282	4.6	226	270	496	4.4
8	Diarrhea disease	156	153	309	5.0	165	235	400	3.5
9	Ear condition	190	175	365	5.9	114	143	257	2.3
10	Genital discharge	0	0	0	0.0	90	365	455	4.0
Total		2,937	3,249	6,176	100	2937	3,239	11,296	100

Source: Comprehensive Council Health Plan Report- Njombe District Council, 2015

(iii) Rehabilitative Function

Rehabilitative is a branch of medicine that aims to enhance and restore functional ability and quality of life to those with physical impairments or disability. Current there are no services for rehabilitation provided in the district. Generally, health department through its HFs has been undertaking several initiatives to reduce deferent community health burden by using available resources. Maternal death reduced from 3 (140/100000) in 2013 to 2 (97/100,000) the same to neonatal deaths decreased from 3/1000 to 2/1000, infant deaths decreased from 5/1000 to 3/1000 and under five deaths decreased from 2/1000 in 2013 to 1/1000 by the end of December 2014, Vaccination coverage was as follows Polio 93%, Measles 86%, BCG 93%, DPT3 92% Vitamin A supplementation increased from 95% to 109%, T.B treatment success rate

increased from 75% to 86%, Supportive Supervision coverage maintained at 90%, Moreover the Council have completed construction of 1 dispensaries (Matembwe) which officially started to operate in March 2014.

Table 24: Priority area and health problems in the District

No	Priority area	Priority Health Problems
1	Medicines, Medical equipment, medical and diagnostic supplies management system	Inadequate supply of medicine, medical equipment's, medical and diagnostic supplies of about 41%
2	Maternal, Newborn and child Health	high maternal mortality rate 97/100,000
		high neonatal death rate 2/1000
		High infant mortality rate 3/1000
		High mortality rate in under five 1/100
3	Communicable disease control	High prevalence of HIV and AIDS (14.8%)
		High case fatality rate of TB (3.2%)
		High incidence of Malaria among OPD cases (30.2%)
4	Non Communicable Disease control	High incidence of NCDs (Diabetes mellitus, Mental illness, Injury and Cardiovascular by (4%)
5	Treatment and Care of other common Diseases of local Priority within the Council	High incidence of oral condition among school children of about (67%)
		High incidence of skin Disease among OPD Cases (6.3%)
		High incidence of ear conditions among OPD (3.3%)
		High incidence of NTDs (onchocerciasis, schistosomiasis, Helminthiasis (among OPD attendance of about 5%
6	Environmental Health and Sanitation	Inadequate Number of HFs with capacity to manage environmental Health and sanitation by (28%)
7	Strengthening social welfare and social protection service	Low access of Health, Social welfare and protection services for the vulnerable group by 10%
8	Strengthen human recourses for health management capacity for improved health	Shortage of skill mix staff of HRH and social welfare at all levels of about 32%
9	Strengthen organizational structures and institutional management at all levels	Weak organizational structure and institution by 65%al management capacity for health and social welfare services
10	Emergency preparedness and response	Low capacity of HFs to manage emergency by 25%
11	Health Promotion	Inadequate awareness of the community on preventive and curative initiatives 50%
12	Traditional Medicine and Alternative Healing	High number of patients with complication who delay from traditional medicine and alternative healing by 70%
13	Construction, rehabilitation and planed preventive maintenance of physical infrastructure	Shortage of Health Facilities by level 44%

Source: Comprehensive Council Health Plan Report- Njombe District Council, 2015

The District council is facing various issues of concern that affect the health sector including:

- Lack of council hospital
- Inadequate transport facilities
- Low contribution of Community Health Fund (CHF)
- Recurrent stock out of medicine and medical supplies
- Inadequate skilled staff according to staff establishment
- Inadequate awareness of the community on preventive and curative initiatives by 50%
- High prevalence of HIV/AIDS within the council
- High maternal mortality rate
- Unequal distribution of health facilities
- Inadequate Health staff houses
- Low capacity of HFs to manage emergency
- High neonate mortality rate
- High case fatality rate of TB
- High incidence of Malaria among OPD cases
- Weak organizational structure and institutional management capacity for health and social welfare services
- Inadequate Number of HFs with capacity to manage environmental Health and sanitation
- High number of patients with complication who delay from traditional medicine and alternative healing
- Low access of health, social welfare and protection services for the vulnerable groups by 10%
- Inadequate skill mix staff of HRH and social welfare at all levels of about 32%

2.2.11 Water

Water is a shared common resource fundamental to life and in sustaining the environment and plays a central role in the social and economic development. It touches all spheres of life including domestic, agriculture, livestock, fisheries, wildlife, industry, energy, recreation and other social and economic activities. Water department is among various departments of Njombe district council having roles to make sure the community has improved access of clean, adequate, affordable and safe water services closer their houses. Core functions of Water department are

- Providing the consultant service on water use for coordination of all water related activities.
- Facilitating, coordinating, formulation and establishment of Community Users Association (COMSOs).
- Perform hydraulic designing calculation for preparation of budgets and constructing water schemes.
- Preparation of different reports (Weekly, Monthly, Quarterly and Annually).
- Monitoring, Follow-ups and Evaluation of completed and ongoing water projects.
- Assist the community full participation in planning, construction, operation, maintenance and management of community based water supply that to enable them to solicit funds from donors ultimately.
- Involving the community in caring out some of the activities such as survey work for the aim of bringing sense of ownership.
- Training village based operation and maintenance teams for minor repair of water systems.

- To conserve water source and improve local available water services.
- To take water flows at the sources and analyze obtained data from water sources collected.

With respect to staffing the department has (14) staffs, office infrastructures and transport facilities for daily implementing activities. Also water department work closer with 31 water user association and 14 Community Owned Water Supply organizations (COWSO) officially registered. Water department is implementing Water Sector Development Program (WSDP) under Rural Water Supply and Sanitation Program (RWSSP).

The policy required that the community to have access of clean and safe water to domestic water point not more than 400m walking distance and one domestic point to service people not more than 250 peoples. Also the policy emphasizing the formulation and registration of water entity/users association (COWSOs) to the community as an autonomous bodies registered under the water act. No. 12 part VIII of 2009 to run water services in the areas operating. The water committee is semi-autonomous committee in the village government charges to oversee water supply services in the village.

There are 65 water supply projects constructed which using different technologies options such as (11) Gravity water supply schemes, (6) Hydrant water schemes-Hydraulic ram, (4) Diesel pumps, (3) Electrical pumps, (3) Water wheels, (1) Wind Wheel, (33) Shallow wells and (2) Boreholes-deep wells. The current population served with clean and safe water in Njombe District Council is 45,705 out of the total 85,747 District Council population, equivalent to 53.3 % of the entire population in the Council.

Njombe District Council has different water sources namely: springs, streams, rivers, wells (shallow, deep), dam and rainwater. The total number of water source are 977 and 652 are conserved and protected. The district is facing numbers of problems in water sector which includes:

- The willingness and low knowledge of the community on fund contribution for operation and maintenance to operate their water projects especially pumping water schemes.
- Lack of enough fund released from ministry of water for implementing new projects as budgeted.
- Degradation of water in the water sources caused by human activities and natural change of weather affects a lot our existing projects as well as planned projects.
- Uncommitted (Water Users Association) which lead to fail of operation and maintenance on water projects.
- Shortage of Funds for formulation and registration of water Users associations (COWSOs) which lead the council to have few villages with registered COWSOs
- Few village having the formulation and registration of water Users associations (COWSOs).
- Inadequate funds to enable smooth operation and maintenance, and construction of short and long term identified water schemes.
- High number of community not reached with clean and safe water services.
- Having disease causes with scarcity of clean and safe water.
- Notion that water supply is still free service and the idea that the Government and Donors will continue to provide the service free of charge to the Community hinders efforts of self-spilt on water project cost contribution.

2.2.12 Finance and Trade

Finance and trade is divided into two departments which include: Finance and, Trade and Market Operation. The activities expected from a finance department cover a wide range from financial management in providing information to assisting management in making strategic decisions. Finance department is responsible for all the day to day transactional accounting for the council. This includes the tracking of all transactions and the management of the government reporting which result to preparing of the financial statements with an external auditor engaged for assurance purposes. The finance department is also responsible for management of the council's cash flow and ensuring there are enough funds available to meet the day to day payments. Also, the finance department will work with planning department to prepare the organization's budgets and forecasts, and to report back on the progress against these throughout the year. This information can be used to plan staffing levels and asset purchases.

The council is actively implementing the National Trade Policy, the Sustainable Industrial Policy and Small and medium Enterprises Development Policies. In recognizing the contribution of medium and small industry to the district economy through various property taxes, service levy, license issuing and billboards. Budgeting and accounting are carried out by using various systems including PLANREP and EPICOR though there are some challenges in network bases and production of various reports from those systems.

In carrying out its mandate, the department has a number of functions that are core to its activities and are geared towards ensuring the fulfillment of the council's mission and the achievement of its vision. The core functions include the following:

- Advising the council on all financial matters
- Preparing annual budget of income and expenditure in collaboration with planning officer and other heads of departments
- Maintaining a sound accounting system and safekeeping of all supporting records
- Preparing regular reports to council on the progress of actual expenditure and income compared to the budget, and making recommendations on balancing levels of income and expenditures.
- Preparing Councilor's reports and financial statements.
- Ensuring an effective system of internal control is operated including the writing and subsequent revision of detailed financial procedures
- Presenting to Finance Committee financial procedures for their approval, and their distribution to heads of departments
- Custody of Council assets and all aspects of financial management for the council, including appropriate arrangement for the staffing and management of the finance management.
- Coordination, implementation and review of policies and strategies for the trade, marketing development and promotion of Small and Medium Enterprises (SMEs)
- Monitoring and evaluation of performance of trade, marketing and SME sectors, industry and trade support institutions;
- Collection, analysis and dissemination of trade, marketing and SME information and creation of industry, trade, marketing and SME databases;
- Promotion of domestic and foreign investment, promotion of business support services and value addition and post-harvest management for enhancing public private competitiveness in the industry, trade, marketing and SME sectors;

- Development and promotion of domestic and international trade and
- Facilitate the establishment of manufacturing enterprises in rural areas so as to add value to agro products

The staffing situation differs substantially with respect to qualifications between the employees. Total numbers of accountants are 17 among which 11 staff are accountants and 6 staff are assistant accountants.

(i) Own Source Revenue Collection

Local government tax collection is the responsibility of the council staff and is completely separated from the central government. In district councils, it is organized around three levels, namely the council headquarters, the wards and the village levels. At the council headquarters the responsibility for tax collection rests with the council treasury, headed by the Treasurer. At the ward levels, the responsibility rests with the office of the Ward Executive Officer (WEO). The WEO also handles developmental issues and law-and-order functions at that level. At the village level, the responsibility rests with the office of the village executive officer (VEO). The VEO is also responsible for supervising village developmental activities and to maintaining law and order.

A trend of collection for Own Source revenues has been decreasing from 2011/12 to 2013/14 due to division of formal Njombe District Council into other three districts including Wanging'ombe DC, Makambako TC and the Njombe DC after division. This influenced sources of own sources revenues due to the change of Administrative areas. From 2013/2014 to 2014/2015, there was an increase of projections and actual revenue collected as the result of new sources of income which were generated. For this situation as the council, we have to increase more sources of incomes in order to implement more targets as planned.

Table 25: Budget against actual revenue collected from 2011 to 2015

Year	2011/2012	2012/2013	2013/2014	2014/2015
Budget	1,626,795,000	1,329,248,576	844,371,105	943,344,463
Actual collection	1,618,479,669	1,424,182,412	386,042,695	650,158,556

Source: Njombe District Council-Finance and Trade Department, 2015

On the expenditure a trend of various expenses shows that funds released from Central Government and Own Source from 2011 to 2015 has been reduced year after year, this is due the division of Administrative areas to formal Njombe DC, Makambako TC and Wanging'ombe DC.

Table 26: Budget against actual expenditure from 2011 to 2015

Year	2011/2012	2012/2013	2013/2014	2014/2015
Budget	26,997,678,513	35,415,969,531	36,372,511,290	19,386,053,718
Actual	22,345,005,352	33,647,740,984	30,030,069,315	15,272,331,888

Source: Njombe District Council - Finance and Trade Department, 2015

(ii) Audit queries and Internal Auditing

About past five years consecutively, the council has been getting clean certificates on financial reports, this is due to the transparency and accountability on preparations of the financial reports. Also this implies that most of the external and internal queries given to the Council are responded fully. Council prepares, financial reports and disseminate to the public through meetings organized by the council, including full council meetings, ward and village meetings. Also news papers and notice boards at ward and council headquarters are used in the Council to inform citizens. These are reasons to imply the effectiveness of these dissemination mechanisms whether the information actually reaches the public.

(iii) Trade and Market Operations

District Council has a total of 78 industries ranging from large, medium and small. It has one large tea processing industry located at Lupembe, three medium industries at Matembwe wards Ninga and seventy four milling industries distributed to all wards of the district council. Njombe District Council has around 971 traders who are residing in 12 wards where the council depends largely on revenue collected from those wards to run her day to day activities. These wards and their respective traders include: Mtwango 257, Ninga 33, Ikuna 163, Idamba 30, Lupembe 77, Igongolo 33, Kichiwa 50, Kidegembye 71, Matembwe 105, Ikondo 63, Mfriga 25 and Ukalawa 64. Apart from revenue realized through issuing trade license, Trade and Market Operation Unit depends on revenue from other sources which include: land, buildings, advertising billboards, markets, agricultural products such as timber, maize, beans, tea; livestock products including meat inspection levie; levies from local and foreign beer and finally levies from guest houses.

However, the revenue collection exercise from the sources so mentioned is being done in collaboration with the Ward Executive Officers who collect revenue to the District council twice a month that is at the mid and end of each month. Out of Tsh. 1,455,956,313.17 estimated revenue collection from all sources mentioned during the financial year of 2015/2016 the Njombe District Council has collected Tshs. 347,154,130.53 equivalent to 23.84% as her own source proper up to November 2015.

A total number of 971 formalized traders, 450 formalized business people equivalent to 46.34% have been issued with the trading license up to November 2015. With rural industrialization Njombe District Council through trade and market operation unit has facilitated the establishment of industrial clusters/business centres at ward and village levels such that of tea processing industry at Lupembe, timber processing at Matembwe, and that of pineapple industry at Madeke; and strengthened extension services aimed at promoting industrialisation through SMEs.

Again with market accessibility, trade and market operations unit has promoted business linkages between large and small enterprises, created traders and SMEs bulk provision systems through a cooperative mechanism and finally facilitating SMEs to participate in local and international markets through trade fairs and missions especially pineapple producers at Madeke. The business training to traders has been done through facilitation of tailor based training programmes for start ups and for strengthening existing ones.

The contribution of trade and market operations to the District Council of Njombe is reflected in the following areas which include:

- Improved household income and poverty reduction through the sustainable use of forest products such as timber which are being sold at specialized areas at matembwe, Ikuna, Mitwango and Kidegembye.
- Increased council revenue through trade license and other sources of revenue that are being offered by the trade and market operation unit.
- Giving business education to traders on how to comply to trading rules and regulations.

Despite the noted success the finance and trade is hampered by different issues.

- Late fund disbursement from the Central Governments and Donors
- Few/narrow sources of revenue collections
- Network instability of accounting package (epicor)
- Insufficient funds disbursed to Local Government
- Lack of education to revenue collectors in wards and village levels
- Man-power loss among Department staff due to HIV/AIDS diseases
- Lack of working gears especial in revenue section i.e. Department has no motor vehicle for follow-up and supervision of revenue activities
- Unreliable report of all fixed assets maintained due to the division of the Njombe, DC, Wanging'ombe DC and Makambako TC
- Un conducive working places i.e. Department building is too old in such that rooms are not reliable to be as offices
- Inadequate working facilities such as cars and lack of the office computer, printer, photocopying machine and scanner.
- Inadequate coordination, implementation and review of policies and strategies for the trade, marketing development and promotion of Small and Medium Enterprises (SMEs) caused by budgetary deficit.
- Insufficient monitoring and evaluation of performance of trade, marketing and SME sectors, industry and trade support institutions.
- Less compliance of tax payers which make revenue collection exercise difficult.
- Insufficient promotion of domestic and foreign investment, business support services and value addition and post-harvest management for enhancing public private competitiveness in the industry, trade, marketing and SME sectors.
- Insufficient support from Ward Executive Officers who in collaboration with District Trade Officers collect the council revenue.
- Unreliable markets for agricultural products.

2.2.13 Internal Audit

Internal Audit Unit of Njombe District Council was established under section 45(1) of the Local Government Finances Act No.9 of 1982 (Revised, 2000), Section 13-14 of the Local Government Financial Memorandum of 2009, and the Local Government Internal Audit Manual of 2012 together with other directives (hand books for Internal auditor, International Professional Practice Frameworks) provided by the Internal Auditor General (Ministry of Finance) the Internal Auditor is the Auditor of the Local Government Authority to which he/she is employed to perform such functions. The primary role of the Internal audit unit

focuses on the overall assessment of the internal control within an organization of which done by examining and evaluating the effectiveness and adequacy of such controls over all the institutions finances and accounts. Relatively to the institution internal control, it contributes to the appropriate, competent and valuable utilization over the public resources.

Internal auditing is an independent and objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of the Njombe District council. It assists the Council in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's risk management, control, and governance processes. According to section 14 sub section 1 to 10, of the Local Authority Financial Memorandum of 2009 the following are the core functions of the internal audit unit:

- The Internal Auditor shall in collaboration with the Accounting Officer, prepare an annual work plan for Internal Audit Section and have a copy sent to the office of the Controller and Auditor General, Minister responsible for Local government and Regional commissioner by not later than 15 of July of the year
- The Internal Auditor shall prepare the Annual Risk Based Internal Audit plan and submit to the Audit Committee and Accounting Officer for Approval.
- The Internal Auditor shall not conduct and audit or investigation without a written audit programme.
- The Internal Auditor shall appraise the soundness and application of accounting financial and operational control and in a particular:
 - (a) Review and report on proper control over the receipt, custody and utilization of all financial resources of the council;
 - (b) Review and report on compliance with financial and operational procedure laid down in any written law, instruction and good accounting practice as defined by the Minister from time to time in order to ensure sound financial practice;
 - (c) Review and report on the correct classification and allocation of revenue and expenditure Accounts;
 - (d) Review and report on the reliability and Integrity of financial and operating data in order to allow for the preparation of accurate financial statements and other reports; and
 - (e) Review and report on the systems in place which are used to safeguard assets.
- The Internal Auditor shall keep a register of work done showing dates of field work, the date of final reports, date and nature of the responses received in respect of queries and indication of proposed follow-up activity. Such registers shall be made available to the Controller and Auditor General upon request.
- The Internal Auditor shall prepare and submit dated reports direct to the accounting officer for action and onward transmission to the Finance Committee. The accounting officer will send a

- copy to the Controller and Auditor General, Permanent Secretary, ministry responsible for local government and RAS within 15 working days from the date of receiving the report.
- The Internal Auditor shall prepare and submit two reports to the accounting officer:
 - (a) A quarterly report shall be submit to the accounting officer within 15 days after the end of the quarter: and
 - (b) Annual report to be been submitted to the accounting officer within 15 days after the end of the year.
 - After Audit reports have been prepare and signed by internal auditor will be submitted to the accounting officer, copied of such reports shall be send to the Controller and Auditor General Permanent Secretary of ministry responsible for local government and RAS with a covering letter.
 - The Internal Auditor shall not give or provide information to a person who has no entitlement to the information possessed.
 - The Internal Auditor shall always perform his duties professional and any comments, observations must be based in adequately searched facts and directed to the right official and place, failure to observe professional ethics shall lender the auditor personally responsible for any faulty conclusions arising from that audit.

The Unit has managed to prepare all quarterly reports and annual audit plans and transmitted to higher respectively authorities namely Resident Audit Office, President's Office Regional Administration and Local Government, Internal Auditor General and Regional Administrative Secretary. One audit reports is required to be prepared in every quarter, which makes a total of four reports in every financial year. Therefore, for five years consecutively from 2009/2010 to 2013/2014 twenty reports were prepared and every financial year the unit required to prepare one Internal audit plan, for the consecutively five financial years the unit has manage to prepare and submit to the higher authority respectively.

The unit has managed to prepared annual risk based internal audit plan and submitted and approved by accounting officer and audit committee. Internal Audit Unit required to prepare one annual risk based plan every financial year, five annual risk based plan for five financial years 2009/2010 to 2013/2014 were prepared and submitted to the higher respectively authority (Controller and Auditor General office, Regional Administrative Secretary). The unit is complying with the core function, which required preparing audit programme before conducting audit or investigation. Every financial year the unit managed to prepare four auditing program which make a total of twenty audit program available in five financial years consecutively since 2009/2010 to 2013/2014 and this was the continuous process. The unit assessed and appraised the soundness and application of accounting financial and operational control. This measured through obtained unqualified report from external auditor and the council managed to obtained unqualified report in five consecutive financial year since 2009/2010 to 2013/2014 this was due to soundness internal control. Audit works always are documented. Internal Audit Unit for every audit conducted required to prepare audit work performed make them available for reference, the council unit prepare four audit works in every financial

year divided into quarterly bases. For this the council unit managed to prepare twelve audit works for three consecutive financial years (2011/2012 to 2013/2014).

The Unit is structurally required to have four (4) auditors. The existing man power comprises only two hence resulted a shortage of two auditors in the council hence hindering its key roles performances. It has done continuous examination of financial and accounting systems which have been coordinated and has managed to review the financial statement of the Njombe district council. The unit managed to review five financial statements in five years consecutively for the financial year 2009/2010 to 2013/2014. Acquired unqualified opinion Njombe District Council following physical and financial performance audits by Controller and Auditor General managed to obtained unqualified opinion for the five year consecutively.

The internal audit is facing different problems which affect the performance:

- Shortage of funds to guarantee for daily operations of internal audit functions, audit of lower level institutions has not been done while few projects visited to verify Value for money.
- Maintaining the Council continuing obtain unqualified opinion
- Shortage of internal audit staffs.
- Low priority to Unit at budgetary framework, little funds are allocated to Unity to carry out its functions.
- Line of reporting it is really challenging since internal auditor both functionally and administratively reports to Accounting officer. Principle internal audit should reports administratively to accounting officer and functionally to audit committee.
- Anti-corruption problem from all level
- Increased on number of audit queries from six to 15 due to increase of audit scope.
- Un improved welfare of internal audit staff

2.2.14 Environmental Health and Sanitation

Environmental health comprises those aspects of human health, including quality of life, that are determined by physical, biological, social, psychosocial factors in the environment. It also refers to the theory and practice of assessing, correcting, controlling, and preventing those factors in the environment that can potentially affect adversely the health of present and future generations. Sanitation refers to the hygienic means of promoting health through prevention of human contact with the hazardous wastes together with treatment and proper disposal of sewage or wastewater. The Environmental Health and Sanitation is a department responsible in managing and controlling all factors in the environment that affects health of the people of Njombe District Council. The department has the following core functions:

- Environmental health planning and monitoring
- Solid waste management
- Sanitation promotion and health Education
- Liquid waste management
- Hazardous and industrial wastes management
- Inspection of food and other business premises
- Occupational health and safety

The environmental health planning, monitoring and solid waste management, the department is responsible: to collect different data for pre-planning and planning process before implementation, to conduct survey in order to assess community level the real situation if problems are related with their basic needs. There is neither refuse final disposal point nor does refuse bay on the street, however the community has been sensitized on using open dumping or refuses pits of which the accumulated waste is used as agricultural inputs. On sanitation promotion, health education and liquid waste management, the community were educated on how to construct different types of improved latrines according economic level and accompanied with wash hand facilities to all house hold, public use, institutions and how to separate sex in latrine use is 65% of household constructed improved latrines 34.8% of premises have traditional latrine 0.2% have unsatisfactory latrine. There is no infrastructure prepared for disposing liquid wastes rather than individuals disposing in pit latrines.

Table 27: Types of latrines dominant in Njombe

Type of latrine	Number of household	Percentage
Improved Toilet	13,222	65%
Traditional	7017	34.8%
No Toilet	51	0.2%

Source: Njombe District Council- Environmental Health and Sanitation Department, 2015

On hazardous and industrial waste management, there is one tea factory found in the council, the factory has infrastructure of treating waste water, staffs uses protective gears to prevent contamination of processed product, Community whose live near around because people tends to use water and waste products from industry for domestic use. On inspection of food premises, about 156 buildings which are preparing food for human consumption inspected to the standard required. Among of them 6 were closed due to lack of required standards. Regular health Education to all workers working at deferent institute is followed to prevent occupation hazards. Also there should a protective gears and used to all workers when are in working hours.

Environmental health and Sanitation in Njombe district council has a total of 11 staffs who are competent committed for implementing different WASH interventions. However, according to person emoluments budget for 2015/2016, the council has budgeted to employ more environmental health staffs experts for strengthening service delivery in the council. The councils Environmental Health and Sanitation is affected by lack of solid waste disposal points (skip buckets, refuse bays and sanitary landfills), in adequate number of environmental health officer, prevalence of diseases related to poor sanitation, shortage of transport means, low coverage of improved sanitation facilities at community level and public institutions

2.2.15 Beekeeping

Beekeeping unit is among of 19 departments in Njombe district council established by government in the year 2012 as independent unit for the aim of improving service delivery and fast development of beekeeping sector. Beekeeping is one of the economic activities in Njombe District Council. It is among the

councils in Tanzania that are known for honey and bee-wax production. Natural forests and plantation forests available in most parts of the district council have great potential for beekeeping.

Beekeeping offers a particularly useful possibility for poor and landless farmers to gain income as it requires minimal start up investment. In addition to the direct income from bee products, beekeeping generates off-farm employment opportunities in many fields including hive carpentry, honey trading and bee-based micro-enterprises. Beekeeping also supports agricultural production, forestry, and maintenance of biodiversity and natural resources through pollination services. But there are many factors that need to be addressed so that farmers and others can make the most of the potential of beekeeping to provide income for families and communities and to contribute to rural development in general.

The beekeeping policy (1998) emphasizes much on encouraging the participation of all stakeholders in conserving, managing honeybees, individual beekeepers and organized communities to establish, manage and own apiaries for demonstration purposes and carrying out sustainable beekeeping activities, furthermore the policy calls for financial facilities to attach and opportunities for establishing credit schemes to beekeepers. The major functions of the unit are:

- To supervise the establishments of bee Apiaries and bee reserve,
- To coordination, supervision implementation of beekeeping policy, regulation, raw and beekeeping guidelines.
- To identification of beekeeping opportunity and encouraging community to invest in beekeeping sector and management of quality bee product.
- To encourage and capacitate community to evolve in beekeeping sector for improvement of community livelihood.

Njombe district is one among the districts under Beekeeping Improvement Programme (BIP) in Tanzania initiated by Ministry of Natural resources and Tourism in 2006. The object of the programme was support the development of beekeeping sector. The district is highly potential in beekeeping industry having potential areas ranging from lower altitude zones mostly occupied by Miombo woodlands to higher altitude zones mostly occupied by shrubs, trees and grasslands which both opens opportunities to beekeeping investments. Njombe district council has about 23 beekeeping groups and about 270 individual beekeepers that are operating in different villages. The district with about 5750 beehives of which 2384 are Modern beehives while 3366 are traditional hives. The productivity of the hives has been affected by the traditional methods which have little increased from 10995.9 Kg of Honey and 873 Kg of beeswax in 2013 to 12,916.6 Kg of Honey and 973.5 Kg of beeswax in year 2015. This bee product currently contributes a total of Tsh 110,147,300 to Njombe communities per year. The decrease in bee products harvesting has merely been caused by an increased number of traditional beekeeping (i.e use of traditional beehives) as compared to Modern beehives usage, and the majority are unaware on Modern beekeeping techniques including usage of modern beekeeping equipments, processing and packaging.

Honey bees species potentials commonly found in Njombe are stinging and non-stinging bees which are dwelling in tree curve found in conserved forest, houses roofs, spaced rocks, opened holes in soil and are

catch when placed with beehives and domesticated for production bee product. Beekeeping sub-sector has improved as a result of intensive campaign conducted by the Njombe DC under the sponsorship of Tanzania Social Action Fund (TASAF) and Participatory Forest Management (PFM). As Table 3.33 indicates, in period of 2010-2012 modern beehives numbering 2,921 at 50.74 percent of total beehives in the council were very prominent than traditional beehives numbering 2,836 at 49.26 percent of the total beehives.

Table 28: Number of Traditional and Modern Beehives in the District by wards 2010 -2012

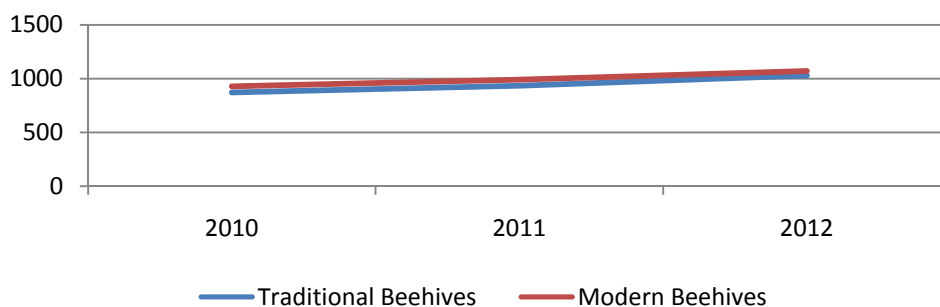
Ward	Types and Number of Beehives							
	Traditional				Modern			
	2010	2011	2012	Total	2010	2011	2012	Total
Mfiriga	782	869	960	2,611	813	914	386	2,113
Mtwango	49	65	69	183	162	199	223	584
Kichiwa	42	0	0	42	59	73	92	224
TOTAL	873	934	1,029	2,836	1,034	1,186	701	2,921

Source: Njombe District Council- Natural resource Department, Njombe District Council, 2013

(i) Beekeeping production areas

Bee keeping was mostly practiced in only three wards of Mfiriga, Mtwango and Kichiwa. Mfiriga ward was the leading in having more beehives, more traditional beehive at 55.27 percent and modern beehive at 44.73 percent of all respective beehive types in the council. It was followed by Mtwango ward which had 23.86 percent of traditional beehive and 76.14 percent of modern beehives in the council in the same period. Kichiwa ward had 15.79 percent of traditional beehives and 84.21 percent of modern beehives. This situation led to high production of honey and bee wax in those wards. Figure 1 indicates that, modern beehives which are more improved and made by timber were most used whilst traditional beehives mainly made by carving logs were less used. On top of that, if the available beekeeping potential is fully utilized, it would reduce unemployment/underemployment of rural population in the district council.

Figure 2: Trend of Traditional and Modern Beehives use in Njombe District 2008 -2012



Source: Njombe District Council- Natural resource Department, Njombe District Council, 2013

According to Tanzania Beekeeping policy of 1998, the production potentials of bee products in the country is 138,000 tons of honey and 9,200 tons of beeswax per annum from 9.2 million of honey bee colonies. In Njombe District the estimated production potentials of bee product is 530 tons of honey and 34 tons of beeswax per annum harvested from 44,000 of honey bee colonies. Over three years period, beekeeping sub sector produced a total of 21,100 kgs of honey valued at Tshs 112,908,000 which was 98.8 percent of all beekeeping products value in the district council. In the same period; 231 kg of bee-wax worth Tshs 1,346,000 was also produced at 1.2 percent of beekeeping production in the council.

Table 29: Beekeeping Products and Value (Tshs), Njombe District Council in 2010 – 2012

Year	Honey		Bee-wax	
	Kgs.	T.shs.	Kgs.	T.shs.
2010	7,523	37,615,000	68	326,400
2011	6,169	30,845,000	89	427,200
2012	7,408	44,448,000	74	593,000
Total	21,100	112,908,000	231	1,346,600

Source: Njombe District Council - Natural resource Department, Njombe District Council, 2013

Moreover, the councils' work-force living in areas which are favorable for bee-keeping, especially those living in close proximity to forest reserves could be encouraged to engage in this important off-farm economic activity. Bee-keeping has an advantage of being carried out alongside with other economic activities such as farming and livestock keeping without much loss of time and labor.

Figure 3: Percentage of Beekeeping Products Value (Tshs), Njombe District Council, 2010 – 2012



Source: Njombe District Council -Natural resource Department, Njombe District Council, 2013

A well functioning beekeeping extension services is a prerequisite for the promotion of community based beekeeping Agro forestry systems. The extension service in the districts is however poorly staffed and

financed. Also there is inadequate extension materials and facilities which hinders extension works. The community to reach with extension offices per year is estimated to be 900 per annum. In 2012 community accessed by Beekeeping staff and provided with extension services in the Njombe district council were 106, while in 2013 were 146 and in 2014 were 130 per annum. This indicates the number of, community benefited from beekeeping extension services is very minimum than targeted number per annum. On staffs and working facilities, currently has 3 staff and there is shortage of 12 staff at ward level. The unit suffers shortage of working facilities including vehicle, Motorcycles, computers, enough offices, which will potentially serve the unit in operationalising its roles and responsibilities. Issues of Major concern affecting beekeeping in the district are:

- Lack of awareness on modern beekeeping techniques, processing and packaging of bee products has affected the quality, quantity and the marketing potentials of the bee products.
- Capital constraints to community engaged in beekeeping industry has made difficult in community's adoption to modern beekeeping techniques.
- Lack of extension Staffs at ward level, training tools and equips and transport facilities has resulted to less and little beekeeping community reached.
- Lack of specific and unreliable market channels and information of bee products (Honey and beeswax) have negatively affected sectoral development thus has for a long time hindered the individual and government efforts in improving the living standards of its people from beekeeping Operations.
- Minimum Use of communication technology (mobiles, computers, newspaper) among community/beekeepers for searching modern beekeeping knowledge and practices, markets
- Lack of adequate statistical information to guide plans and operations for the development of the beekeeping sector in Njombe District Council.

2.2.16 Information Technology Communication and Public relation

The Information Technology Communication and Public Relation is important for Council and Community development as it provides access to relevant information and knowledge which improves efficiency and productivity; enhances social services delivery; increases access to market opportunities; and improves government performance, among others. Information Technology Communication and Public Relation unit since the beginning of its establishment it has passed through various stages. It has done the best to prepare itself with what was essential required to meet challenge of times and thus make its presence felt through the finest use of its potentials. Core functions of Communication and Public Relation are:

- To coordinate Publications on special features, journals, brochures and news about the District Council both mechanically and electronically in the District Council website for the purpose of publicizing and marketing the services offered by the Council.
- Supervising and repairing of Information Technology applications, software and hardware in the council
- To serve as a link between media and Council on one hand and Council and public on the other through.
- To assist in elaborating various government policies through publications, interactive interviews or discussions with stakeholders.
- Supervising ICT guideline and policies if are adhered by all staff and providing some technical support where needed.

- To coordinate classification and storage of information about government events, preferably using special computer applications in pictorial form, for easy access and retrieval
- To facilitate preparation and airing of various awareness campaigns in the District.

In order to meet the Unit objectives, the staff requirement according to establishment is three, while only two staffs are available and the unit has the shortage of one staff. The unit lack transport facilities and other information technology tools.

Njombe District Council is facilitated with reliable communication networks such as mobile phones and radio channels. By the end of 2015, the council had 4 operating cellular phone companies namely: Vodacom, Airtel, Halo Tel and Tigo. The leading telephone company for wide coverage in Njombe District Council is Vodacom, followed by Halo Tel, Airtel and Tigo. There is 6 Radio services accessed in the council include Radio Free Africa, Clouds Fm, Uplands FM, Kings Fm and Ebony Fm, Starter Fm. Out of them only 3 radio station are found within the Council headquarter namely Uplands Fm, Kings Fm and Starter Fm. Through this media several of information has been disseminated to community. Furthermore, the Council has one television (Njombe District Council Television) which is not working for some year. The community access television services from various stations operated outside the District through decoder namely Azam, Zuku, Star times, Continental and Digital Satellite Television (DSTV).

The council does not have internet services in Peripheral areas but council headquarters which is in Njombe Town Council are the only area which access internet services. The National Optical Fiber Backbone is accessible in only Mtwango Township and Council headquarters. The remaining 11 Wards had no access to internet services. The community can obtain such service in Njombe Town Council and Makambako Town Council. The Information Technology, Communication and Public Relation is keying itself to make sure the institution communicate internal and external within and outside the council in the right perspective and inform the organization about its impact with the mass. The Unit has achieved to prepare and publish 20 magazines (Twende Pamoja) depicting various developmental sectoral information from different sectors.

The information disseminated through magazine includes government policy, education, Health, and Council projects implementation. The magazine contribute a lot to the community development as it increase sense for people participation in decision making and action, sharing knowledge, change their behavior and life style. The unit has achieved to build strong media relation with media stakeholders which are found outside the District jurisdiction. Through this relation council information has been aired out through different programs.

The unit prepares and airing various awareness campaigns in the District based on educating society in the aspect of economical, social and tradition matters. Various communication and tools has been used to carry out this campaign including traditional dances and songs, public announcement system, newspapers, features, articles Publication and radio programs. The Unit has managed to Supervise Information

Technology applications, software and hardware. Currently there are about 7 Information technology application systems in the district.

Table 30: Status of Information technology application system in the district

No.	Application name	Purpose of the application
1	LOWSON	Monitoring Human Resource Records Management
2	EPICOR 9.02	Monitoring Finance
3	DHIS	Monitoring Health Information
4	LGMD	Monitoring Local Government Database
5	HCMIS	Monitoring Human capital Management information system
6	I TAX	Monitoring revenue collection
7	TOMSHA	Monitoring HIV/AIDS

Source: Njombe District Council- ICT and Public Relation Unit, 2013

For smooth operation of activities, the district has managed to have different tools which include: 52 Computer, 26 Printer, 2 Projector, 3 Digital Camera, 4 Internet modem and 3 Internet switch. Presence of Information Technology tools in the council facilitate to speed up the development activities. In the council staffs are using computers to write letters, reports, printing books, newspapers, and magazines, drawing pictures and diagrams, doing statistics, mathematics and handling financial records just to mention a few. In order to manage the proper use of Information and technology equipments the ICT unit manages to prepare Information and Communication Policy which help proper management of Information and technology equipments. The unit is facing different problems which affect the development of Information Communication Technology in the district: poor access of council information to general public, shortage of modern, information and communication technology tools, existing of virus in communication system, some staff did not recognize the role and policy of ICT unit with its activities, inadequate budgetary allocation for the Unit and lack of internet services.

2.2.17 Legal

The legal unit is one among six units and thirteen departments operating at Njombe district council whose major functions is to provide legal interpretation and advices to the council's senior management with regard to signing of contracts, adherence to National laws, rules and regulations, and legislation and enforcement of council's by-laws and for the sake of achieving democracy, good governance and development Njombe District Community. The core functions and roles of the unit are; provision of legal interpretation and advice to council senior management with regard to contracts, council regulatory requirements, intellectual property or other business affairs for the purpose of achieving good governance. The unit Oversees the activities of the organization's legal affairs, it administers council's cases in various courts in Tanzania, helps to settle various disputes which do not need courts settlement, it networks with outside organizations to advance legal interests and legal health of the council, leads the formulation and adherence of the council by-laws, and it provides the society with legal education.

Staffs; at the headquarters the Unit has only one legal Officer, while at Lupembe Primary Court there is One Magistrate, one Court Clerk and eleven (11) Police officers. The existing facilities are the present of JUTA which is a Set of principal laws and its Regulations, and two law reports. The council has total number of twelve wards, in all these twelve wards there are Ward Tribunals which exist and operate according to Local government Act of 1982, except newly formed Ukalawa ward which is still on process to form its Ward Tribunal. The majority populations of Njombe district community have low awareness on legal matters, human rights and good governance. Many cases are being reported with respect to violation of national laws, rules and regulations and abuse of human rights in all twelve wards. The dominant cases frequently reported by Njombe community to villages/ wards governments and ward Tribunals are

- Sexual abuse and sexual harassment cases (reported from all wards)
- Land dispute cases (reported from all wards)
- Murder cases (reported from Kichiwa 3 cases, Lupembe 1 case, and Idamba ward 2 cases)
- Criminal cases (reported from all wards)
- Civil cases (reported from all wards)
- Marriage case (reported from all wards)
- Inheritance cases (reported from all wards)
- Common allegations (reported from all wards)

The legal unit is also handling/ attending seven cases in various courts in Tanzania as follows:

- The land dispute case of Mr. Kenedy Elias Mwigune (Petitioner) Vs Njombe District Council (Respondent) held at High Court Iringa
- The land dispute case of Mr. Amelye Wikechi (Petitioner) Vs Itunduma Village Government (Respondent) held at Njombe District land and Settlement Council
- The land dispute case of Kidegembye Secondary School Board (Petitioner) Vs Joshua Nyato (Respondent) held at High Court Iringa
- The Revenue collection contract case of Mr. Edwin Malekela (Petitioner) Vs Njombe District Council (Respondent) held at High Court Iringa
- The land dispute case of Mr. Beddon Kinyunyu (Petitioner) Vs Njombe District Council (Respondent) held at High Court Iringa
- The land dispute case of Mr. Festo Mbilinyi Vs District Council (Respondent) held at High Court Iringa
- The bid for referral beyond time to the Court of Appeal of Samaria Village Council (Petitioner) Vs Njombe District Council (Respondent)

The issues of major concern affecting performance of legal activities in the District are: Shortage of funds to enable legal officers in effective administration of council's legal affairs and cases in various courts, Shortage of legal working facilities such as Reference books, and various law reports, Presence of many council's cases in various courts in Tanzania including four cases at High Court Iringa and one case at District land and housing Tribunal at Njombe, Legal illiteracy level and low civic education among most community members, Other challenges are abuse of human rights and fundamental freedoms of the people, Violation of rule of law and Democratic principles and Presence of petty and grand corruptions at work places.

2.2.18 Election

The Election Unity started to work in the District council in 2014 during the Local Government Election which was run in the whole country. In Lupembe Constituency the local government election was conducted in 45 villages and 227 hamlets whereby Villages chairpersons were elected. 42 villages and 215 sub-villages chairpersons were elected from Chama cha Mapinduzi (CCM) and the opposition side Chama cha Demokrasia na Maendeleo (CDM) won 3 villages and 12 hamlets.

The core functions of this Unity in co-ordination with the National Electoral Commission is to run the Local Government Election and General Election in the level of Constituency to make sure that the elections are fair and free.

The Tanzanian general election of 2015 which was the 5th election to be held since the formation of multi-party system (1992), the results indicated that in Lupembe constituency CCM candidates won a seat of national assembly member in single - seat constituencies, also the party won the council members in all 12 wards including five special seats reserved for women who were elected by the part CCM. The current problems affecting the effective performance of the election issues in the District are: lack of staff including permanent officers appointed by NEC, lack of stationeries and software for effective reporting and record keeping, poor knowledge in civic education to some of the people, lack of transportation services before and after elections.

2.2.19 Procurement Management Unit

Procurement is a process of acquiring goods, works or services. The procurement of goods, works and services is a high value activity within the council that has a critical impact on its performance and success. It helps council to organize contracts for development activities that are accountable, transparent and good value for money. Procurement Management unit is among the 19 departments and units in Njombe District Council in which its key role is to provide expertise and services on procurement, storage and supply of goods and services.

Procurement management activities are carried out with direction from public procurement Act, 2011 and regulations of 2013 which entails transparency, participation, fairness commitment, awareness during tendering process for the aim of improving the economy of the society and council at large and achieve value for money in procuring works, goods, non consultancy service and consultancy service for the benefit of the council. Procurement Management Unit has the following core functions.

- Manage all procurement and disposal by tender activities of the procuring entity except adjudication and the award of contract.
- Support the functioning of the tender board
- Implement the decisions of the tender board
- Act as a secretariat to the tender board
- Plan the procurement and disposal by tender activities of the procuring entity
- Recommend procurement and disposal by tender procedures
- Check and prepare statements of requirements

- Prepare tendering documents
- Prepare advertisements of tender opportunities
- Prepare contract documents
- Issue approved contract documents
- Maintain and archive records of the procurement and disposal process
- Maintain a list or register of all contracts awarded
- Prepare monthly reports for tender board
- Prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan
- Co-ordinate the procurement and disposal activities of all the departments of the procuring entity
- Prepare other reports as may be required from time to time

With respect to staffing, the unit has 5 procurement staffs, 1 supporting staffs, 1 technical specialist and 1 personal secretary forming the total of 8 staffs.

Procurement management unit in five years consecutively (2011/2012-2015/2016) has awarded a total of 142 contracts summing a total of Tshs. 10,678,881,716.86 /=. For the year 2015/2016 the district has awarded 6 contracts summing a total of Tsh. 441,416,750/=. Activities to be completed includes, completion, Construction and provision of school building facilities at Idamba secondary school, completion the construction and provision of school building facilities at Mulunga secondary school, rehabilitation of Nyamyuya post harvest training centre (PHTC), drilling and construction of three (3) boreholes at Lyalalo, Isoliwaya and Havanga primary Schools, construction of shallow wells at Isitu, Magomati, Kichiwa, Lole, Welela and Idongela and provision of consultancy service for District Council Strategic plan preparation.

2.3 The Analysis of External Environment

2.3.1 National Five Year Development Plan 2016/2017-2020/2021 (FYP II)

The Second Five Year Development Plan (FYDP II), 2016/2017 – 2020/2021, has integrated frameworks of the first Five Year Development Plan (FYDP I, 2011/2012-2015/2016) and the National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA II, 2010/2011-2014/2015) further extended to 2015/2016). This integration implemented a Government decision taken in 2015 to merge the two frameworks. The objectives of integrating the two frameworks were to improve efficiency and effectiveness in implementation through organizing and rationalizing national resources under one framework, by addressing critical challenges, which beset implementation of the parallel frameworks. The challenges included existence of many similar priorities of varying scope and emphasis, leading to available resources being spread too thinly; weak coordination; and unclear division of responsibilities in monitoring, evaluation and reporting.

The theme of FYDP II “Nurturing Industrialization for Economic Transformation and Human Development” incorporates the main focus of the two frameworks, namely growth and transformation (FYDP I) and poverty reduction (MKUKUTA II). FYDP II outlines new interventions to enable Tanzania industrialize in a way that will transform its economy and its society. It also incorporates unfinished interventions from the predecessor Plan and Strategy, respectively, deemed critical for realization of the aspirations of FYDP II.

FYDP II is built on three pillars of transformation, namely industrialization, human development, and implementation effectiveness. Specifically, the Plan aspires to:

- Build a base for transforming Tanzania into a semi-industrialized nation by 2025;
- Foster development of sustainable productive and export capacities;
- Consolidate Tanzania's strategic geographical location through improving the environment for doing business and positioning the country as a regional production, trade and logistic hub;
- Promote availability of requisite industrial skills (production and trade management, operations, quality assurance, etc.) and skills for other production and services delivery;
- Accelerate broad-based and inclusive economic growth that reduces poverty substantially and allows shared benefits among the majority of the people through increased productive capacities and job creation especially for the youth and disadvantaged groups;
- Improve quality of life and human wellbeing;
- Foster and strengthen implementation effectiveness, including prioritization, sequencing, integration and alignment of interventions;
- Intensify and strengthen the role of local actors in planning and implementation, and
- Ensure global and regional agreements (e.g. Africa Agenda 2063 and SDGs) are adequately mainstreamed into national development planning and implementation frameworks for the benefit of the country.

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

2.3.2 The National Agriculture Policy (2013)

Agriculture is the mainstay of the Tanzanian economy contributing to about 24.1 percent of GDP, 30 percent of export earnings and employs about 75 percent of the total labour force. The rate of growth in agriculture is higher than the average annual population growth rate of 2.6 percent implying growth in incomes. However, the average agricultural growth rate of 4.4 percent is insufficient to lead to significant wealth creation and alleviation of poverty, given the low level of agricultural development. Attaining poverty alleviation requires annual agricultural growth rate of from 6 to 8 percent. Generally, food crops account for about 65 percent of agricultural GDP while cash crops account for about 10 percent. Maize is the most important crop accounting for over 20 percent of agricultural GDP. Agricultural export crops have been growing at about 6 percent while food crops have been growing at 4 percent. Food and cash crops account

for about 70 percent of rural incomes. During the formulation of the NAP 2013, a holistic approach has been adopted in order to move away from the concept of food and cash crops towards agricultural commodities encompassing the two concepts as some food crops are also used for cash earning hence there is no demarcation on whether such crops are cash and/or food crops. The National Agriculture Policy 2013 also takes into account the existence of huge potential and opportunities for development of the agricultural sector. Whereas 44 million hectares of land are suitable for agricultural production, only 10.8 million hectares (24 percent) are cultivated mostly under subsistence agriculture. The latter consists of smallholder farmers

The National Agriculture Policy is a result of macro, regional and global economic changes that have bearing on the development of the agricultural sector. At the national level there have been major changes in the National Policy Framework resulting from the implementation of the Tanzania Development Vision (TDV – 2025), the Poverty Reduction Strategy Paper (PRSP), National Strategy for Growth and Reduction of Poverty (NSGRP I and NSGRP II), Long-term Perspective Plan and Five Year Development Plan. The macro policy framework focuses on developing an efficient, modern, commercial, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation. This is based on the fact that, Tanzania's agriculture is the driving force of the country's economy and therefore its development is of paramount importance. In order to achieve that, the sector has to grow at, at least 6 per cent. The Vision, Mission and Objectives of the National Agricultural Policy are:

The Vision is to become an agricultural sector that is modernized, commercial, highly productive and profitable; that utilizes natural resources in an overall sustainable manner in Eastern and Central Africa that acts as an effective basis for inter-sectoral linkages by the year 2025. **The Mission** is to facilitate the transformation of the agricultural sector into modern, commercial and competitive sector in order to ensure food security and poverty alleviation through increased volumes of competitive crop products. **The General Objective** is to develop an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation.

The specific objectives are to: i) Strengthen agricultural support and technical services (research, mechanization, irrigation, extension and training); ii) Increase production, productivity and profitability from utilization of the factors of production (land, labour and capital); iii) Enhance national food and nutrition security and production of surplus for export; iv) Improve agricultural processing with a view to add value to agricultural produce and create jobs; v) Enhance production of quality products in order to improve competitiveness of agricultural products in the domestic, regional and international markets; vi) Increase foreign exchange earnings from exportation of agricultural products; vii) Provide enabling environment to attract private sector investment to take advantage of existing comparative and competitive advantages; viii) Strengthen inter-sectoral coordination and linkages to increase efficiency and effectiveness; ix) Protect and promote integrated and sustainable utilization of agricultural lands; and x) Promote implementation of cross cutting issues in agricultural undertakings.

Since Njombe District Council has a total land of 264,758 hectares suitable for agriculture which is about 84.48 percent of the total area of the District Council, and the economic development of Njombe District Council is mainly depend on agriculture, where over 78% of the active working population earns their livelihood it is imperative for the district council to strategize its resources in realising the agriculture policy objectives.

2.3.3 National Livestock Policy (2006)

The Livestock Industry has an important role to play in building a strong national economy and in the process, reducing inequalities among Tanzanians by increasing their incomes and employment opportunities, while nurturing the natural resources. The rationale behind the National Livestock Policy is to commercialise the industry and stimulate its development while conserving the environment. The aim is to support the livelihoods of livestock farmers through increased incomes and self-sufficiency in food of animal origin and thus addressing the goals set in the National Strategy for Growth and Reduction of Poverty (NSGRP) of 2004. The Policy has taken into account the comparative advantage the country has as regards to the large livestock population compared to most African countries. It has also considered current developments in trade liberalization, globalization, privatization and divestiture of state enterprises, enhancement public-private partnership, advances in science and technology, which have direct impact on the development of the livestock industry. The Policy further emphasizes on the importance of value addition in order to access competitive markets and to prolong shelf-life of livestock products. Tanzanian population is expected to increase to 55.2 million by the year 2025 thereby significantly increasing demands for livestock and livestock products; therefore a need for special emphasis on improvement of livestock productivity.

The Vision of livestock policy is: By year 2025, there should be a livestock sector, which to a large extent shall be commercially run, modern and sustainable, using improved and highly productive livestock to ensure food security, improved income for the household and the nation while conserving the environment. The mission of the livestock policy is: To ensure that livestock resource is developed and managed sustainably for economic growth and improved human livelihoods. The overall objective of the National Livestock Policy is to develop a competitive and more efficient livestock industry that contributes to the improvement of the well being of the people whose principal occupation and livelihood is based on livestock. The specific objectives of the National Livestock Policy are to: (i) Contribute towards national food security through increased production, processing and marketing of livestock products to meet national nutritional requirements. (ii) Improve standards of living of people engaged in the livestock industry through increased income generation from livestock. (iii) Increase the quantity and quality of livestock and livestock products as raw materials for local industry and export. (iv) Promote integrated and sustainable use and management of natural resources related to livestock production in order to achieve environmental sustainability. (v) Strengthen technical support services, develop and disseminate new technologies. (vi) Develop human resources including livestock farmers. (vii) Promote production of safe and quality foods of animal origin in order to safeguard consumers. (viii) Promote the use of draught animal power and biogas utilization. (ix) Mainstream cross-cutting and cross-sectoral issues such as gender, HIV/AIDS, land and environment.

Grazing land in Njombe District Council is estimated to be 59,872 Ha, where improved pastures range about 1,153.6 Ha. With a diverse species of animals where there are indigenous chicken is the most widely kept livestock in the Council with 217,846 chickens followed by indigenous cattle 31,035 and goat 23,755,

dairy goat 182 and Turkeys 186 are the least kept livestock by the people in Njombe District Council. In this situation Njombe District Council has significant potentials in achieving the National livestock policy.

2.3.4 Open Government Partnership (OGP)

The Open Government Partnership (OGP) is a global initiative that aims at promoting transparency, empower citizens, fight corruption and encourage use of new technologies to improve governance. The OGP was formally launched in New York on 20th September, 2011 by 8 founding members, namely; Brazil, Indonesia, Mexico, Norway, Philippines, South Africa, United Kingdom and United States. The OGP is overseen by a multi-stakeholder International Steering Committee comprised of Government and civil society representatives. One of the major benefits of OGP is to improve service delivery and make Governments more responsible and accountable to their citizens. Given the benefits of this initiative, Tanzania joined the Open Government Partnership Initiative in September 2011. The intention is to make the Government business more open to its citizens hence improve public service delivery, government responsiveness, combating corruption and building greater trust. As stipulated under the Tanzania OGP Action Plan of 2012/2013, the OGP commitments are focused on the four pillars namely transparency, accountability, citizen's participation and technology and innovation. Our main focus is in the Health, Education and Water sectors. On transparency, the commitment is to improve various government websites to enable citizens to access information freely and timely. A citizens Budget in simplified language has been produced. The aim is to make citizens aware of the national budget components.

To spearhead good governance across the Government, several key and crosscutting governance reforms are being implemented. These core reforms are; the Public Service Reform Program (PSRP), the Local Government Reform Program (LGRP), the Legal Sector Reform Program (LSRP), the Public Financial Management Reform Program (PFMRP) and the National Anti-corruption Strategy and Action Plan (NACSAP). In line with these reforms, sector specific programmes have been undertaken to improve service delivery through the implementation of Decentralization by Devolution (D-by-D). These programmes constitute the policy and strategic framework for enhancing accountability, transparency and integrity in the use of public resources in order to improve service delivery in which Njombe District council must adhere to in achieving its vision.

2.3.5 The Tanzania National Development Vision (2025)

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

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

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

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

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

- Attain self-reliance driven by the psychological liberation of the mindset and the people's sense of confidence in order to enable the effective determination and ownership of the development agenda with the primary objective of satisfying the basic needs of all the people - men, women and children.
- Be a nation whose people have a positive mindset and a culture which cherishes human development through hard work, professionalism, entrepreneurship, creativity, innovativeness and ingenuity and who have confidence in and high respect for all people irrespective of gender. The people must cultivate a community spirit; one which, however, is appropriately balanced with respect for individual initiative
- Be a nation with high quality of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge to solve the society's problems, meet the challenges of development and attain competitiveness at regional and global levels.
- This necessitated the government to launch a National Strategy for Growth and Reduction of Poverty II (NSGRP II) to expedite the process of attaining the national development vision. The Njombe District Council as one of the councils responsible for service delivery in the country could serve as one of the government vehicles in attaining the goal of vision 2015 and thus reduce the poverty level among Tanzanians.

2.3.6 Big Result Now (BRN) Initiatives

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

On 22 February, 2013, when the President Dr. Jakaya M. 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. Njombe District Council like other councils is obliged to comply with (BRN) initiatives for making sure that all formulated strategic objectives and targets are timely achieved for sustainable development of the council.

2.3.7 Tanzania Mini- Tiger Plan

Mini-Tiger Plan 2020 gives Tanzania a golden opportunity to accelerate her economic growth to 8-10% from the current 7-7.5-6% by adopting the Asian Economic Development Model. The Model is focusing on employment creation by attracting Foreign Direct Investment (FDI) and promoting exports by developing Special Economic Zone (SEZ). Economic Miracle of Asian Economy is basically creating "Ponds" (SEZ) and attracting "Migrating Birds" (Investment especially FDI) - "Ponds and Birds" theory. Tanzania is still faced with many bottlenecks and problems for attracting FDI due to shortcomings such as underdeveloped infrastructure, weak banking system, weak 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 for accelerating to 8-10% annual growth includes: Build Special Economic Zones (EPZ) and aggressively promoting most promising industries (Primary, Light Industry and Tourism) by use of well proven SEZ Concept (Ponds and Birds Theory), Quickly improve the National Balance Sheet by expanding exports from \$1.0 billion to \$2-3 billion within 3-4 years by using "Ponds and Birds" theory and then, expand needed public projects in power/energy/water/transport sector by long-term borrowing from Multilateral and Bilateral development banks. The Njombe District Council has a vast area of 313,400 Hectares. With its strategic location along the road, the area can be strategically used to attract investment through private public partnership and to promote the economic growth of the council and the nation at large.

2.3.8 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

The Agricultural Sector Development Strategy (ASDS) provides a comprehensive strategy and framework for the implementation of the sector policies. The strategy defines the means for achieving the central objectives of the national agriculture and livestock policies. It is designed to create an enabling and favorable 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 Njombe District Council is one of the Government machineries for implementation of national policies, strategies and priorities, it will ensure that agriculture in the council is transformed in accordance with the ten KILIMO KWANZA actionable pillars.

2.3.9 Small and Medium Enterprise Development Policy 2002

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

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

through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy

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

2.3.10 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. Njombe District Council as implementing institution shall ensure that the goal and purpose of LGRP II is realized through enhanced service delivery.

2.3.11 Cooperatives Development Policy

This policy emphasizes on first transformation of farming from subsistence to commercial enterprises for the majority of producers, secondly assisting farmers to undertake critical problem analysis and assessment to understand the available alternative opportunities, production costs and market trends so that they can allocate their resources more efficiently value adding, and improvement of quality of products. Therefore, the cooperatives development policy provides some of the key challenges and opportunities for future development in this sector. In particular, the policy narrates the roles and responsibilities of the Government and other stakeholders in the promotion of autonomous competitive and member based cooperatives under the free market economy. Since Njombe District council has shown success with a total of 33 cooperative societies, it is the obligation of the district in promoting its cooperative societies as the engine of economic growth of the council.

2.3.12 Sustainable Development Goals (SDGs)

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

Goal 1: End poverty in all its forms everywhere

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

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

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

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

Goal 6: Ensure access to water and sanitation for all

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

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

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

Goal 10: Reduce inequality within and among countries

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

Goal 12: Ensure sustainable consumption and production patterns

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

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

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

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

Goal 17: Revitalize the global partnership for sustainable development

Generally the Sustainable Development Goals (SDGs) is focusing in all aspects human growth and development that Njombe District council should direct its resources in achieving them. The SDGs focus at key issues of: No Poverty, Zero Hunger, Good Health and Well-being, Quality Education, Gender Equality, Clean Water and Sanitation, Affordable and Clean Energy, Decent Work and Economic Growth, Industry Innovations and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Responsible Production and Consumption, Climate Action, Life below Water, Life on land, Peace Justice and Strong Institutions, Partnership for Goals (Finance, Technology, Capacity-Building, Trade, Systemic issues, data, monitoring and accountability) the district council is responsible in addressing all of the identified issues in promoting development of its people and meeting the Global targets.

2.4 Stakeholders and SWOC Analysis

2.4.1 Stakeholders Analysis

Njombe District council is a composition of consortium heterogeneous community with diverse specialization, capacity and interest. Stakeholders analysis for Njombe District Council involved the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success or failure of the strategic plan (either as implementers, facilitators, beneficiaries or adversaries). However, a basic premise behind stakeholders' analysis in the District 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).

Table 31: Stakeholders Analysis Matrix for Njombe District

No .	Stakeholder	Stakeholder' s Characteristics and Capacity	Stakeholder s' Role	Stakeholder's Expectation
1	Community members	They are rural resident and they are small farmers Low and medium income earner Committed and hard working sprit	Participate in planning and implementation of development project Owners and manager of projects	Improved social services Improved income
2	World Bank	International organization High financial capacity	Financial support Monitoring of projects Capacity building	Proper implementation of development projects Improved wellbeing of the community as results of project implementation
3	Financial institutions	Quos public owner	Provision of financial	Improved income to

No	Stakeholder	Stakeholder's Characteristics and Capacity	Stakeholder's Role	Stakeholder's Expectation
	(CRDB, NJOCOPA, TPB, NMB, NBC)	High finance capacity	services Cooperate social services Capacity building	the community members More profit creation Improved social services
4	Central government	Public Entity Controller of High financial capacity	Regulatory framework Budgetary allocation Policy formulation	Proper improved Improved LGA service delivery Improved wellbeing
5	UNICEF	International organization High financial capacity	Capacity building Material support Financial support	Improved wellbeing of women and children Improved services delivery by District Council Proper implementation of development projects Improvement of monitoring and evaluation system of district staff
6	POLITICIAN	They are political figures They are community representatives They are highly influential	They are Decision makers Policy and law makers	To remain in power through creating trust to the community Improved livelihood to the community
7	Civil society organization (Upendo Nyombo)	Civil society based Donor dependant	Support income generation activities	Create employment Community empowerment Capacity building
8	NGO-SHIPO, COCODA, CEFA, PADI, NJODINGO, SHIHSO, SEECO, NADO, MVEC	Donor dependant Non-government organization	Supporting development projects Capacity building Support income generating activities	Improved livelihood of the community
9	WATER AID	International organization High financial capacity	Capacity building Support water projects	Improved access to safety and clean water
10	PRIVATE SECTOR (Media, companies, processors, transporters)	Profit oriented Middle and low financial capacity	To conduct business to the council They are tax payer	To make profit
11	TANZANIA FOREST FUND	Public entity High financial capacity	Provision of forest conservation grand Capacity building	Improved forest conservation Improved community livelihood
12	FINLAND GOVERNMENT (we need specific name)	High financial capacity Finland public entity	Supporting environmental conservation through forest program Capacity building	Improved environment conservation Improved service

No	Stakeholder	Stakeholder's Characteristics and Capacity	Stakeholder's Role	Stakeholder's Expectation
				delivery
13	JICA	International organization High financial capacity	Supporting irrigation projects Capacity building Supporting education facilities	Improved food security Improved household Improve performance in science subjects
14	USAID	High financial capacity International organization	Capacity building Supporting medicine and medical supplies Support health infrastructure Provides extension services Support markets of agricultural products	Improved health services Increase household income Improves agricultural products
15	SOCIAL SECURITY FUND(NSSF,LAPF,PS PF, NHIF, GEPF	Social security oriented They highly financed They are public entity They invest in real estate	They offers benefits to members Support health services Provide loans for individuals and institution	To increase profit To increase number of members To improve wellbeing of members
16	TRADE UNION (TUGE, TALGW)	Public entity High financial	Advocacy Provide financial support Investment in real estate	Improves life standard and income
17	AFRICAN DEVELOPMENT BANK	International financial institution High financial capacity	Provide loans Capacity building Monitoring and evaluation of development projects Rural marketing infrastructure	Food security Improve household income
18	IFAD	International organization High financial capacity	Capacity building Market linkage	Food security Improved health and income
19	OPEC	International organization Union of petroleum High financial capacity	Fund TASAF	
20	FBOs	Religions Non-profit organization	Provide social and spiritual services	Community members to live in harmonious life Improve wellbeing of community

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

In achieving human growth and societal development, Njombe District council requires effective utilisation of its Strength and Opportunities to address the existing Weaknesses and challenges. The internal and external situational analysis conducted in the District identified different strengths, weaknesses, opportunities and challenges that need to be addressed and exploited. The following is the summary of SWOC analysis of the District Council.

2.4.2.1 Strengths

- Availability of skilled personnel
- Availability of arable land
- Good council leadership
- Council political stability
- Presences of highly motivated and working population
- Accessibility to wide coverage area by district roads

2.4.2.2 Weakness

- Untapped potential council revenue sources
- Inadequate implementation of planned activities
- Low priority of funds allocation to some department and their respective development projects
- Less responsiveness in addressing community problems
- Corruption among few staffs

2.4.2.3 Opportunities

- Arable land
- Availability of Development partners'
- Availability of financial institutions
- Availability of natural and artificial forest
- Presence of investors
- Accessibility to grants from central government
- Presence of national laws, policy and regulation
- Conducive climate condition
- National political stability
- Availability of trunk and regional roads
- Availability of good transport and communication

2.4.2.4 Challenges

- Shortage of Working facilities
- Prevalence of HIV/AIDS infection
- Shortage of staffs
- Shortage of health facilities
- Shortage and delay of funds
- Political interference on technical decision
- Shortage of water service delivery
- Insufficient transport facilities
- Lack of waste disposal point
- Inadequate crops storage facilities
- Unreliable markets for agriculture produce
- Shortage of cattle dips
- Presence of Wild fire
- Negligence to adopt new agriculture technology

CHAPTER THREE

PERFORMANCE REVIEW OF THE FIVE YEARS MEDIUM TERM STRATEGIC PLAN 2011/2012 - 2015/2016

3.1 Introduction

The performance review on the implementation of the previous five years medium term strategic plan based on the systematic and continuous collection and analysis of data for the purpose of comparing how well a plan was implemented against expected results. The major focus was on whether targets were achieved or not and if not why. Moreover, this entailed the determination on whether plan activities were implemented as designed, and if not, why. The performance review was a comprehensive ex-post assessment that involved reviewing the implementation strategy of the previous strategic plan, and drawing up lessons that can be applied to improve the new strategic plan. Targets were the baseline values that provided comprehensive information in tracking its implementation. Those targets which were not successfully implemented and completed within a five years plan horizon were reviewed and rolled over to the new 2015/2016-2019/2020 strategic plan based on the existing situation. The performance review of the previous five years medium term strategic plan is summarized in the following matrices.

3.1 Result Area: Human resource and Administration

Strategic Objective: Improve Services and reduce HIV/AIDS Infection,
Enhance Good Governance and Administrative Services
Enhance, Sustain and Effective implementation of the National Anti-Corruption Strategy

Target	Target achieved	Target not achieved	Remark
Workplace HIV/AIDS programmed developed in council by June, 2016	HIV/AIDS program introduced	HIV/AIDS programme developed in council is have not achieved to support all staff living with HIV/AIDS	Low Budget allocated HIV/AIDS programme carried over in the next 5years strategic plan
Good Governance and administrative service enhanced in 36 wards by June, 2016	12wards enhanced in good governance and administrative service		Planned target was implemented The activity is carried over in new strategic plan.
Skills and Performance towards Service delivery improved by June, 2016	Skills and performance towards service delivery improved in minimal extent.	Other employees have not enough skills towards service delivery	Few revenue collected led to failure of the council to support training to staffs. Activity is carried over the next council strategic plan
Improved performance and skills of 5 department staff by June 2016	Improve performance and skills of 5 department staff		Implemented

Target	Target achieved	Target not achieved	Remark
Combating petty and grand corruptions in work place by June ,2016	Combating petty and grand corruptions in work place is achieved through strengthening the council integrity committee	council did not manage to develop programs to educate staffs to combat corruption at working place	Not enough fund received The activity is carried over the next strategic plan
260 Stakeholders in 12 Wards of the District Council capacitated in combating petty and grand corruption by June 2016.	stakeholders in 12 wards of the district council was capacitated in combating petty and grant corruption	Other stakeholders is not yet capacitated in combating petty and grant corruption	Activity is carried for the next strategic plan
Good governance and administrative services enhanced in 12 wards of the District Council by June 2016.	Good governance and administrative services enhanced in 12 wards of the District Council.		Activity implemented successfully Activity is carried out in new strategic plan as it is continuous process.

3.2 Result Area: Land and Natural resources

Strategic Objective: Improve services and reduce HIV/AIDS infections, Enhance, sustain and effective implementation of the National Anti-corruption Strategy, Management of Natural resources and Environment Improved

Target	Target achieved	Target not achieved	Remark
HIV and AIDS Programmes Developed at work places by June 2016	3 HIV/AIDs focused education sessions conducted. HIV/AIDS issues and Combating strategies discussed in 11 Quarterly departmental meetings. 38 HIV/AIDS brochures distributed among workers.	Nutritional Support to HIV/AIDS infected workers.	Shortage and inadequate disbursement of funds, This will be considered in the next District strategic plan.
Departmental staff capacitated combating petty and grand corruption by June 2016	Anti-corruption issues and Combating strategies discussed in 8 Quarterly departmental meetings. 7 Anti-corruption strategy brochures distributed among workers. PCCB facilitated 3 meetings with natural resources staffs to improving workers awareness.	Anti-corruption matters becoming a Common Agenda in every departmental meeting. Chairperson for Integrity committee becoming permanent member of departmental meetings.	Shortage of funds.
Natural resource management and capacities to 14 staffs increased by June 2016	4 Natural resources staffs were capacitated in various fields of Environment, Forest and Tourism.	10 Natural resources staffs not Capacitated.	Shortage and inadequate disbursement of funds, This will be considered in the next District strategic plan.
Welfare of 14 natural resources staff improved by June	2 New recruited workers were paid their subsistence	Paying natural resources workers their leave allowances.	Shortage and inadequate disbursement of funds, This will be considered in the next

Target	Target achieved	Target not achieved	Remark
2016	allowances. 2 Retired officers were facilitated transporting their luggages to their place of domicile.	Paying housing allowances for district land and natural resources officer.	District strategic plan.
Technical knowledge in management of wildlife to 15 villages improved by June 2016	Training on wildlife management to communities through brochures, villages assembly meetings, newsletters has been made to 8 villages Vermin control was conducted in 11 villages from Lupembe, Ninga, Ikondo, Matembwe and Idamba wards.	Vermin control to 4 villages and other villages. Community awareness on wildlife conservation and management.	Shortage and inadequate disbursement of funds, This will be considered in the next District strategic plan.
Number of Tourist attraction centers increased from 5 to 12 and tourism services improved by June 2016	2 Tourist attractions were visited and included in the Regional Tourism documentary. 6 Malihai clubs were trained and formulated in Primary schools to increase and improve tourism knowledge. 5 Tourism stakeholders and tourism officer were facilitated to attend 3 World tourism Exhibition in Iringa and Njombe regions.	Identification and documentation of 7 New tourist attraction centre.	Shortage and inadequate disbursement of funds, This will be considered in the next District strategic plan.
Good Environmental management enhanced by June 2016	Training on establishment and management of tree nursery and seedlings was made to 12 wards and 763 stakeholders visited. About 32,637,329 trees raised and planted from 2011-2015.	Strengthen and improving community knowledge in tree seedling raising, woodlot establishment and management. Formation and Strengthen Forest products business association in Mtwango, Kidegembye, Ikuna and Matembwe. Support to tree growing communities.	Shortage and inadequate disbursement of funds, This will be considered in the next District strategic plan.
Environmental degradation reduced in the district by June	EIA was conducted to 12 new projects with the support from other	Land use plan for other 20 Villages needs to be prepared	Shortage and inadequate disbursement of funds, This will be considered in the next

Target	Target achieved	Target not achieved	Remark
2016	stakeholders. 1 surveillance was made to Iditima catchments forest 5 Village land use plans for Itambo, Ikuna, Nyombo, Matembwe and Ikangasi prepared and implemented.	and implemented.	District strategic plan.
Wildfires events reduced from 15 to 6 by June 2016	Wildfire events increased to 22 events resulting to loss of forest resources and its biodiversity. Strategies to combat wildfires problems were prepared and disbursed to 12 wards. Wildfire Awareness meetings were made to Ikuna, Ninga, Nyombo and Matembwe villages	Anti-Wildfire campaign in 30 villages	Shortage and inadequate disbursement of funds, This will be considered in the next District strategic plan.
Village land use plans prepared and implemented to 12 villages by June 2016	5 Village land use plans for Itambo, Ikuna, Nyombo, Matembwe and Ikangasi prepared and implemented.	Land use plan for other 7 Villages needs to be prepared and implemented.	Shortage of funds and tools, This will be considered in the next District strategic plan.
Controlled and administered urban growth in township centers by June 2016	3 Town planning (TP) drawings prepared for Mtwango township to control urban growths.	Survey of the planned plots in 3 TP drawings.	Shortage of funds and tools, This will be considered in the next District strategic plan.
Environmental Management Information System (EMIS) unit improved by June 2016	Not Implemented	Purchase of EMIS tools and softwares and its installation. Capacity building to EMIS staffs	Shortage of funds and tools, This will be considered in the next District strategic plan.

3.3 Result Area: Livestock and Fisheries

Strategic Objective: Increase quantity and Quality of social services and infrastructure, Management of natural resources and environment improved

Target	Target Achieved	Target not Achieved	Remarks
Livestock extension services delivery in 45 villages improved by 2016	Extension service was delivered in 30 villages	Extension service was not delivered in 15 villages	Budgetary constraints prohibited the achievement
Production and productivity of milk and its products increased from average of 10 to 15 litres per cow per day by June, 2016	Production of milk reached to 11 liters per day	Four liters is still not achieved	Shortage of pastures was the limiting factor
Fisheries management enhanced by June 2016	Number of fish ponds reached to 106	20 fish ponds were not made	Budgetary constraints prohibited to achieve the target

3.4 Result Area: Planning Statistics and Monitoring

Strategic Objective: Access and quality social services improved, Good governance and administrative services enhanced at all levels. Emergence preparedness and disaster management improved, Enhance, sustain and effective implementation of the National Anti-corruption Strategy, Increase quantity and Quality of social services and Infrastructure, Improve access, quality and equitable social services delivery

Target	Target archived	Target not achieved	Remarks
Staff welfare and office Environment improved by June 2016.	Rehabilitation of DPLO office Two personal computers and two printers purchased	Rehabilitation of Planning office 3personal computers	Delay of funds disbursement from central Government Inadequate of own source funds Rehabilitation of Planning office and purchases of 3 personal computers will be carried to the next strategic plan
Social welfare of Staffs improved by June 2016.	New 3 recruited staffs provided with subsistence allowance, Acting DPLO provided acting allowance DPLO Provided house, 4 staff given prizes for May Day Other provided leave allowance. One staff allowed to attend post graduate studies		To maintain sustainably of staff welfares.
Workplace HIV/AIDS program developed and Implemented in the council by june,2016	HIV/AIDS programme effective implemented through training, mobilization and emphasizing on HIV/AIDS testing, attending world AIDs day.		To maintain sustainably and work closely with other partners
1.Performance and accountability of Planning department staff enhanced by June 2016	Open Performance Review and Appraisal System (OPRAS) was assessed to 8 employee for 4 years Timely completion of assigned tasks and given by District Planning Officer (DPLO) and management Adherence of the policy, guidance and regulation related to the employment		

2. Projects monitored and supervised, Softwares Updated and Quality council plan and budget approved two months before end of financial year annually by June 2016.	All project are monitored through quarterly follow up and supervised involving multidisciplinary team Software like PlanRep 3 version 8.10 updated from PlanRep 2. Other software like Council Development Report are in use		
3. Development projects implemented both at higher and lower level government authorities increased by June 2016.	153 projects implemented and 300 kilometers of road constructed		
Capacity on disaster preparedness and management in 154 villages increased by 2016	154 villages capacitated on disaster preparedness and management		To maintain capacity building on sustainably disaster preparedness and management
2. Capacity on disaster preparedness and management to 43 villages Increased by 2016.	43 villages capacitated on disaster preparedness and management		To maintain capacity building on sustainably disaster preparedness and management
Council plan improved by June 2016	Annual budget plan from 2011/2012 - 2015/2016 prepared Annual action plan from 2011/2012 - 2015/2016 prepared	Council investment plan Council social economic profile	Inadequate of own source funds District council division Council Investment plan and Council social economic profile will be carried to the next strategic plan

3.5 Result Area: Agriculture Irrigation and Cooperatives

Strategic Objective: Enhance, sustain and effective implementation of the National Anti-corruption Strategy, Improve access, quality and equitable social services delivery, Increase quantity and Quality of social services and infrastructure.

Target	Target Achieved	Target Not Achieved	Remarks
Agricultural and Livestock staff Capacitated in combating petty and grand corruption by June, 2016	Awareness creation through posters. Emphasizing staffs on head office meeting.	Nil	The achieved target should also be carried to the next strategic plan
5 co operative officer facilitated in combating petty and grand corruption by June 2016	Awareness creation through posters. Emphasizing staffs on head office meeting	Nil	The achieved target should also be carried to the next strategic plan

Target	Target Achieved	Target Not Achieved	Remarks
Inspection to SACCOS and AMCOS enhanced by June 2016	9 SACCOS and 15 AMCOS were inspected	Nil	The achieved target should also be carried to the next strategic plan
Number of Co-operatives increased from 26 to 28 by June 2016	Cooperative societies increased from 26 to 33 June 2016	Nil	The achieved target should also be carried to the next strategic plan
Agricultural extension services delivery in 45 villages improved by June, 2016	35 extension officers are providing services to 45 villages.	Nil	The achieved target should also be carried to the next strategic plan
Production and productivity of agricultural cash crops increased (Coffee from average 0.2 to 0.35 tones, tea from 2 to 2.2 tones, Pyrethrum from 0.15 to 0.175 ton per hectare) by June, 2016	Coffee production increased from 20 to 28 tons from year 2013/2014 to 2014/2015 -Pyrethrum increased from the average of 0.15 to 3.39 tons per hector. However tea production increased from 8,103.2 to 9,107 tons in 2013/14 to 2014/15.	Coffee productivity decreased from 0.2 to 0.11 tones per hector tea productivity decreased from 2 tons to 1.64 tons per hector	There is an increase of new coffee and tea seedlings hectors which reduces the average of production. The targets not achieved should be carried to the next strategic plan
Imparting warehouse receipts system to 5 Co-operatives by June 2016		5 cooperatives have not been trained on warehouse receipt system.	Shortage of funds 5 cooperatives has to be carried on the next strategic plan
Supporting building to 5 Cooperatives by June 2016	1 warehouse constructed and 4 were rehabilitated	Nil	The achieved target should also be carried to the next strategic plan
290 members to be trained on SACCOS management by June 2016	All member were trained	Nil	The achieved target should also be carried to the next strategic plan
Information and statistics of 26 co operatives collected and available for consumption by June 2016	Statistics were collected in all 26 cooperatives	Nil	The achieved target should also be carried to the next strategic plan

3.6 Result Area: Community Development, Social Welfare and Youth

Strategic Objective: Improve services and reduce HIV/AIDS infections, Effective implementation of the national anti corruption strategy enhanced and sustained, Enhance Good Governance and Administrative Services, Improve social welfare, gender and community empowerment

Target	Target Achieved	Target not Achieved	Remarks
Programmes to fight spread of HIV/AIDS developed and implemented in community Development Department by June 2016.	Not Implemented	18 community Development Staffs are not trained on the HIV/AIDS.	-Fund not released
Workplace HIV/AIDS programme developed in council by June, 2016.	9 People living with HIV in the workplace are supported with special meals.	Nil	Implemented
Advocacy and Political Commitment strengthened to 14 Councilors and 143 WMAC Members by June 2016.	Advocacy meeting has been conducted to 14 Councilors and 143 WMAC members.	Nil	Implemented
Stigma, denial and Discrimination cases reduced in 11 wards by June 2016.	23 PLHIV groups established 15 villages trained on stigma, denial and Discrimination.	30 villages are not trained.	-shortage of fund
District and Community HIV and AIDS response strengthened in 11 wards by June 2016.	HIV/AIDS day is coordinated in 5 years.	Nil	Implemented
Empower communities to address harmful gender and socio-cultural gender and based – violence.	25 villages trained on harmful gender and social-cultural gender and based violence	2 villages are not trained on harmful gender and social-cultural gender and based violence	shortage of fund
HIV and AIDS plan prepared and mainstreamed in council comprehensive plan by June 2016.	Monthly, Quarterly and Annual reports have prepared and submitted	Nil	Implemented
Community based for MVC social support plan implemented in 11 wards by June 2016.	1004 MVCs from secondary school and 2 Orphanage centers got financial support	Nil	Implemented
20 IG groups of PLHIV established and 6 PLHA groups supported with seed money by June 2016.	-23 PLHIV groups established and supported	Nil	Implemented
Department staff capacitated combating petty and grand corruption June 2016.	Nil	Training on corruption has not conducted.	shortage of fund
Good Governance and	Nil	Training on good Governance	shortage of fund

Target	Target Achieved	Target not Achieved	Remarks
administrative service enhanced in 36 wards by June, 2016.		has not conducted.	
Youth Economic Groups supported with soft loans by June 2016.	71 youth economics groups Supported with soft loans of Tsh. 69,000,000.	Nil	Implemented
Knowledge on Gender equity in community increased from 50% to 80% by June 2016.	185 women economics groups Supported with soft loans of Tsh. 141,500,000.	Training on gender equity has not conducted	Shortage of fund Training on gender equity should be carried on next strategic plan

3.7 Result Area: Primary Education

Strategic Objective: Improve access, quality and equitable social services delivery, Improve access, quality and equitable social services delivery, Improve emergency and disaster management, Improve social welfare, gender and community

Target	Target Achieved	Target not Achieved	Remarks
Increase number of pupils passing std IV and std VII exams from 73% 2011 to 80% by June 2016	Std IV Performance was 95.1% 2013/2014 to 96.7 2015 passrate attained, while 67.3% 2015 was attained to STD VII	Std VII pass rate is less low from BRN directives due to failure of district officials to visits and monitoring at schools levels. This was due to lack of disbursement of funds.	Supportive visits, quarterly review meeting and school inspection to be enhanced for period of 2016-2015
To improve working environment to teachers in 50 primary schools by June 2016	Construction of 23 teachers houses Coordination of 34 teachers transfer and 180 for annual leave Construction of 7 teachers pit –latrines Construction of 10 classrooms Making and received Desks 226 for 7 primary schools	Funds received for the improvement of the planned activities was not enough to accomplish all projects thus hindered the performance to reflect the target. To capacitate the community on resource mobilization thus will help to use the available resources for construction and making of desks depending their needs. Budget allocation for leave and transfer was less compared to need and hence low performance at working place.	Ten houses was built and the remain houses will be carried forward in 2015-2025 Construction of 270 teachers houses, 76 male improved pit latrines, 130 girls improved pit latrines, 54 teachers offices, and 125 pupils classrooms by 2025
Improve quality of learning and teaching environment of 43 COBET centers and 486 adult education canterers by June 2016	Establishment of Integrated Post Primary Education centre (IPPE) to four Wards namely kichiwa, mtwango, ikuna and Matembwe. Enrolment of pupils to join vocational training within the district from 23 2011 to 80 2015	Other wards not yet established IPPE Centre. The reasons resulted to this was to stop and wait for the review of the previous programs to see the sustainability.	-Evaluation report will determine the progress of the program even though the activities not implemented are carried forward to next strategic plan 2016-2025

Education in Emergence (EIE) services established and sustained at 100% of the District Council's primary schools by June, 2016	Teachers improved on emergencies issues through training received. Training conducted to 20 primary schools and hence to have competent teachers on disaster management.	Teachers from 32 primary schools not received education on emergencies	Priority Budget allocation to train teachers from 32 primary schools is highly considered in order to impart knowledge to teachers and pupils by 2016-2025
School based planning and management skills improved and sustained at 100% of the District Council's primary schools by June, 2020	phased training (roll-out) on data management and data and quality control in the District Council for IMIS/BEMIS technical teams by June, 2016 To facilitate a school based workshop for development of school and support for implementation of planned activities by June, 2016	Teachers from 32 school not capacitated on schools based for development of school plans.	Refresher training on school based for development of schools plans
Cultural activities conducted in 44 village, 52 primary school in the district by June, 2020	Cultural activities conducted to 20 village and 52 primary schools.	Cultural activities not conducted in 24 village due to scarcity of resources	The target and activities will be carried on and implement 2025
Improve social welfare, gender and community empowerment Development and implementation sports tournaments in 12 secondary schools and a participating UMISETA by June, 2020	All 52 primary school participated during tournaments to the level of national competitions	Buying sports equipments to all 52 primary school failed due un allocated budgets	To allocate budgets during MTEF planning in every year thus will help to accomplish the task.
School based gender empowerment improved from 20 primary schools in 2013 to 155 primary schools by June, 2020	Capacity building and training to teachers and pupils from 40 primary schools was conducted. Guidance and council knowledge was received by teachers and pupils through training facilitated to 20 primary school. TUSEME and GRP training was conducted.	To facilitate training on TUSEME process and GRP to 64 teachers	

3.8 Result Area: Secondary Education

Strategic Objective: Improve services and reduce HIV/AIDS infection, Enhance, sustain and effective implement the National Anti-corruption Strategy, Improve access, quality and equitable social services delivery, Increase quantity and Quality of social services and Infrastructure

Target	Target Achieved	Target not Achieved	Remarks
Voluntary testing and counseling on HIV/AIDS to 83 teachers conducted by June, 2021	Secondary teachers from 10 school 2 teachers per school are tested and counseled on HIV/AIDS.	The rest 63secondary teachers not tested and counseled on HIV/AIDS	Shortage of funds (big constraint),The Target forwarded to 2016-2021
capacitate 6 stakeholders in combating petty and grand corruption by June 2021	School community trained on grand and petty corruption	The rest 5 stakeholders are not trained	Shortage of funds .The Target forwarded 2016-2021
Improved teaching/learning environment in 11 secondary schools by June 2021	Teaching and learning environment improved to 10 secondary school through provision of laboratory instruments, chemicals and science & mathematics textbooks	Target achieved for 50% only because Arts subjects' textbooks not provided.	To advise Donors and PMO- LARG SEDP II directives to support Arts subjects The Target forwarded 2016-2021
Performance of students in Form IV & VI leaving exams increase from 56% to 70% by June 2021	Performance increased from 56% to 75%		To increase performance from 70% to 90%. The Target forwarded 2016-2021
Improved working environment to 83 secondary school teachers by June 2021	INSET for science and mathematics teachers conducted, 48 teachers participated.	INSET for Arts subjects not conducted	Budget constrain Therefore the target carried over
Developing sports, tournaments in 12 Secondary schools and participating UMISETA by June, 2020	All students selected to represent Council UMISETA National level provided needed support related to sports. District participate in all level of UMISETA through representation of District Education Cultural Officer and District Education Officer	Target achieved	This Target is compulsory because it inculcate a sense and ability of critical thinking and improve their Healthy so forwarded 2016-2021
Number of Science Subjects Laboratories in Secondary schools increased from 50% to 90% by June 2020	Science subjects Laboratories rehabilitated from classrooms to	Target achieved (90%)	The Target performed well Management should provide laboratories

Target	Target Achieved	Target not Achieved	Remarks
	Laboratories at 10 secondary school(3 Laboratories to each school)		equipments
Number of Secondary School infrastructures increased from 40% to 60% by June 2020	Secondary school infrastructure increased through construction of 8 Pit Latrines, 8 Classrooms and 7 Dormitories.	The secondary school infrastructures not completed mentioned below 4 Classrooms, 3 Administration Blocks and 1 Dormitory	Funds not disbursed by Donors The Council should establish new sources income to increase own source. All infrastructures not completed be carried for 2016-2021 Strategic Plan for implementation

3.9 Result Area: Works

Strategic Objective: Improve services and reduce HIV/AIDS infections, Enhance, sustain and effective implementation of the National Anti-corruption Strategy, Increase quantity and Quality of social services and infrastructure

Target	Target Achieved	Target not Achieved	Remarks
Work place HIV/AIDS programme developed and used by 2016	4 training on HIV/AIDS preventing awareness have been conducted to 20 staff Education against stigmatization provided to works staff	No sustainable programme developed	The sustainable programme need to be established Emphasis is still needed on voluntary test and counseling
Petty and grand corruption awareness built and sustained by June 2016	1 training on effect of corruption has been conduct.	No enough training on effect of corruption has been conduct.	There is a need for more educative trainings to be conducted quarterly.
Road Infrastructure maintained and improved 1276km by June 2016	916.8 km of roads have been improved and maintained	359.2 km of roads have not been maintained.	359.2km are carried on.
Bridge infrastructure improved and maintained 80 number by June 2016	28 bridges have been constructed and maintained	52 bridges have not been constructed.	52 bridges are carried on
Improved public building by June 2016	20 private buildings construction have been supervised	Not all public building were supervised during construction stage	The emphasis is required to the public concerning the importance seeking technical advice during the construction stage
16 Motor vehicle and plants maintained and made available in good and working condition by June 2016	16 council's Motor vehicles have been maintained	7 Motor Vehicle have not been maintained due to complexity in maintenance.	Most of vehicles the council owns are old and require maintenance frequently.

3.10 Result Area: Health

Strategic Objective: Improve access, quality and equitable social services delivery, Improve service and reduce IHV/AIDS infection, Increase quantity and Quality of social services and infrastructure, Enhance, sustain and effective implementation of the National Anti-corruption Strategy

Target	Target achieved	Target not achieved	Remarks
Ensure all health facilities by level at least 75% constant supply of medical and diagnostic supplies, medicine, vaccines and Hospital equipments by June 2016	20 out of 24 health facilities had constant supply of medicine, vaccines and Hospital equipments	4 health facilities were not supplied constantly	Inadequate fund allocated for the 4 health facilities were not enough to supply medicine and medical supplies constantly The rest 4 will be considered on the next plan
Reduced prevalence of HIV/AIDs from 14.8% in 2012 to 9% by the year 2016	At least 80% of all HIV positive pregnant women and their babies receive ARVs to prevent mother to child Transmission by June 2016	70% of eligible HIV positive pregnant women and their babies receive ARVs	30% are the women who refuse using ARVs from different reasons e.g. Religious believes hiding themselves and poor adherence. Next plan will continue with health Education
Reduced Under five death from 2/1000 to 1/1000 by June 2016	Under five death not reduced per target	No achievement	More effort will be in the next plan
High Maternal Mortality rate reduced from 97/100000 to 90/100000 by June 2016	Maternal mortality rate reduced from 97/100,000 to 92/100,000	95/100,000 not reached	Strategy for reducing will be taken to next plan
Reduced Neonatal death rate from 2/1000 in 2014 to 1/1000 By June 2016	Under five death not reduced per target	No achievement	More effort will be in the next plan
Immunization coverage in Infants sustained at 100 % by June 2016	Vitamin A and deworming coverage reached 94%	6% not reached	During this exercise some of parents migrate from village going to their shamba ready for preparing shamba
Reduce the prevalence of stunting in children aged 0-59 months (height-for-age z-score < -2SD) from 52% to 42% by 2020	Reduction of stunting children 54% reached	The rest 46% not yet	Poor adaptation of the community in change of feeding behavior
Reduced incidence of malaria among OPD cases form 30.2% to 25% by June 2016.	Number of malaria OPD cases dropped down up to 14%	11% of OPD malaria cases are those from outside the catchment area do make existence, and clinical diagnosis of malaria	Treatment of all patients with fever as a Malaria cases do increase number of Malaria prevalence
Patients with complication reporting late to HF's from traditional medicine and alternative healing reduced from 70% to 50% by June 2016	Number of patients reporting rate to HF's has improved from 70% 90%	10% yet do come late to HF's for seeking therapeutic services	Increased number of health Facilities and quality of Health services has facilitated the community to utilize HF's, effectively
Increased enrollment of CHF members from 11.8% to	Enrollment of CFH has increased up to 58% of	42% of the community are not enrolled in CHF contribution	Poor utilization of CHF by Health workers, low

Target	Target achieved	Target not achieved	Remarks
33% of households by June 2016	the community		knowledge about CHF among of community members and lack of strong instrument to guide the funds
Increased health facilities from 30% in 2014 to 50% by June 2016	62% of health facilities reached	38% of villages are having no HF	Low morally of the community in contributing developmental tasks and inadequate funds to support construction of HFs
Percentage of HF with capacity to manage emergencies increased from 25% to 40% by June 2016	Facilities with capacity of managing emergency increased up 38%	2% not yet	Financial constrains hindered the success. The 2% will be carried forward to next plan
Ensure 50% of all health facilities infrastructures are in good state of repair by June 2016	No health facility has been repaired	No achievement	More effort will be in the next plan
Number of Health facilities by levels increased from 25 in 2012 to 35 by June 2016	Number of HFs increased from 25 to 27	8 health facility not constructed	Financial constrains Lack of community morally to contribute their power
Combating petty and grand corruptions in work place by June ,2016	Integrated in quarterly supportive supervision to 23 health facilities	2 health facilities were not covered	Shortage of transport facilities and will be carried forward to next plan

3.11 Result Area: Water

Strategic Objective: Improve services and reduce HIV/AIDS infection, Enhance, sustain and effective implementation of the National Anti-corruption Strategy, Improve access, quality and equitable social services delivery

Target	Target achieved	Target not achieved	Remarks
HIV/AIDS knowledge and skills imparted to 14 water department staffs by 2016.	14 water staffs capacitated in preventing new HIV/AIDS infection.	The target is achieved	The target is fully achieved and carried over next SP
14 water department staff capacitated in combating petty and grand corruption by 2016	14 water staffs capacitated	The target is achieved	The target carried over.
Water and sanitation services improved by June 2016.	5 villages coverage increased and network expanded.	The target not achieved	Deficit of fund received.
Good governance and Management capacity to community and 15 water staff enhanced by June 2016.	26 Villages enhanced on management issues and 15 staff.	19 villages not achieved.	Deficit of fund received.
Knowledge on 2002 National Water Policy and Water related Regulations Framework increased to 26 villages by June 2016.	26 villages capacitated on 2002 National water policy and water related regulations out of 45 village.	The target is achieved.	19 new villages need to be capacitated and existing village need follow-ups.
District Water and Sanitation Team performing its duties in	District Water and Sanitation Team members was enhanced	The target is achieved.	The activity need to remain in new DSP.

Target	Target achieved	Target not achieved	Remarks
implementation of Rural Water Supply Sanitation Programme activities under WSDP by June 2016	on performing its duties.		
Clean and safe water supply accessed among 10 selected villages through Rural Water Supply and Sanitation Programme by June 2016.	3 village reached with clean and safe water.	7 village not achieved.	Inadequate fund received. 7 villages carried over to new Council Strategic Plan.

3.12 Result Area: Trade and Finance

Strategic Objective: Improved services and reduce HIV/AIDS infection, Enhance, sustain and effective implementation of the National Anti-corruption strategy, Enhance Good Governance and Administrative Services, Improve access, quality and equitable social services delivery, Increase quantity and quality of social services and infrastructure

Target	Target achieved	Target not achieved	Remarks
Facilitate Counseling and Testing of HIV/AIDS to 16 Finance Department Staff by June 2020	Only one (1) advocacy meeting has been settled out of four (4) per year.	Voluntary testing and three (3) advocacy meetings have not been done.	Lack of fund released to the council Prioritization of fund allocation to the target Most of the staff fear to take voluntary testing
Number of Stakeholders Capacitated in Combating Petty and Grand Corruption by June 2020	Preparation of anti-corruption flyers, brochures and other anti-corruption publication has been made in the office	-Anti corruption action plan of the department not prepared at all -Two (2) days awareness training has not been conducted	Lack of fund released to the council Prioritization of fund allocation to the target
Council assets and records maintained and improved by June 2020	Some groups of assets like motor vehicles and computers have been revaluated	Over-all Council assets revaluation has not been done after division of Makambako TC, Wanging'ombe DC and Njombe DC	Lack of fund released to the council Prioritization of fund allocation to the target Education needed to accountants who maintain assets register
Financial Management improved by June 2020	Preparation and dissemination of monthly, quarterly reports to the stakeholders Preparation of budget Supporting epicor operation Some staff get leave	Late dissemination of monthly, quarterly reports to the stakeholders Not all staff go to leave as leave roster shows Fiber network to the epicor system not implemented Budget prepared in a low standard	Lack of fund released to the council Prioritization of fund allocation to the target Need of working gears like Motor vehicles
Government Financial Accounting procedures adhered to and strengthened by June 2020	-Daily payments have been made daily -Books of accounts have been also maintained	-Late/delay processing of some payments -Books of accounts sometimes maintained in low standard	-Strong maintenance of epicor system -In adequate materials due to the scarcity of funds

	monthly, quarterly and annually		
Audit queries reduced to zero by June 2020	-Number of Queries responded and reduced from eight (8) to zero (0) -Final book of accounts prepared -Some staff are capacitated to attend seminars,workshops,short and long courses	-To reduce number of queries from four (4) up to zero -Some of staff not attended seminars,workshops,short and long courses	-Lack of fund released to the council -Prioritization of fund allocation to the target
Revenue collection increased by 30% from the year 2014/2015 to 2015/2016 by June 2020	-Revenue amount was increased by 60% from Tshs 386,042,695 to Tshs 650,158,556 in 2013/14 -2014/15	-Revenue amount was decreased from 2011/12 – 2013/14	-Division of Administrative areas cause the few collection of revenue -Working gears like motor vehicles for department is needed -Need of emerging other sources of revenues in order to increase own Sources revenues
Business community networking on marketing of agricultural and processed products from different small scale industries by June 2015	1 year attended at national and international trade fair by June 2015.	4 years not attended at national and international trade fair by June 2015	Insufficient financial support
Staff welfare and office infrastructure improved by June 2015	1 staff trained in short, long courses, seminars and workshop by June 2015 1 computer and printer not bought by June 2015	1 staff not trained in short, long courses, seminars and workshop by June 2015 1 computer and printer not bought by June 2015	Budget deficit

3.13 Result Area: Beekeeping

Strategic Objective: Improve services and reduce HIV/AIDS infections, Enhance, sustain and effective implementation of the National Anti-corruption Strategy, Management of Natural resources and Environment Improved

Target	Target achieved	Target not achieved	Remarks
To conduct seminar on HIV/AIDS prevention to 8 staff by June 2019.	2 HIV/AIDs focused education sessions conducted. Workers volunteered for HIV/AIDs counseling & testing. 5 HIV/AIDs brochures distributed among workers.	Nutritional Support to HIV/AIDs infected workers not done to worker	Shortage and inadequate disbursement of funds, This will be considered in the next District strategic plan.
Departmental staff capacitated combating petty and grand corruption by June 2019	PCCB facilitated 3 meetings with Beekeeping staffs to build capacity to Anti-	Staff requirement and workers rights provision still a challenge which can encourage grant	Shortage of funds.

	corruption matters. Anti-corruption issues Combating strategies discussed in 8 Quarterly departmental meetings.	corruption.	
Beekeeping office smoothly operation supported by June 2019	Working materials office consumables provide to Beekeeping Unit In job training is the continual learning strategy to workers.	Fuel support was not inadequate for the Unit to perform its duty.	Shortage and inadequate disbursement of funds,
Warfare of 2 Beekeeping staff supported by June 2019	1 staff paid with subsistence allowances.	Leave allowances to beekeeping staff not supported to 2 staff. Pay of acting allowances for District Beekeeping Officer not supported to 1 staff.	Shortage and inadequate disbursement of funds, Low ceiling/allocation of fund to the Beekeeping Unit.
Beekeeping groups increased from 12 to 20 by June 2019	8 beekeeping groups formulate and facilitated with modern beekeeping practices. 3 beekeeping groups supported with bee protective gears	Registration of 5 groups not done Support of bee product processing facilities	Shortage and inadequate disbursement of funds. Lack of Community awareness on role of registration of the beekeeping groups
Beekeeping groups increased from 20 to 25 by June 2016	Beekeeping groups targeted decreased to 12 due to establishment of Wanging'ombe District which was part of Njombe District council	-5 beekeepers community groups not increased	Shortage and inadequate disbursement of funds, Establishment of Wanging'ombe District Council which was part of Njombe District Council.

3.14 Result Area: Information Communication Technology

Strategic Objective: Improve services and reduce HIV/AIDS infections, Enhance, sustain and effective implementation of the National Anti-corruption Strategy, Information, communication and Technology (ICT) Improved

Target	Target achieved	Target not achieved	Remarks
Conduct 2 Days Training on 2 ICT & 1 PR On HIV/AIDS Awareness by June 2016	Target not achieved	Conduct 2 Days Training on 2 ICT & 1 PR On HIV/AIDS Awareness by June 2016	Insufficient fund. Therefore the target carried over
Conduct training to 2 ICT & 1 PRO on effect of corruption at working place by June 2016	Target not achieved	Conduct training to 2 ICT & 1 PRO on effect of corruption at working place by June 2016	Insufficient fund, Therefore the target carried over
Establish a Local Area Network (LAN) by June	Target achieved	-	Fund realized during the time of establishment

2016			
Develop the Council's ICT policy in line with the E -Government strategy by June 2016	Develop the Council's ICT policy in line with the E -Government strategy by June 2016	Develop the Council's ICT policy in line with the E - Government strategy by June 2016	Fund realized during the time of development
Enhance the Council's ICT capacity by June 2016	Target not achieved	Enhance the Council's ICT capacity by June 2016	Insufficient fund, This will be considered in the next Strategic Plan.
Council management information system(HMRMS, MTUHA, LGMD, PlanRep and Epicor) improved by June 2016	Target not achieved	Council management information system(HMRMS, MTUHA, LGMD, PlanRep and epicor) improved by June 2016	Insufficient fund, This will be considered in the next Strategic Plan.

3.15 Result Area: Legal

Strategic Objective: Services improved and HIV/AIDS infections reduced, Effective implementation of the National Anti-corruption Strategy

Target	Target achieved	Target not achieved	Remarks
Workplace HIV/AIDS programmes developed at Njombe District Council by June, 2016	10 staffs facilitated on HIV/AIDS	nil	Insufficient fund
Combated petty and grand corruptions at work places by 60% by June ,2016	Some staffs do not involve in corruption	Some few staffs still involving in corruption	The target is rolled in the new plan
Corruption cases among business community reduced by June 2016	Number of corruption cases reduced among the business community	Some corruption cases still exist	Low level of awareness on impact of corruption Insufficient fund to conduct training against ant corruption Community and staffs should be capacitated on the impact of corruption and ant corruption strategies
Community on Legal Rights and by-laws enhanced by June 2016	Creation of awareness on legal rights to communities	Not all community members capacitated on legal rights	Shortage of fund Shortage of legal staffs Increase allocation of budget towards legal right training to community Recruitment of other legal unit staffs

Target	Target achieved	Target not achieved	Remarks
Performance of Legal unit Staffs enhanced by June 2016	One legal staff capacitated to attend two legal workshops and one seminar.	No legal officer employed Some of seminars and workshops not attended Some cases were not timely solved	Shortage of law reports and other law reference books Shortage of number of workers Shortage of fund Increase allocation of budget to legal staffs. Recruitment of other legal unit staffs
Adherence to Laws, rules and regulations at District, Regional and National Level among Council Staffs and Community enhanced by June 2016	Number of corruption cases and workers misconducts reduced among council working staffs and community	Few working staffs and community members still involve in corruption cases and misconducts.	Low level of awareness on impact of corruption Insufficient fund to conduct training on laws, rules and regulations

3.16 Result Area: Election

Strategic Objective: Access and quality social services improved, Enhance, sustain and effective implementation of the National Anti-corruption Strategy, Good governance and administrative services enhanced at all levels.

Target	Target achieved	Target not achieved	Remarks
Social welfare of Staffs improved by June 2016.	One officer allowed attending different seminars.	Nil	To maintain sustainably of staff welfares.
1.Performance and unity accountability staff enhanced by June 2016	Timely completion of assigned tasks given by NEC According to the policy, guidance and regulation related to the employment.	Nil	To maintain good governance.
Combating Petty and Grand Corruption in work places by June 2016	41,191 received partial knowledge concerned with fair and free elections	Nil	To monitor fair and free elections.

3.17 Result Area: Procurement Management Unit

Strategic Objective: Enhance good governance and administrative services

Target	Target achieved	Target not achieved	Remarks
Increase skills to 16 council staffs on procurement procedures by June, 2016	8 staffs trained	8 staffs not trained	Inadequate of funds Training of 8 staffs will be carried to the next strategic plan
To ensure social welfare to 9 Procurement Management Unit staffs improved by June, 2016	5 staffs facilitated	4 staffs not facilitated	Inadequate of funds 4 staffs welfare will be carried to the next strategic plan

<p>Ensured Procurement policy and procedures are adhered by June, 2016</p>	<p>12 tender board meetings conducted Annual procurement plan and General procurement notice prepared Tender documents and advertisement prepared Monthly, quarterly and annual procurement report prepared</p>	<p>12 tender board meetings annual procurement plan and General procurement notice tender documents and advertisement Monthly, quarterly and annual procurement report</p>	<p>All activities will be carried to the next strategic plan</p>
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CHAPTER FOUR

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

4.1 Vision

The vision of Njombe District Council is to have a community with better and sustainable livelihood by 2025

4.2 Mission

The mission of Njombe District Council is to provide high quality and sustainable services through efficiency and effective use of available resources and opportunities for improved community's livelihood.

4.3 Strategic Objectives

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

4.4 Core Values

The achievement of District's vision, mission and strategic objectives depends much on the common enduring among staff. The guiding principles are fundamental in directing the council's internal conduct that will shape its relationship with the external world to make the district moving. The implementation of the Njombe District Council strategic Plan is guided by 6 major core values that constitute what the council values most, such that all staff must adhere during the whole period of implementation. The core values for which guide this strategic plan are:

- ✓ **Team spirit**
Work as a team, sharing experience, information and skills to achieve District Council's mission and vision objectives
- ✓ **Integrity**
Maintain ethics in delivering services to District council's customers and adherence to their respective professional Code of Conduct

- ✓ **Accountability and Responsiveness**
Serve customers responsiveness and accountability.
- ✓ **Customer focus**
Direct Districts Council's efforts towards meeting customer's expectations.
- ✓ **Efficiency**
Strive to achieve the highest standards of performance; strive to acquire new knowledge and skills continuously and use them effectively.
- ✓ **Innovativeness and continuous learning**
All staff should strive to acquire new knowledge and skills continuously and use them effectively.

4.5 Strategic Objectives, Result Area, Key targets, Strategies and Performance Indicators

4.5.1 Strategic Objectives 1

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- E. Good governance and administrative services enhanced

4.5.1.1 Result Area: Human Resource Management and Administration

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	13 council staffs in Njombe District council equipped with preventive measures on HIV/AIDS by 2021.	Budget allocation Capacity building in HIV/AIDS preventive measures	Number of Council staffs equipped.
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	1893 Council staffs capacitated with National Anti-Corruption Strategy by 2021	Budget allocation. Conduct awareness training on combating corruption	Number of council staffs capacitated
	5 staffs from integrity committee of the council capacitated with training concerning the National Anti-Corruption Strategy by 2021	Budget allocation	Number of council staff from integrity committee capacitated.
	45 Villages capacitated in issues of corruption by 2021	Capacity building to the community leaders Mobilize community	Number villages capacitated

Strategic Objective	Target	Strategies	Performance Indicator
		Conduct village assembly	
E. Good governance and administrative services enhanced	Increased number of the council staff undertaking training on good governance practices from 100 staffs in 2015 to 200 by 2021	Budget allocation Provide infrastructure facilities Conduct council meetings	Number of staff increased.
	13 Council departments equipped with qualified staffs by 2021.	Allocate fund from financial year budget Support studies of staffs Provide orientation to new recruited staffs staffs Participation in different training	Number of Council department equipped with qualified staffs.
	1893 staffs facilitated with housing, fringe benefits, and allowances (subsistence, leaves, travel) by June 2021	Allocate fund from financial budget Provide staff fringe benefits, burial expenses leave allowance, and subsistence allowance Ensure permanent power supply by maintenance of council generator and fuel availability timely	Number of staffs facilitated
	Good governance enhanced through 240 supervisory visit in 12 wards by June 2025	Conduct supervision Allocation of enough budget for administrative supervision Provider of infrastructure facilities	Number of wards supervised

Strategic Objective	Target	Strategies	Performance Indicator
E. Good governance and administrative services enhanced	Human resource officers equipped with 5 computer connected to human capital management information system	Budget allocation	Number of human resources officers equipped.

4.5.2 Strategic Objectives 2

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- H. Management of natural resources and environment improved

4.5.2.1 Result Area: Land and Natural Resources

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	14 lands and natural resources staffs trained on HIV/AIDS prevention by 2021	Fund allocation from the financial year budget. Donors fund.	Number of lands and natural resources staffs trained.
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Number of corruption complaints in 14 land and natural resources staffs reduced from 20 to 0 by 2021	Increase awareness and compliance on laws, regulations and guidelines. Streamline national anti-corruption strategy in the department.	Number of corruption complaints reduced.
H. Management of natural resources and environment improved	Number of tourist attraction centers increased from 5 to 20 by 2021	Allocate enough funds from financial year budget Promote stakeholder participation on tourist attraction centres identification, documentation and management.	Number of tourist attraction centres increased.
	12 Land and natural resources staff recruited by 2021	Request recruitment permits.	Number of staff recruited.
	14 Land and natural resources staffs facilitated with leave allowance, treatment allowances, sundry	Allocate enough funds from financial year budget	Number of staffs facilitated.

Strategic Objective	Target	Strategies	Performance Indicator
H. Management of natural resources and environment improved	items, Housing allowance, subsistence allowances and burial expenses by 2021		
	45 Villages trained in wildlife conservation and management by 2021	Allocate funds from financial year budget Sensitize Community to participate wildlife conservation and management	Number of Villages trained
	Wildfires events reduced from 22 to 0 by 2021	Strengthen Village Natural Resources Committee (VNRCs) in forest fire fighting Promote involvement of private sector in forest resources management. Enforce environmental by laws at village level and initiate programmes to combat the problem.	Number of Wildfire events reduced
	2500 local tree farmers trained in tree nursery and woodlots establishment and management by 2021	Allocate enough funds from financial year budget Promote stakeholder participation on supporting and financing tree growers. Initiate capacity building programmes and Income generating activities (IGAs) among tree growers.	Number of local tree farmers trained
H. Management of natural resources and environment improved	Raised and planted tree seedlings in woodlots increased from 50,000,000 to 60,000,000 by 2021.	Promote stakeholder participation on supporting and financing tree growers. Initiate capacity	Number of tree seedlings in woodlots increased.

Strategic Objective	Target	Strategies	Performance Indicator
H. Management of natural resources and environment improved		building programmes. Sensitize community and private sector participation.	
	13,000 Hectares of council forest plantation established by 2021	Solicit funds from partners and allocate from financial year budget. Prepare write ups and secure for co-partners.	Number of Hectares of forest plantation established
	45 Villages facilitated in adoption of alternative sources of energy and efficient use of forest resources and its wastes by 2021	Promote stakeholders and private sector participation on supporting and financing. Initiate capacity building programmes and Income generating activities (IGAs) to improve household income.	Number of villages facilitated
	20 Villages trained in preparing and usage of village land use plans by 2021	Solicit funds from development partners and allocate funds from financial year budget.	Number of villages with Village land use plans
	1500 land plots in Mtwango township surveyed by 2021	Solicit funds from development partners and allocate funds from financial year budget. Promote community involvement.	Number of surveyed plots
	1 Environmental Management Information (EMIS) and 1 Geographical Information Systems (GIS) installed by 2021	Solicit funds from development partners and allocate funds from financial year budget.	Number of EMIS and GIS installed
H. Management of natural resources and	Land revenue collection raised from	Strengthen revenue collection systems.	Amount of money(revenue)collect

Strategic Objective	Target	Strategies	Performance Indicator
environment improved	31 million to 37million by 2021.	Awareness creation among communities.	ed
H. Management of natural resources and environment improved	Granted right of occupancy issued to 1000 legal land owners by 2021	Sensitization among community members to acquire and own land right of occupancy.	Number of land right of occupancy issued.
	2000 plots surveyed in 6 village town centers and issued Granted right of occupancy to legal land owners by 2021	Sensitization among community members to acquire and own land right of occupancy.	Number of land right of occupancy issued.
	Land use conflicts between farmers and livestock keepers reduced from 10 to zero by 2021	Prepare and implement village land use plans Awareness creation on sustainable land use management. Enforce country's laws and district bylaws concerning land uses.	Number of land use conflicts resolved
	6 Village land certificates processed and issued by 2021.	Conduct village survey Allocate funds from financial year budget	Number of village land certificates issued.
	45 villages capacitated in land and town, country planning and land use planning acts by 2021	Solicit funds from development partners and allocate funds from financial year budget. Promote community and private sector involvement.	Number of villages capacitated

4.5.3 Strategic Objectives 3

- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced

4.5.3.1 Result Area: Livestock and Fisheries

Strategic Objective	Target	Strategies	Performance Indicator
C. Access, quality and equitable social	Frequency of visiting 568 farmers increased from	Provide 10 motorcycles to	Number of farmers visited

Strategic Objective	Target	Strategies	Performance Indicator
C. Access, quality and equitable social service delivery improved	one per month in 2016 to twice per month by June 2021	extension staffs Provide funds for visiting farmers	
	Improved pasture farms increased from 1,153.6 Ha in 2016 to 1,350 Ha by June 2021	Provide new improved pasture varieties. Mobilize livestock keepers	Number of improved pasture farms. Varieties of pasture introduced
	Improved dairy cattle increased from 1,350 in 2016 to 4,550 by June 2021	Provide funds for Improving dairy cattle Provide improved breeds of cows and bulls. Provide quality extension services.	Number of dairy cattle increased
	Milk production increased from 11 liters daily per cow in 2016 to 20 liters by 2021	Provide quality extension services. Provide improved breeds of cows and bulls.	Number of Liters milked per day
	15 council extension staffs recruited by 2021	Apply employment permit. Provide funds for recruiting 15 council extension staffs	Number of extension staffs recruited
D. Quantity and quality of economic services and infrastructure improved	Two milk collection centers constructed by June 2021	Sensitize community and other stakeholders to participate. Provide funds for constructing two milk collection centres	Number of collection center constructed
	6 cattle dips Constructed by June 2021	Sensitize community and other stakeholders to participate. Allocate funds for constructing 6 cattle dips	Number of cattle dips constructed
	Five staff houses at village and ward level constructed by June 2021	Sensitize community and other stakeholders to participate.	Number of staff houses constructed

Strategic Objective	Target	Strategies	Performance Indicator
		Allocate funds for constructing five staff houses at village and ward level	
E. Good governance and administrative services enhanced	Livestock head office improved with working facilities by June 2021	Rehabilitate livestock head office Purchase 3 computers, 3 printers and 1 photocopy machine	Number of office rooms rehabilitated. Number of computers, printers and photocopy machine purchased
E. Good governance and administrative services enhanced		Allocate funds for purchasing office facilities	

4.5.4 Strategic Objectives 4

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced

4.5.4.1 Result Area: Planning Statistics and Monitoring

Strategic Objective	Target	Strategies	Performance Indicator
A. Services improved and HIV/AIDS infections reduced	8 planning Department staffs capacitated on awareness of HIV/AIDS infection by June 2021	Create Awareness meetings and trainings on HIV/AIDS infection Use posters and fliers for publicity Provide Funds and resources	Numbers staffs capacitated
	12 WEOS and 45 VEOs trained on strategies to reduce HIV/AIDS infections by June 2021	Train WEOs and VEOs on strategies to reduce HIV/AIDS infections Use posters and fliers for publicity Provide Funds and resources	Numbers of WEOs and VEOs trained
	Sensitization of voluntary testing to 8 Department staffs by June 2021	Campaign on voluntary test and the importance's of testing. Provide Funds and resources	Numbers of Staffs tested.
B. Effective implementation of the National Anti-corruption Strategy Enhanced and	Anti-corruption Strategies capacitated to 8 planning Department staffs by June 2021	Create Awareness to staffs on effects of corruption Formulate Anti-	Numbers of corruption cases reduced. Number of clubs formulate

Sustained		<p>corruption clubs</p> <p>Print posters and fliers on anticorruption campaigns</p> <p>Provide Funds and resources</p>	<p>Number of Printed posters and fliers on anticorruption campaigns</p>
C. Access, quality and equitable social service delivery improved	<p>Council Socio - Economic profile and Strategic Plan annual/midterm reviewed and updated by June 2021</p>	<p>Review and update socio-economic profile</p> <p>Conduct annul and midterm review for council Strategic Plan</p> <p>Provide Funds and resources</p>	<p>Approved current Socio-Economic profile.</p> <p>Reviewed council Strategic Plan.</p>
	<p>Council Investment Profile reviewed and updated by June 2018</p>	<p>Update Council Investment Profile.</p> <p>Provide Financial resources for implementation</p> <p>Skilled staffs to participate in updating and reviewing of the Council Socio-economic profile</p>	<p>Approved current Investment profile.</p>
	<p>Coordination, follow ups, monitoring and evaluation of Council development projects facilitated and supervised, by June 2021</p>	<p>Provide financial resources.</p> <p>Provide reliable and sustainable transport facility.</p> <p>Formulate Council Monitoring and Evaluation Team(CMET)</p> <p>Formulate Wards and Village Monitoring and evaluation teams.</p>	<p>Number of development projects monitored and evaluated.</p> <p>Numbers of Monitoring and evaluation reports published.</p>
	<p>Attainment of council Monitoring and Evaluation and reporting soft ware facilitated by June 2021</p>	<p>Provide Funds and resources</p> <p>Consult the ICT department for software innovation, formulation and installation.</p>	<p>Numbers of Departments and sections use M&E and reporting soft ware.</p>
	<p>Council Development Projects and Plans implemented and enhanced by June 2021</p>	<p>Produce Council Development Projects Plans</p> <p>Implement Council Development Projects</p> <p>Provide Funds and resources for Council Development Projects</p>	<p>Number of plans prepared annually</p> <p>Number of council development project implemented</p>

D. Quantity and quality of economic services and infrastructure improved	Projects monitored and supervised at both higher and lower levels by June 2021	Supervise and monitor the development projects at both lower and upper level	Number of Projects monitored and supervised Number of Supervision reports
	Implemented Development Projects supported in 12 Wards by 2021	Implement and support development projects	Number of wards Supported and implemented with projects
	Annual O&OD Data collected, reviewed and updated from 12 Wards for budget preparation by June 2021	Conduct O & OD analysis in 12 wards Provide Funds and resources	Number of wards assessed with O & OD.
	Data management and recording system formulated to 19 departments and sections by June 2021	Improve data management and record system to 19 departments Provide Funds and resources	Number of department with improved data management and record system
	8 Planning department staffs welfare improved with housing, leaves, transport, subsistence and other allowances by June 2021	Provide housing, leaves, transport and subsistence allowances to planning department Provide Funds and resources	Number of planning department provided with housing, leaves, transport and subsistence allowances
	Planning department working environment improved with office rehabilitation, computers, printers and photocopy machine by June 2021	Rehabilitate planning department office Purchase computers, printers and photocopy machine to planning department	Number of offices rehabilitated Number of computers, printers and photocopy machines purchased
E. Good governance and administrative services enhanced	8 Planning department staffs trained on performance and Accountability by June 2021	Train 8 Planning Department Staffs on Performance and Accountability Provide funds for training	Number of staffs trained.
	19 Department staffs strengthened on comprehensive Plan and budget and reporting of development projects by June 2021	Capacitate 19 department staffs on comprehensive Plan and budget and reporting Provide updated information's (O&OD and SWOC analysis Provide Funds and resources	Number of department staffs capacitated Type of information's provided

G. Emergence preparedness and disaster management improved	12 WEOs and 45 VEOs capacitated on disaster preparedness and management by June 2021	Capacitate 12 WEOs and 45 VEOs on disaster preparedness and management Provide Funds and resources	Number of WEOs and VEOs capacitated
	Awareness creation to 45 villages on safety and rescue services by June 2021	Capacitate 45 villages on rescue, recovery and mitigation from disasters	Number of villages capacitated

4.5.5 Strategic Objectives 5

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved
- E. Good governance and administrative services enhanced
- G. Emergence preparedness and disaster management improved

4.5.5.1 Result Area: Agriculture Irrigation and Cooperatives

Strategic Objectives	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	Health of 57 Agricultural extension staff improved by June, 2021	Set and allocate funds from financial year budget. Conduct sensitization workshops on HIV/AIDS advocacy to staffs	Availability and proper allocation of funds. Number of staff participated on HIV/AIDS workshop
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Agricultural 57 Staff capacitated In Combating petty and grand corruption by June, 2021	Provide education to 57 staffs on prevention and combating of corruption	Number of staffs capacitated
	7596 cooperative Members, 96 staffs and 224 Board members of Co-operative societies trained to avoid petty and grand corruption by June 2021	Provide education to 7916 members on prevention and avoiding of corruption	Number of members trained
C. Access, quality and equitable social service delivery improved	Information and statistics of 32 Co-operatives collected and available for consumption by June 2021	Collect information from the available cooperatives. Capacitate council staffs and cooperative societies on record management. Inspect and audit	Availability of reliable information and statistics. Number of active co operative societies increased. Increased accountability among cooperative societies

Strategic Objectives	Target	Strategies	Performance Indicators
		cooperative societies.	
	Improved social services to co-operatives members from 50 in 2015 to 500 by June 2021	Capacitated members of co operative Societies Sensitized on modern house building.	Number of modern houses built.
	Strengthened value addition actors to 6 entrepreneurs along selected/identified crop value chain by 2021	Provide management and entrepreneurship skills to 6 actors Provide marketing skills Identify value chain actors Provide value addition facilities	Number of entrepreneurs Number of value chain actors Number of value addition facilities
C. Access, quality and equitable social service delivery improved	Existing 22 rural marketing infrastructure strengthened and operational by June 2021	Construct 9 marketing structures Rehabilitate 14 ware houses Rehabilitate rural roads	Number of road kilometers maintained Number of marketing structures constructed Number of functional warehouses Number of functional marketing infrastructure
	10 Producer and marketing groups capacitated with access to market linkages by 2021.	Provide market information to beneficiaries Link the existing and prospective producers and buyers Strengthen the market associations and groups Enhance the proper use of warehouse receipt system operation Create a platform for producer and marketing groups in accessing the market opportunities. Involve Private-Public Partnership	Number of producer and marketing groups with access to markets. Number of warehouse practicing warehouse receipt system increased
	Production and productivity of agricultural cash crops increased (Coffee from	Provide improved seedlings (Coffee 150,000; Tea 416,640	Number of tones harvested Number of seedlings provided

Strategic Objectives	Target	Strategies	Performance Indicators
	average 0.2 to 0.35 tones, tea from 2 to 2.2 tones, pyrethrum from 0.15 to 0.175 tones and sunflower from 0.8 to 1.5 tons per hectare by 2021	and pyrethrum 555,560 seedlings.	Number of hectares cultivated
	Production and productivity of agricultural main food crops increased (maize from average 1.2 to 3.0 ; beans from 0.6 to 1.0, round potatoes 10 to 15 tons per hectare) by June, 2021	Provide improved seeds Provide fertilizers	Number of tones harvested
	45 village farmers capacitated with skills on Climatic changes and type of seeds to be used by June 2021	Provide tolerant seeds to farmers Train farmers on using seeds which are tolerant to climatic changes	Number of farmers trained
C. Access, quality and equitable social service delivery improved	Production and productivity of horticultural crops increased (pineapple from 5 to 7 tones, avocado from 10 to 15 tones and tomatoes 6 to 15 per hectare) by June 2021	Provide improved seeds and seedlings	Number of tones harvested
D. Quantity and quality of economic services and infrastructure improved	Agricultural extension services delivery in 45 villages improved by June, 2021	Recruit 14 agricultural extension staffs Set and allocate funds from financial year budget	Number of extension officers recruited Number of villages served with Agricultural extension staffs.
	Increased number of active cooperative societies from 16 in 2015 to 32 by June 2021	Train on cooperative management	Number of active cooperative societies
	Ensured District agricultural development interventions are planed and implemented accordingly to all 12 wards by June, 2021	Plan agricultural interventions to 12 wards	Number of wards planned with agricultural interventions.
	Number of irrigation schemes increased from 0 in 2015 to 3 by June 2021	Construct irrigation schemes. Set and allocate funds for constructing	Number of irrigated schemes constructed

Strategic Objectives	Target	Strategies	Performance Indicators
		irrigation schemes	
	Education on planting more cash and food crops provided to community members in 12 Wards and 45 by June 2021	Facilitate extension officers to provide Education on planting more cash and food crops provided to community members	Number of wards and villages provided with education
	Establish 1 Agricultural Bank by 2021	Solicit fund and technical expert	Number of Agricultural Bank established
E. Good governance and administrative services enhanced	Conducive Working environment to 57 Agricultural Staff ensured by June 2021	Construct 38 staff houses. Rehabilitate 7 staff houses. Provide 35 motorcycles and 1 car for extension services. Provide 5 computer sets and 1 photocopier. Provide funds for 57 staffs with leave, subsistence and other allowances.	Number of houses constructed Number of rehabilitated staff houses. Number of motorcycles and car bought. Number of computers and photocopier bought Number of staffs provided with leave, subsistence and other allowances.
E. Good governance and administrative services enhanced	Working environment of 5 Co operative officers improved by June 2021	Provide 5 motorcycles. Provide 2 computer sets and 1 photocopier. Provide funds for 5 staffs with leave, subsistence and other allowances.	Number of motorcycles bought. Number of computers and photocopier bought Number of staffs provided with leave, subsistence and other allowances.
G. Emergence preparedness and disaster management improved	12 Wards and 45 Villages Capacitated on agricultural disaster preparedness and management by June 2021	Capacitate 12 Wards and 45 Villages on disaster preparedness and management Provide Funds and resources	Number of Wards and Villages capacitated

4.5.6 Strategic Objectives 6

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- F. Social welfare, gender and community empowerment improved

4.5.6.1 Result Area: Community Development and Social Welfares and Youth

Strategic Objectives	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	18 Community development staffs capacitated on HIV/AIDS awareness and support by June, 2021.	Training to community Development Staffs on the HIV/AIDS counseling and Testing.	Number of staff trained Number of staff Tested.
	50 IG groups of PLHIV established and 30 PLHA groups supported with seed money by June 2021.	Financial support to people living with HIV/AIDS	Number of PLHIV groups supported
	Community based for MVC social support plan implemented in 12 wards by June 2021.	Make payment of school expenses to MVCs. Financial support to Orphanage Centers.	Number of MVCs supported Number of Orphanage Centers supported
	Workplace HIV/AIDS programme developed to 50 staffs in council by June, 2016.	Train staffs on HIV/AIDS. Support with special meals to People living with HIV in the workplace.	Number of staffs trained Number of staffs living with HIV/AIDS supported with special meals
	12 wards empowered to address harmful gender and socio-cultural gender and based – violence by June 2021.	Conduct training through Cinema show on HIV/AIDS. Awareness training to Tradition leaders and Influential people on harmful cultural practices.	Number of ward trained Number of Tradition leaders trained
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	18 Department staff capacitated combating petty and grand corruption June 2021.	Conducting training to staffs on impact of corruption	Number of people trained
F. Social welfare, gender and community empowerment improved	100 Youth Economic Groups supported with soft loans by June 2021.	Provide soft loans to youth groups.	Number of youth groups financially supported
	100 Youth Economic Groups Trained on entrepreneurship skills by June 2021.	Facilitate training	Number of youth trained
	200 Women Economic Groups supported with soft loans by June 2021.	Train women groups on entrepreneurship skills Provide soft loans	Number of women trained Number of women groups financially supported

Strategic Objectives	Target	Strategies	Performance Indicators
F. Social welfare, gender and community empowerment improved		women groups.	
	Improved Social welfare to 18 staffs of community development by June 2021.	Provide Staffs subsistence allowance, Housing, sundry expenses.	Number of staff supported
	12 Wards and 45 Villages Children committee established and strengthened by June 2021.	Establishment wards and village children committee. Train wards and village children committee.	Number of children committees established Number of children committees trained
	Child protection systems established and strengthened to 25 DCPT, 180 WCPT and VCPT by June 2021.	Conduct Refresher training to District, ward and village Child Protection Team on Child protection.	Number of people trained
	Strengthened district and community structures to prevent VANE to 120 people in 12 wards by June 2021.	Train community leader and influential people. Train counseling teachers and guidance on preventing violence in schools.	Number of community leader and influential people trained Number of counseling teachers and guidance trained

4.5.7 Strategic Objectives 7

C. Access, quality and equitable social service delivery improved

F. Social welfare, gender and community empowerment improved

G. Emergence preparedness and disaster management improved

4.5.7.1 Result Area: Primary Education

Strategic Objectives	Target	Strategies	Performance Indicators
G. Emergence preparedness and disaster management improved	Increase number of schools with capacity to manage emergencies increased from 20 to 52 by June 2025	Procure Emergency preparedness Kit Establishment of Preparedness Team at school levels. Conduct training to teachers, school committee and pupils on emergency.	Decreased number of emergency cases.

Strategic Objectives	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	<p>Improve teaching/learning environment of schools by June 2025</p> <p>Scale up 3Rs INSET program package and strengthen life skills based school health, nutrition and HIV/AIDS education in primary schools</p>	<p>Set enough funds from financial year budget</p> <p>Preparation of seminar and short course that hence to raise competence in all subjects.</p> <p>To capacitate teachers teaching pre primary and GRADE 1 & 2 on 3Rs competence</p>	<p>Percentage of students passes the exams and ability to read, count and write increased.</p> <p>Number of pre-primary teachers/facilitators with certified pre-primary training .</p> <p>Percentage of Standard 1 and 2 teachers who have completed the 9 months school based 3Rs INSET in Njombe district council</p>
C. Access, quality and equitable social service delivery improved	<p>School infrastructure increased in 52 primary school by June 2025</p> <p>Strengthening school health sanitation clubs in 52 primary schools by June 2025</p>	<p>Set enough funds from financial year budget</p> <p>Sensitization of community and other stakeholders</p> <p>Promote and sensitize school health program</p>	<p>No. of primary schools infrastructures</p> <p>Increase number of schools with improved pit latrines and hand washing facilities.</p> <p>Number of SWASH clubs in primary schools strengthened</p>
C. Access, quality and equitable social service delivery improved	Enhance cultural and sports activities by June 2025	<p>Set enough funds from financial year budget</p> <p>Sensitization of community and other stakeholders</p>	Number of cultural and sports events facilitated.
F. Social welfare, gender and community empowerment improved	Knowledge on gender issues among the community improved by June 2025	<p>Develop and implement specific policy guidelines and programmes to keep girls in primary schools and learning</p> <p>Strengthen knowledge on gender issues to communities.</p> <p>To apply the use of sara communication to empower girls.</p> <p>TUSEME programs will be considered</p>	<p>Number of teachers and pupils strengthen with knowledge on gender issues.</p> <p>Percentage of primary schools with TUSEME clubs in UNICEF-supported regions</p>

Strategic Objectives	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	Increase quality of education leadership, management and monitoring to 52 head teachers by June 2025	Training in policy analysis and strategic planning, monitoring and local accountability; CELMA, WSD, Gender and Disability issues	Number of of teachers with competence based on whole school development plan
C. Access, quality and equitable social service delivery improved	Improve quality of learning and teaching environment of 43 COBET centers and 486 adult education canterers by June 2016	Establishments of IPPE centre to 8 wards. Facilitation and seminar to competent teachers from both secondary and primary teachers for facilitation of IPPE enrollment student.	Number of primary teachers/facilitators with certified IPPE training in Njombe district
C. Access, quality and equitable social service delivery improved	School based planning and management skills improved and sustained at 100% of the District Council's primary schools by June, 2025	Develop and implement systems for monitoring learning achievement and equity in basic education and use of data to improve learning Preparation of seminars and workshops to capacitate teachers and school committee chairperson. Evidence-based policy advocacy and dialogue on increased allocation and efficient utilization of resources for basic education	Percentage of teachers qualified on resource mobilization knowledge and ability to implement.
C. Access, quality and equitable social service delivery improved	To improve working environment to teachers in 50 primary schools by June 2016	Construction of 125 classrooms, 270 houses and 76 drop holes by setting funds in every financial year	Number of classes, houses and drop holes constructed in 34 primary schools.

4.5.8 Strategic Objectives 8

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- D. Quantity and quality of economic services and infrastructure improved

4.5.8.1 Result Area: Secondary Education

Strategic Objectives	Target	Strategies	Performance Indicators
D. Quantity and quality of economic services and infrastructure improved	Increased secondary school classrooms from 113 in 2016 to 138 by June 2021	Sensitize education stakeholders to participate in construction of classrooms Set enough budget for construction of classrooms	Number of Classrooms constructed
	Increased Advanced level secondary schools from 1 in 2016 to 3 by June 2021	Sensitize education stakeholders to participate in construction of classrooms Set enough budget for construction of High level Secondary Schools	Number of High level schools constructed
	Increased Colleges/ Vocational Training Centre from 0 in 2016 to 2 by June 2021	Sensitize education stakeholders to participate in construction of Colleges/Vocational Training Colleges Set enough budget for construction of Colleges	Number of Colleges/ Vocational Training Colleges constructed
	Increased secondary school teacher's house from 82 in 2016 to 133 by June 2021	Request enough fund from Donors and Central Government	Number of Teachers house completed
	Increased secondary school students Pit Latrines from 162 in 2016 to 212 by June 2021	Sensitize Parents and Guardian to contribute in project implementation. Set enough funds	Number of Pit Latrines completed
	Increased Dormitories	Sensitize Parents	Number of Dormitories

Strategic Objectives	Target	Strategies	Performance Indicators
	from 21 in 2016 to 31 by June 2021	and Guardian to contribute in project implementation. Set enough funds	completed
	Increased Administration Block from 6 in 2016 to 10 by June 2021	Set enough funds	Number of Administration Blocks completed
	Increased Dining Hall from 2 in 2016 to 10 by June 2021	Sensitize Parents and Guardian to contribute in project implementation. Request enough fund from Donors and Central Government	Number of Dining Hall completed
C. Access, quality and equitable social service delivery improved	Improved Information Communication Technology (ICT) from 2 secondary school in 2016 to 10 by June, 2021	Provide Computers set Capacitate teachers on ICT application	Number of school with ICT equipments Numbers of teachers are knowledgeable on ICT application.
	Increased science and mathematics teachers from 57 in 2016 to 122 by June, 2021	Request allocation for science and mathematics teachers from Permanently secretary (PMO-LARG)	Number of science and mathematics teachers allocated
	Increased Arts subjects textbooks from 1556 in 2016 to 6000 by June, 2021	Request to Donors and PMO-LARG SEDP II directive to support Arts subjects. Allocate enough funds	Presence of Revised SEDP II directive (allow procure of Arts subject textbooks. Number of Arts subjects textbooks procured.
	Increased Laboratories Technicians from 2 in 2016 to 30 by June, 2021	Request allocation for laboratories technicians from Permanently secretary (PMO-LARG)	Number of laboratories technicians allocated
	Improved	Provide enough	Number of teachers

Strategic Objectives	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	teaching/learning environment in 54 secondary schools teachers in 2016 to 254 by June 2021	funds. Transfer of teachers within the Council secondary schools. Prepare list of teachers for promotion	capacitated on new metrology of teaching. Number of teachers transferred. Number of teachers promoted.
	Increased performance of students in National Examinations for Form II, IV & VI from 75% in 2016 to 95% by June, 2021	Provide examinations fees to all candidates. Provide good learning environment.	Percents of performance increased in Form II, IV & VI National examinations
	Established secondary schools borders from 1 school in 2016 to 10 by June 2021	Set enough budget Educate the indigenous surround the schools	Number of school establish borders
	Improved teachers behaviors from 24 teachers in 2016 to 300 by June, 2021	Provide teachers guidelines Set budget for capacity building	Number of teachers capacitated
A. Services improved and HIV/AIDS infections reduced	Reduced of HIV/AIDS infections to secondary school teachers from 2% in 2016 to 0% by June 2021	Fund allocation Create awareness to secondary teachers on HIV/AIDS	Number secondary teachers with new infections decrease
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Increased of accountability in secondary school environment from 50% in 2016 to 99% by June 2021	Increase awareness and compliance on laws, regulations and guideline.	Number of secondary teachers capacitated on petty corruption

4.5.9 Strategic Objectives 9

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- D. Quantity and quality of economic services and infrastructure improved

4.5.9.1 Result Area: Works

Strategic Objectives	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS	Work place HIV/AIDS education on Prevention,	Set funds for facilitation of	Number of people responding to voluntary

infections reduced	voluntary test, and nutritional supporting to 20 works staffs by 2021	programme Educate staffs on how to protect themselves from HIV/AIDS Educate work staff on voluntary test. Provide Nutritional support to those who lives with HIV	test and counseling. Number of people living with HIV/AIDS getting nutritional support Number of training conducted of education against HIV/AIDS
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Petty and grand corruption awareness built and sustained to 20 works staff by 2021	Conduct awareness training on combating Corruption.	Number of staff received awareness training on petty and grand corruption
D. Quantity and quality of economic services and infrastructure improved	20 Works department staff facilitated with leave allowances, burial expenses office consumables and sundry items, by June 2021	Set fund for training. Administer 20 Works Department staff carrying their duties by providing them with their welfare and working tools and equipments	Number of staffs facilitated with leave allowances, burial expenses office consumables and sundry items.
	1000 km of Road infrastructure maintained and improved by June 2021	Secure fund from central government	Number of Kilometers of roads maintained
	25 Bridges infrastructure constructed by 2021	Secure fund from central government	Number of bridges constructed

4.5.10 Strategic Objectives 10

C. Access, quality and equitable social service delivery improved

4.5.10.1 Result Area: Health

Strategic Objectives	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	1 District council Hospital Constructed by 2021	Set special request of fund to the central Government Solicit fund from other stakeholders Incorporate into Comprehensive Council Health Plan (CCHP)	Number of District council Hospital constructed
	27 health Facilities in by levels provided with enough medicine and medical supplies by 2021	Solicit more transport facilities Incorporate into Comprehensive Council Health Plan (CCHP)	Number of HF's provide with enough medicine and medical supplies
	Number of houses for health workers increased from 52 in 2015 to 70 houses by 2025	Mobilize community to participate in contribution of funds and materials Incorporate budget into Comprehensive Council Health Plan (CCHP)	Number of houses build
	Number of Dispensaries increased from 23 of Government in 2015 to 35 dispensaries by 2025	Incorporate budget into Comprehensive Council Health Plan (CCHP)	Number of Dispensaries
	2 dispensaries Completed by 2015	Incorporate budget into Comprehensive Council Health Plan (CCHP)	Number of Dispensaries completed
	1 Health Center Completed by 2015	Incorporate budget into Comprehensive Council Health Plan (CCHP)	Number of Health center completed
	3 Reproductive and Child Health (RCH) building s Completed by 2025	Incorporate budget into Comprehensive Council Health Plan (CCHP)	Number of RCH completed

Strategic Objectives	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	Supply of medicine, medical equipments and diagnostic supplies in all 27 health facilities increased from 41% in 2015 to 80% by 2021	Incorporate budget into Comprehensive Council Health Plan (CCHIP) Promote utilization of Community Health Fund (CHF)	Number of medicine, medical equipments and diagnostic supplied
	Increased enrollment of Community Health Fund (CHF) members from 11.8% in 2015 to 45% by 2021	Sensitization of community through general assembly meeting on benefits of being a member in CHF	Number of CHF members enrolled
	Number of skill mix staff of Human Resource for Health (HRH) and Social welfare at all level increased from 68% in 2015 to 90% by 2021	Recruit enough and skilled staff Human Resource for Health (HRH) and Social welfare at all level	Number of skill mix staff of Human Resource for Health (HRH) and Social welfare at all level
	Community awareness on preventive, curative and social welfare service increased from 50% in 2015 to 70% by 2021	Broadcasting health issues through Radio, flyers, leaflets and Posters	Number of flyers, leaflets and Posters
	Capacity building to 70 health Providers facilitated by annually by 2021	Empower knowledge and skills to staff on emergency management	Number of health Providers capacitated
	Reduced prevalence rate of HIV and AIDS 14.8% in 2015 to 9% by 2021	Enhance behavior change of the community in a context of HIV issues	Percentage of HIV prevalence
	High maternal mortality rate reduced from 97/100,000 in 2015 to 90/100,000 by 2021	Facilitate construction of Theatre at Lupembe Health Centre	Number of maternal death
	Reduced neonatal mortality rate from 2/1000 in 2015 to 1/1000 by 2021	Empower skills and knowledge to health workers and Facilitate availability of medicine and medical supplies	Number of neonate death
	Case fatality rate of TB reduced from 3.2% in 2015 to 2% by 2021	Facilitate constant supply of diagnostic at all facility level Proper management of TB cases	Number of TB patients
C. Access, quality and equitable social service	Reduced malaria incidence among OPD cases from 30.2% in 2015 to 25% by	Improve constant supply of Medicine and medical supplies.	Number of malaria cases

Strategic Objectives	Target	Strategies	Performance Indicators
delivery improved	2021	Facilitate knowledge and skills to HMs on early Diagnosis and management of Malaria	
	Organization structure and institutional management capacity at all levels strengthened from 65% in 2015 to 75% by 2021	Facilitate availability of Policies, Guidelines at all facilities levels	Number of institutional capacitated
	Improved management of environmental Health and Sanitation in Health Facilities from 28% in 2015 to 50% by 2021	Facilitate Health Facilities by level to construct Placenta Pit, Incinerator and Toilet	Condition of the environment
	Patients with complications reporting rate to HF's from traditional medicine and alternative healing reduced from 70% in 2015 to 50% by 2021	Mapping and registration of all Traditional and alternative healing. Empowerment of knowledge to Traditional and alternative healing. Empowerment of knowledge to community.	Number of patients with complication reporting to HF's
	Access to health, social welfare and protection services to vulnerable groups increased from 10% in 2015 to 35% by 2021	Exceptions of health cost. Provide exception identity cards to all vulnerable groups	Accessibility of Health, social welfare and protection.

4.5.11 Strategic Objectives 11

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved

4.5.11.1 Result Area: Water

Strategic Objectives	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	HIV/AIDS infections knowledge and skills imparted to 14 water department staffs by 2021.	Create awareness on HIV prevention, provide nutrition fund support and train on voluntary test.	Number of staff capacitated on HIV/AIDS infection.

Strategic Objectives	Target	Strategies	Performance Indicators
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	14 water staff trained in combating petty and grand corruption by 2021.	Train staff on combating corruption.	Number of staff trained on anti-corruption
C. Access, quality and equitable social service delivery improved	Increased coverage of Water and sanitation services and expand network to 10 villages from 53.3% in 2015 to 95% by 2021.	Identify water sources Conduct survey Rehabilitation of existing project.	Number of village having water service. Number of people having access of clean and safe water.
	Increased coverage of water and sanitation services and expand network to 12 villages from 53.3% in 2015 to 90% by 2021.	Identify water sources Conduct survey Rehabilitate the existing project.	Percentage of community members with access to water services.
	15 water user association (COWSOs) registered and capacitated in water resources management in the district by 2021.	Train and formulate COWSOs. Register COWSOs	Number of COWSOs registered.
	7 water project constructed and provided with clean and safe water supply among 10 selected villages through Rural Water Supply and Sanitation program by 2021.	Conduct project design. Develop proposal Identify water sources.	Number of water project Constructed and completed.
C. Access, quality and equitable social service delivery improved	14 water staff enhanced on Good governance and management capacity by 2021.	Train 14 water staffs on Good governance and management	Number of staff capacitated.
C. Access, quality and equitable social service delivery improved	Operation and maintenance of 65 water schemes enhanced by 2021.	Procure water pipes, fittings and fuel for maintenance Supervise water user association. Provide technical assistance.	Number of water project operated and maintained.
	Facilitate the Creation, affordability, sustainable and reliable water sources in rural areas to 2 divisions (Lupembe and Makambako) by 2021.	Conduct project design. Identify water sources	Number of division provided with water services.

Strategic Objectives	Target	Strategies	Performance Indicators
	Water and Sanitation Team (CWST) and department staffs strengthened on supervision and monitoring the implementation of 10 Rural Water Supply Sanitation Program (RWSSP) projects in 10 villages by 2021.	Capacitate CWST	Number of project visited.
	Increased number of households with sanitation facilities from 65% in 2015 to 95% by 2021.	Sensitization meetings.	Percentage of households having sanitation facilities.
	Increased WASH services to the schools from 40% in 2015 to 85% by 2021.	Provide sanitation facilities to the schools. Training, Sensitization and Construction.	Percentage of schools having WASH services.
	Health facilities on WASH Increased from 12% in 2015 to 55% by 2021.	Create awareness and Sensitization meetings	Percentage of health having WASH services.

4.5.12 Strategic Objectives 12

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- C. Access, quality and equitable social service delivery improved
- E. Good governance and administrative services enhanced

4.5.12.1 Result Area: Trade and Finance

Strategic Objectives	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	Facilitate Counseling and Testing of HIV/AIDS to 17 Finance Department Staff by June 2021	Carry out more advocacy meetings to department staff Prioritize and fund allocation on a particular target	Percentage increase of HIV/AIDS awareness among staff Reduce HIV/AIDS spread
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	17 Finance Department Staff Capacitated in Combating Petty and Grand Corruption by June 2021	Conduct more awareness training among staff Maintaining anti corruption action plan	Reduce petty and grand corruption among Department staff
E. Good governance and administrative services enhanced	All group of Council assets are revalued once in every five years by June 2021	Prioritize and allocate of the fund in the specific target	Asset register update Rate of Assets numbering in all departments

Strategic Objectives	Target	Strategies	Performance Indicators
E. Good governance and administrative services enhanced	Epicor system capacitated to work in 12 months a year by June 2021	Make available alternative power supply like generator Motivate to Department staff Make available office consumable (stationeries, cartridges)	Number of payments made in a month Number of reports produced in a month Clarity and correctness of the reports produced
	13 Department staff trained and got their leave by June 2021	Maintain leave roster Allocate funds for fees and training materials	Number of staff go to leave Efficiency and effectiveness of staff after trainings
	12 months bank reconciliations, one annual final book, one annual budget book and daily payments are maintained by June 2021	Maintain job roster for all accountants Strong team of final accounts section Department motivations to all accountants	Number of Reports prepared by the department Timeframe where reports disseminated to stakeholders
	Audit queries reduced to zero by June 2021	Maintaining strong pre audit section Maintaining internal control	Number of audit queries Status of financial report issued by CAG
	Revenue collection increased by 30% from the year 2014/2015 to 2015/2016 by June 2021	Increase own revenue sources Acquiring Department Motor Vehicle purposely for the revenue collection	Amount of own source revenue collected Increase in implemented targets
A. Services improved and HIV/AIDS infections reduced	Awareness creation on HIV/AIDS prevention to 25 members from 12 wards by 2021	Provide training on HIV/AIDS preventive measures to 25 members from 12 wards.	Number of community members capacitated on HIV/AIDS prevention
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	12 WEO and 45 VEO trained and enhanced on anti-corruption by June 2019	Provide training to 12 Ward Executive Officers and 45 Village Executive Officers.	Number of WEO and VEO trained
C. Access, quality and equitable social service delivery improved	Availability of office working facilities enhanced by June 2019	Purchase 1 laptop and printer	Number of office facilities purchased
	62 traders from each ward educated on tax paying by June 2019	Provide training to 62 traders from each ward	Number of traders trained
	14 SMEs from each ward facilitated to participate in	Facilitate 14 SMEs to meet standards	Number of standardized products produced

Strategic Objectives	Target	Strategies	Performance Indicators
C. Access, quality and equitable social service delivery improved	local and international markets annually by June 2017	Train 14 SMEs from each ward on multilateral and regional trading arrangements	Numbers of SMEs trained
	1 market for Mtwango, Matembwe and Lupembe constructed by June 2020	Construct 1 market for Mtwango, Matembwe and Lupembe	Number of markets constructed

4.5.13 Strategic Objectives 13

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- E. Good governance and administrative services enhanced

4.5.13.1 Result Area: Internal Audit

Strategic Objectives	Target	Strategies	Performance Indicators
E. Good governance and administrative services enhanced	15 projects monitored and evaluated by June 2021	Increase budget ceiling. Increase number of staff	Number projects visited
	Reduce audit queries from 15 to 0 by June 2021	Strengthen Pre-audit and internal audit units Promote close supervisions and Adherence of Local Government Financial Memorandum.	Reduced number of audit queries
	Clean council's audit report maintained and obtained in 5 years consecutively by June 2021	Strengthen Pre-audit and internal audit units Promote close supervisions and Adherence of Local Government Financial Memorandum. Close supervisions to projects (Value for Money)	Obtained Un-qualified opinion from Controller and Auditor General in five financial year consecutively
	Employ two staff by June 2021	Request for permission from Permanently secretary	Number of staff employed

Strategic Objectives	Target	Strategies	Performance Indicators
E. Good governance and administrative services enhanced	2 Internal audit staff supported with leave and travel, burial, treatments, utilities, substance allowance, house allowance, moving expense and acting allowance by June 2021	Set enough funds from financial year budget Allocated funds from financial year budget	Number of staff supported
A. Services improved and HIV/AIDS infections reduced	2 Internal Audit unit staff trained on HIV/AIDS prevention by June 2021	Fund allocation Promote and scale up integrated prevention, care and treatment services for HIV and AIDS Develop programme to fight against HIV/AIDS	Number of staff trained on HIV/AIDS prevention
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Capacity building to 2 staff of Internal audit unit on combating petty grand corruption provided by June 2021	Increase awareness and compliance on laws, regulations and guideline.	Number of Internal audit staff capacitated on petty corruption

4.5.14 Strategic Objectives 14

A. Services improved and HIV/AIDS infections reduced

C. Access, quality and equitable social service delivery improved

4.5.14.1 Result Area: Environmental Health and Sanitation

Strategic Objectives	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	Construction of improved latrines at H/H level increased from 65% in 2015 to 90% by 2025	Ensure all latrines have wash hand Infrastructure Facilitate funds	Number of households with improved latrines
C. Access, quality and equitable social service delivery improved	4 refuse bays constructed at Mtwango ward by 2025	Ensure all area selected installed refuse bay Facilitate funds	Number of refuse constructed
	Construct 1 solid waste disposal points	Facilitate funds Demarcate site for solid waste point	Number of solid waste disposal points
	Amount of solid waste collected and disposed off increased to at least 50% by June 2025	Ensure all solid waste generated are collected and disposed off	Amount of solid waste collected and disposed off

4.5.15 Strategic Objectives 15

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- H. Management of natural resources and environment improved

4.5.15.1 Result Area: Beekeeping

Strategic Objectives	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	1 HIV/AIDS infected staff in beekeeping Unit provided with nutritional food by 2021.	Allocation of fund from the financial budget	Number of staff provided with nutritional food.
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Number of Corruption complaint reduced from 15 to 2 among beekeeping unit staff by 2021.	Make more efficient the national anti-corruption strategy in the Unit. Create awareness on civil servant on laws, regulations and guidelines.	Number of complaints reduced
H: Management of natural resources and environment improved	Awareness on modern beekeeping practices in 45 village community raised by 2021.	Promote stakeholders to participate in awareness creation. Allocate enough funds from financial year budget Solicit funds from other beekeeping development partners.	Number of community village benefited with awareness creation on modern beekeeping practices.
	Demonstration apiaries increased from 3 to 45 by 2021.	Fund allocation from financial budget Solicit funds from other beekeeping development partners. Encourage community participation.	Number of demonstration apiaries i staff increased.
	12 beekeeping staff recruited by 2021	Request permit for 12 beekeeping staff. Allocate budget for substance	Number of staffs recruited

Strategic Objectives	Target	Strategies	Performance Indicators
H: Management of natural resources and environment improved		allowances funds from financial year budget	
	Beekeeping community reached in 45 villages by 2021.	Equip staff with training tools and transport facilities	Number of Beekeeping community reached
	1 honey market collection point established by 2021	Allocate funds from financial year budget. Promote investor in District	Number of honey market collection point established
	5 Bee reserves established in 5 villages by 2021	Allocate funds from financial year budget Sensitize Community to participate.	Number of Bee reserves established.
	3 Beekeeping staff supported with leave and travel, burial, treatments, utilities, substance allowances, acting allowances, house allowances by 2021	Allocate funds from financial year budget	Number of staff supported with welfare.
	Beekeeping development data/information collected in 45 village by 2021	Allocate funds from financial year budget Encourage Community to participate	Number of villages accessed Number of beekeeper present.

4.5.16 Strategic Objectives 16

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- I. Information and communication Technology improved

4.5.16.1 Result Area: Information Technology Communication and Public relation

Strategic Objectives	Target	Strategies	Performance Indicators
I. Information and communication Technology improved	11 Wards to be facilitated with internet services by June 2021.	Allocate funds for internet services in 11 wards.	Number of wards provided with internet services
	ICT equipments improved on purchasing 3	Purchase 3computers, 2	Number of computer, external hard discs and

Strategic Objectives	Target	Strategies	Performance Indicators
	computers, 2 external hard discs and digital camera by June 2021	external hard discs and 1 digital camera. Provide funds for ICT equipments	digital camera purchased
	18 head of departments and Units trained on roles and policies of ICT by June 2021	Train 18 head of departments and Units trained on roles and policies	Number of head of departments and Units trained
	Employ 1 computer system analyst staff by June 2021	Hire 1 computer system analyst	Number of computer system analyst hired
	2 Information and Communication Technology staff trained on modern information system by June 2021.	Train 2 Information and Communication Technology staff trained on modern information system	Number of staff trained.
	20 Council magazine published by 2021	Publish 20 magazine	Number of magazine published.
A. Services improved and HIV/AIDS infections reduced	2 Information Technology, Communication and Public Relation staff trained on HIV/AIDS prevention by June 2021	Train to Information technology communication and public relation staff on HIV/AIDS prevention	Number of staff trained on HIV/AIDS prevention
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	2 Information Technology, Communication and Public Relation staffs Capacitated on combating petty grand corruption by June 2021	Increase awareness and compliance on laws, regulations and guideline.	Number of Information Technology, Communication and Public Relation staffs capacitated on petty corruption

4.5.17 Strategic Objectives 17

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- E. Good governance and administrative services enhanced

4.5.17.1 Result Area: Legal

Strategic Objectives	Target	Strategies	Performance Indicators
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	50 Njombe District Staffs capacitated with National Ant-corruption Strategy by 2021	Allocate budget for National Ant-corruption Strategy Capacitate staffs on National Ant-corruption	Number of staffs capacitated

Strategic Objectives	Target	Strategies	Performance Indicators
		Strategy	
A. Services improved and HIV/AIDS infections reduced	200 Council staffs capacitated with HIV/AIDS preventive measures by 2021	Allocate budget for HIV/AIDS preventive measures Capacitate staffs on HIV/AIDS preventive measures Develop programmes to fight the spread of HIV/AIDS infection at work place	Number of council staffs capacitated
E. Good governance and administrative services enhanced	5000 Njombe District Council Community members capacitated with legal and human rights education by 2021	Allocate budget for provision of legal and human rights education Capacitate staffs on legal and human rights Capacitate 2000 villagers in 12 wards on legal and human rights Prepare and Publicize by-laws, rules and regulations Administer 20 Council's cases in courts	Number of capacitated Njombe District Council community members
E. Good governance and administrative services enhanced	Laws, rules, and regulations at District, Regional, and National level to Council staffs and Community enhanced by 2021	Allocate budget to Capacitate Community members and legal unit staffs Capacitate legal unit staffs attend meetings, Seminars, workshops Train 12 Ward Executive Officers (WEOs) and 45 Village Executive Officers (VEOs) on central government laws and regulations, and local government By-laws. Train 12 Ward Tribunals on Ward Tribunal Act	Number of capacitated Njombe District Council Staffs and Community members
E. Good governance and administrative services enhanced	Performance of legal Unit Staffs enhanced by 2021	Allocate budget for Capacitating legal unit staffs Capacitate legal unit staffs attend short Courses Capacitate legal unit to	Number of capacitated legal unit staffs

Strategic Objectives	Target	Strategies	Performance Indicators
		administer staffs' welfare Ensure availability of two (2) legal officers Ensure availability of Reference books, and various law reports	
E. Good governance and administrative services enhanced	Legislation of council's by-laws enhanced by 2021.	Allocate budget for legislation of Council's by-laws Make follow-up at Prime Minister's Office Regional Administration and local Government (PMO-RALG) for approving legislated by-laws Enforce the implementation of existing by-laws Strengthen ward Tribunals	Number of by- laws legislated Number of by- laws legislated

4.5.18 Strategic Objectives 18

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- E. Good governance and administrative services enhanced

4.5.18.1 Result Area: Election

Strategic Objectives	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	5 Unit officers capacitated on awareness of HIV/AIDS infection by June 2021	Create Awareness on HIV/AIDS infection	Numbers of unit officers capacitated
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	Anti-corruption Strategies capacitated to 5 officers by June 2021	Create Awareness to 5 officers on effects of corruption	Numbers of officers Capacitated with Anti-corruption Strategies
E. Good governance and administrative services enhanced	General and local government elections conducted in 12 wards by June 2021	Provide Funds and resources Create awareness to the community on elections	Number of wards conducted elections

4.5.19 Strategic Objectives 19

- A. Services improved and HIV/AIDS infections reduced
- B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained
- E. Good governance and administrative services enhanced

4.5.19.1 Result Area: Procurement Management Unit

Strategic Objectives	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	8 Procurement staffs trained on the effects of HIV/AIDS by June, 2021	Provide counseling on the effects of HIV/AIDS	Number of staff trained
B. Effective implementation of the National Anti-corruption Strategy Enhanced and Sustained	8 Procurement staffs facilitated in combating corruption by June, 2021	Provide education on how to combat corruption	Number of staff facilitated
E. Good governance and administrative services enhanced	Increased skills to 8 Procurement staffs on procurement procedures by June, 2021	Provide training to 8 Procurement staffs allocate funds for training	Number of staff capacitated
	8 procurement staffs facilitated with housing allowance, leave allowance, disturbance allowance, Burial expenses, acting allowance, gifts and prizes by June, 2021	Allocate funds to meet the requirements	Number of staff facilitated
E. Good governance and administrative services enhanced	Public Procurement Act, 2011 and Regulation, 2013 adhered to 19 departments and units of Njombe District Council by June, 2021	Distribute Act and regulation Provide training	Number of department capacitated

CHAPTER FIVE

IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORKS, RISKS MANAGEMENT AND ASSUMPTIONS

5.1 Implementation

The District Executive Director (DED), who is the Chief Executive Officer of the Council shall be responsible and accountable for the implementation of the Njombe District Council's (2016/2017 – 2020/2021) Strategic Plan. DED will be an overseer for the strategic plan implementation, monitoring and evaluation process. The DED with the support of the Management team shall regularly report to the Full Council with regards to the Plan implementation and its overall performance.

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

5.2 Monitoring

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

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

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Njombe District Council Community including the CMT and Full Council. In order that the progress reports presented are adequately informative, precise and therefore credible, Table 30 shall guide the format of the progress reports.

Table 32: Example of quarterly progress report

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

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

5.3 Evaluation

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

Specifically, the evaluation of the Njombe District Council Strategic Plan (2016/2017 – 2020/2021) 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 Njombe District Council vision and mission

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

5.4 Review

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

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

5.5 Risks Management and Assumptions

For the successful implementation of Njombe District Councils' Strategic Plan risk management is a prerequisite aspect. A systematic approach to managing risks throughout the whole organization's plan implementation period by identifying, assessing, understanding, acting on and communicating risk issues shall be enforced. Working in achieving its objectives in a rapidly changing world, Njombe District Council needs an integrated organization-wide approach to manage uncertainty. However, adopting such an organization-wide approach to risk management is a continuous, pro-active and systematic process to managing risk implies a significant change in council's management culture at all levels. Risk management requires a clear delineation of roles based on existing hierarchy, responsibilities and areas of work. It has to be understood as a collective responsibility the anticipation and management of risk has to become everyone's concern. It presupposes the strengthening of existing analysis, management and communication capacities and calls for the need to set up and implement preventive, mitigation and reactive plans. Systematic management of risk at all levels of the District council and at each stage of programming will improve planning efficiency and service delivery, and will allow better and more reliable decision-making. Risk management therefore will form an integral part of strategic plan implementation and results based management.

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

Risk	Description	Type of risk/Category	Likelihood of the risk	Impact of the risk	Risk mitigation
Existence of harmful Virus in ICT system	There is possibility of virus to attack council's ICT system	Technological Risk	High	Loss of council's data Damage of software	Installation of strong antivirus establishment of backup system active internet services presence of local area network
Hacking of information	There is possibility of hackers to hack the council's server	Technological Risk	High	Loss of confidentiality	To have a specified strong network security (installation of cyber ram) Use of manual works
Poor loan recovery	There is possibility of loan beneficiaries to fail to recover unforeseen circumstances	financial	Medium	Loss of trust to donor Loss of capital	Effective screening of loan beneficiaries
Shortage and delay Disbursement of fund from central	Expected fund from central government delay	Financial risk	Medium	Un implementation of development project	To establish more sources of funds

Risk	Description	Type of risk/Category	Likelihood of the risk	Impact of the risk	Risk mitigation
government					
Donor dependent	More dependent on donor which will result into effect of developing project if donors change policy	Financial	Very high	Failure of implementing development project	To establish more sources of funds
Land user conflict	Increase in population due to district being awarded as a regional	Administrative	High	Conflict resulting into death	Implementation and preparation of land use plan
Frequency Occurrence of wild fire	These may happen due to honey harvesting	Environmental	Medium	Forest destruction and biodiversity	Awareness creation about faire occurrence Land use plan establishment
Community Reluctant in accepting the proposed project	There is possibility	Political	Low	Uncompleted project	
Occurrence of pests and disease	In the beginning of rainfall there are occurrence of pests and diseases	Ecological	Medium	Reduction of agricultural production Reduce quality of products	Environmental conservation Deserters preparation

5.5.1 Risk Mitigation

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

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

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

(ii) To increase the credibility of the organization

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

(iii) Wisely allocation of resources by the management team

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

(iv) To increases efficiency

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

(v) To facilitate innovation field

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

5.6 Assumptions

For the Strategic objectives of this 2016/2017-2020/2021 strategic plan to be achieved, the following are the major assumptions which need close monitoring and timely responded by Njombe District Council management.

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