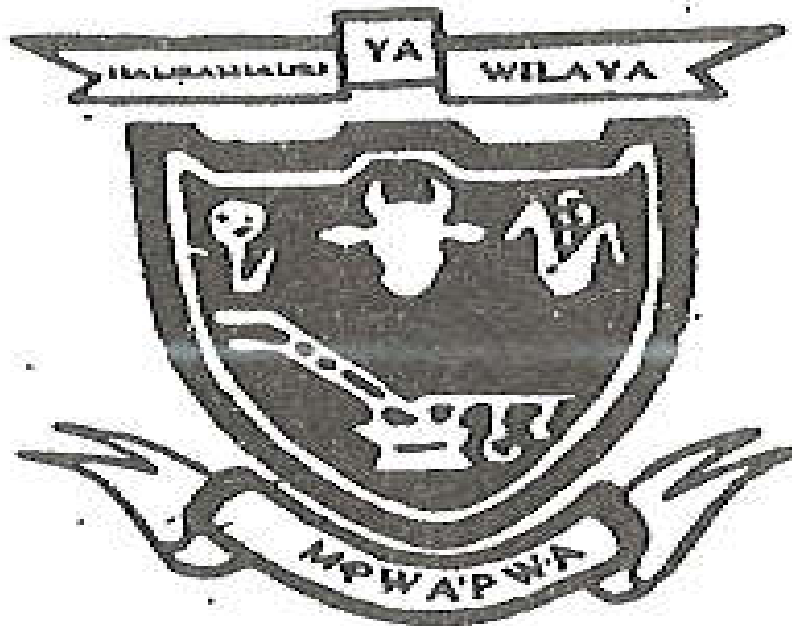


THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE

REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

MPWAPWA DISTRICT COUNCIL



**DISTRICT STRATEGIC
PLAN FOR THE YEAR
2016/17 - 2020/2021**

JANUARY, 2017

SUMMARIZED STRATEGIC OBJECTIVES OF MPWAPWA DISTRICT COUNCIL

- A. Enhance good governance and administrative services
- B. Increase quantity and quality of social services and infrastructure
- C. Access , quality and Equitable social services delivery improved
- D. Improve social welfare Gender and community Empowerment
- E. Improve Emergency and Disaster Management
- F. Improving management of Land, Natural resources and environmental restoration
- G. Improve services and reduce HIV/AIDS infections
- H. Enhance, sustain and effective implementation of the National Anti-corruption strategy

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EXECUTIVE SUMMARY

0.1 Background

The Five Year Rolling Strategic Plan (FYRSP) for Mpwapwa District Council defines the future direction of the Council for the period 2016/17- 2020/21. The future direction is defined in terms of vision, mission, strategic objectives, strategies, activities and resources needed to realize them. Formulation of the FYRSP is based on a systematic assessment of the existing situation and was developed through a participatory approach involving key Council stakeholders.

0.2 Vision and Mission Statements, Core Values and Functions of the Council

0.2.1 Vision Statement

The vision statement for Mpwapwa District Council is:

To be a customer focused Institution in the provision of quality service for sustainable development by 2025.

0.2.2 Mission Statement

The mission statement for Mpwapwa District Council is:

To provide improved socio-economic services to our customers through good governance.

0.2.3 Core Values

The Core Values of Mpwapwa District Council reads as follows:

It is our Council let us be Impartiality in service, People Development and Involvement, Results Orientated, Value for Money, Respect for the law and Customer focused

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

The Five Years Rolling Strategic Plan (FYRSP) for the Mpwapwa District Council defines the future direction of the Council for the period 2016/2017- 2020/2021 and the strategies, activities and resources needed to realize the vision and mission. It is based on a systematic assessment of the existing situation and was developed through a highly participatory process involving all key stakeholders.

1.2 PREPARATION OF THE STRATEGIC PLAN

Evaluation of the Five-Year Council Medium Term Strategic Plan (MTSP) 2011 to 2016 has provided inputs to the preparation of this Strategic Plan of 2016/2017 to 2020/2021. The lessons learnt from these previous achievements have guided the formulation of this plan. Other important documents taken on board in the process of preparation of this third five year SP has been the Tanzania Vision of 2025, National Five Year Development Plan 2016/17 – 2020/2021 and Chama cha Mapinduzi Manifesto for General Elections of 2015.

The plan aims at building the capacity and providing the direction for the Council to fulfill its functional objectives efficiently and effectively. The Strategic Planning process, which is participatory, was facilitated by Freelance experts Mr. Leon Balige (expert in Development Management). The process comprised the following steps.

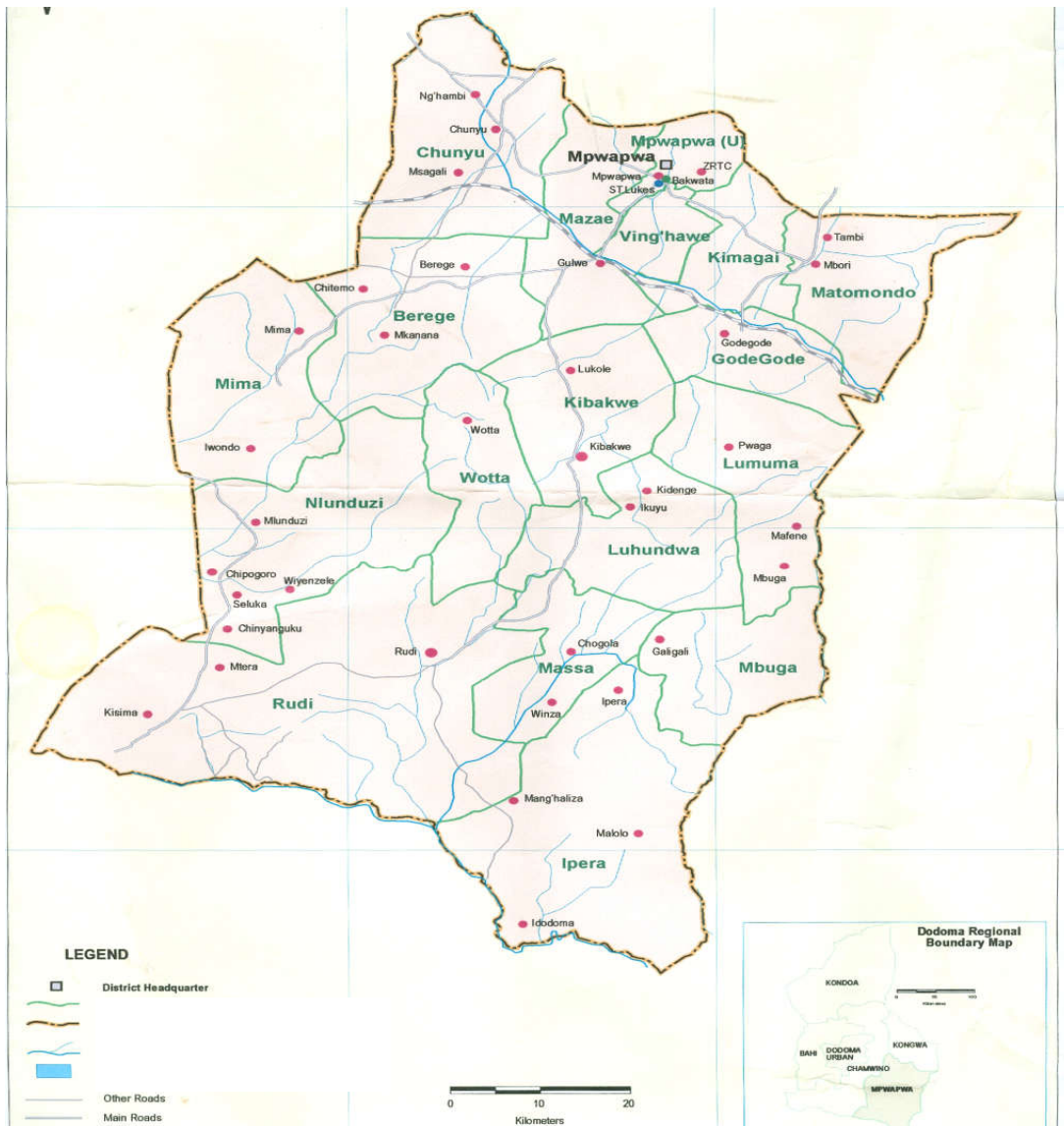
1. One day planning workshop involving the Heads of Departments, to review and agree on:
 - The current Council's Strengths, Weaknesses, Opportunities and Challenges/Threats (SWOC/Ts)
2. Ten days planning sessions involving selected members of the SP secretariat to:
 - Analyze the District Council sectoral development situation, functions, problems and potential strategies to recover.
 - Prepare the logical framework for interventions indicating objective key strategic areas including verifiable indicators and the associated Risks/assumptions
 - Prepare Planning framework to coordinate and guide District Council strategy development planning and management and final but not least
 - Prepare Monitoring and evaluation system of District Council Strategic plan.

1.3 KEY NOTIONS INFLUENCING THE PREPARATION OF MPWAPWA DISTRICT COUNCIL STRATEGIC PLAN

The Strategic Plan is a framework resulted from the process, which mainly emphasizes the interrelation and integration of different sectoral development aspects, actions to create a good spatial structure, and Effective Council in service provision to her citizens (Refer Figure 1). Hence, the thinking behind the preparation of the Strategic Plan was based on three key notions:

- i) Space is a field of activity,
- ii) Space is structured and
- iii) It is possible to achieve a certain quantity, quality and sustainable socio-economic services on space, once proper organization, coordination and development control mechanism in place.

Figure 1: Mpwapwa District Council Sketch map



1.4 LAYOUT OF THE STRATEGIC PLAN DOCUMENT

The strategic plan document is divided into eight main parts including an introductory note provided in Chapter One. Chapter Two provides the Vision, Mission, and Functions of the Council and its sectors. Chapter Three reviews the current situation of the Council, covering both the immediate and general external environment. Chapter Four reviews a situational analysis of the internal environment. Chapter Five identifies the SWOCs, Enablers /constraints. Chapter Six presents the SP Logical Framework Implementation Action Plan is presented in Chapter Seven. Chapter Eight presents the proposed Monitoring and Evaluation System.

CHAPTER TWO

MISSION, VISION STATEMENTS, CORE VALUES AND FUNCTIONS OF THE COUNCIL

2.1 VISION STATEMENT

The vision statement for Mpwapwa District Council is:

To be a customer focused Institution in the provision of quality service for sustainable development by 2025.

2.2 MISSION STATEMENT

The mission statement for Mpwapwa District Council is:

To provide improved socio-economic services to our customers through good governance

2.3 CORE VALUES

The Core Values of Mpwapwa District Council reads as follows:

It is our Council let us be Impartiality in service, People Development and Involvement, Results Orientated, Value for Money, Respect for the law and Customer focused

2.4 COUNCIL FUNCTIONS

The functions of the Mpwapwa District Council include:

- a. To ensure the implementation of laws, policies and regulations.
- b. To provide good services in a participatory and good governance in order to eradicate poverty.
- c. To maintain and promote peace and order within its boundaries.
- d. To improve social welfare and economic development to all people in its boundaries.
- e. To improve and maintain social welfare in the Municipal as per National policy.
- f. According to section 146 of the constitution of the United Republic of Tanzania local Government have the following responsibilities:
 - i. To involve the community in their Development plan
 - ii. To ensure security and implementation of laws to the community
 - iii. To strengthen democracy in their administrative areas
 - iv. To provide different social services to the community

According to section 113 chapter 283 and section 60(1) chapter 288 of the constitution of the United Republic of Tanzania, legal Responsibilities of the local Government are explained as follows:

- a) To ensure the presence of peace and good government to the community
- b) To take into consideration of policies deals with rural and Urban Development in a particular area
- c) To coordinate, manage, and provide social economic services
- d) To fulfill the above mentioned functions, the council has to:
 - i. Delegate political, financial and administrative authority to the subordinate organs under local authority such as Wards, Villages and Hamlets level.
 - ii. Develop community participation democratically in decision to all issues/matters related to them.
 - iii. To enable council to be self reliant by finding sources of finance/income that will lead to provision of services, financial accountability to the community and civil servants.

2.5 FUNCTIONS BY SECTOR

2.5.1 Administration and Human Resources Management department

- a. Contribute to purposeful and meaningful development of all employees in addition to the automation of development plans and reports
- b. Facilitate job evaluations
- c. Manage Senior Manager Service (SMS) and Middle Management (MMS) positions.
- d. Management of Human Resources and management control systems.
- e. Advising the council on matters related to human resources management
- f. Implementation of policies and maintenance of peace and order at work place
- g. Interpretation of Laws, Regulations and Government circulars
- h. Maintenance of human resources discipline
- i. Budgeting especially personnel emolument estimates
- j. Career development and career planning
- k. Facilitate job evaluation OPRAS
- l. Facilitate the recruitment and promotion

2.5.2 Planning, Statistics, Monitoring

- (a) To sensitize the community to participate in socio-economic development activities.
- (b) To plan, coordinate and follow up implementation of all development projects in the Council.
- (c) To ensure sustainable use of available resources.
- (d) To consolidate quarterly, biannual and annual physical progress reports.
- (e) To control expenditure of development projects.
- (f) To conduct social economic researches and studies.
- (g) To establish Council data base.
- (h) To monitor and evaluate all development projects

2.5.3 Finance and Business

- a. To identify and monitor sources of revenue in the district
- b. Managing finances as directed in the rules and regulations set up by the relevant authorities
- c. To prepare budgets in cooperation with the planning department
- d. Monitoring and ensuring the expenditures are in line with the budget and value for money
- e. Safe keeping of financial documents and ensuring that they are available whenever needed and in a timely manner
- f. Closure of final accounts in June 30th each year
- g. To develop good relationship with our internal customers (members of staff) and external customers (general public) in order to build a good image of the district council at all levels
- h. To prepare a monthly and quarterly report on disbursement and expenditures which will then be submitted to Finance, Planning committee after being assessed by the District Management Committee.
- i. Collaborating with other departments in preparing projects development evaluation report and submit to the Parliamentary committee which is dealing with the local Government finances
 - (i) To put in place and manage procedures that guides the use of government financial and non-financial resources. To provide training to entrepreneurs, Issuing of business license to traders in the district
 - (j) To inspect licenses in the district and facilitate the participation of entrepreneurs in trade fair
 - (k) To ensure a strengthened business environment by prepare graphs and chart that showing movement of trade activities and present report to regional trade office and Ministry of Trade and Industry
 - (l) To advice a traders to use a business opportunity that are exist in east Africa community.

2.5.4 Land and Natural Resource

The Land planning sub-sector

- a. To plan and prepare town development plans and maps for sustainable use of land
- b. Allocation of land for habitats use, farming activities and other economic activities
- c. Valuation of movable and immovable properties on the land for compensation, bond, rent estimation, Balance sheet and accounting purposes
- d. Monitoring construction activities, land development and properties at District level
- e. To monitor and analyze the performance of the Land use development
- f. To educate, and monitor the use of various laws on Land development

The forestry management sub-sector

- g. Tree nursery seedling activities
- h. Tree planting in different area of the district
- i. Forest laws and regulation enforcement; under this activity the sub-sector is responsible for conducting patrols and filing cases in the court of law or ward tribunals in the case there is a violation of any forest law.
- j. To collect revenue from forest product; here specific duties performed are issuance of licenses for tree harvesting and timber levy collection.
- k. To manage sustain-ably forest product harvesting in both district forest reserve and village forest.
- l. Public awareness on forest conservation and preservation. For this activity specifically the sub-sector educate the mass on fire control, unlawful tree felling and charcoal burning.

The Game (Wildlife) sub-sector

- m. To patrol in the Game controlled area with the aim of protecting and conserving wildlife.
- n. To protect poachers on endangering wildlife.
- o. To collect Government trophy.
- p. To raise public awareness on wildlife management.

The Beekeeping subsector

- a. Translate, disseminate Policy and laws and monitor its implementation
- b. Advising various issues in beekeeping sector
- c. To conduct research and inspection on the quality of bee product to meet internal and external market
- d. Capacitate community in planning, implementation and managing beekeeping activities/project by using affordable technologies.
- e. Advising and managing higher authorities/donor to provide funds for improving beekeeping as the way off supporting effort shown by individual as well as local communities

2.5.4 Community Development, And Social Welfare.

- a. To rise capacity on community based actions, socially, economically and its participation in development.
- b. To ensure sustainable use of natural resources.
- c. To facilitate the community in identification of their needs.
- d. To implement community development policies and principles.
- e. To eradicate poverty through formulation of women economic groups.
- f. To educate community on the use of appropriate available technology e.g. energy saving cooking stoves, Rain Water Harvesting, improved beehives, Wheel barrows, storage and packaging facilities and value addition.
- g. To streamline children/gender related issues in the community.
- h. To sensitize the community to build improved houses.
- i. To make resolution and counseling to families.
- j. To rehabilitate and ensure the disabled acquire basic needs.

- k. To supervise people under probation to reform their behavior.
- l. To supervise children day care centers.

2.5.6 Health Department

- a. Managing and strengthening health services, mother and child care aiming at reducing maternal and parental mortality rate
- b. Monitoring changes in the health policy in order to give the room for community participation and decision making pertaining to the development of health sector
- c. To ensure quality delivery of health care services to the local communities
- d. To encourage contribution from various stakeholder's participation in provision of health services in the district council
- e. Promote career development of health care workers in the district
- f. To ensure development of infrastructure used in the provision of health services in the district
- g. To ensure the availability of drugs, and medical supplies in all health facilities in the district.
- h. preparation of various reports and timely deliver to the higher authorities and community

2.5.7. Livestock and Fisheries

- a. To guiding and supporting livestock farmers in technology transfer to equip them with appropriate knowledge and skills in livestock keeping
- b. To delivery of livestock inputs and services
- c. Improving market infrastructure and marketing systems for livestock and livestock products
- d. To monitor the implementation of laws and policies guiding livestock sector in the district.
- e. Empowering livestock farming communities and the private sector
- f. Strengthening national and local government institutions to modernize the livestock sector
- g. Streamlining the policy and regulatory environment to provide a conducive environment for private and public sector investments.
- h. To monitor the implementation of laws and policies guiding livestock sector in the district.
- i. To communicate research findings from the research institutes to local communities especially livestock keeper.
- j. To manage the efforts focusing on preventing diseases, Insecticides from attacking Livestock.
- k. Linking Livestock farmers groups/SACCOS/cooperatives in the district with financial institutions
- l. Monitoring the practice of animal husbandry policies
- m. To advise farmer on modern ways of keeping animal husbandry

2.5.8. Agricultural, Irrigation and Cooperative

- a. Advise farmers on modern farming practices
- b. To coordinate the provision of farm in-puts.
- c. To monitor the implementation of laws and policies guiding agricultural sector in the district.
- d. To communicate research findings from the research institutes to local communities especially farmers.
- e. To manage the efforts focusing on preventing diseases, rodents and pesticides from attacking farm produce from the farms to the storage facilities.
- f. Coordinate efforts to improve crop productivity and production to raise farmers income and sustain food security
- g. Advise farmers on modern farming practices
- h. To communicate research findings from the research institutes to local communities especially farmers.
- i. To manage the efforts focusing on integrated pest management in the field and stored crops.
- j. Inspection and auditing cooperative societies
- k. Linking farmers groups/SACCOS/cooperatives in the district with financial institutions

- l. Coordinating efforts to improve marketing and market infrastructures
- m. Crop development and production evaluation to facilitate provision of early warning signs for food security.
- n. Providing supportive technical supervision to irrigation infrastructure development
- o. Designing of irrigation infrastructure

2.5.9. Water Department

- a. Policy and laws implementation and advising on various issues in the water sector
- b. To conduct research and inspection on the quality and safety of water
- c. Monitoring of projects with the view to enhance provision of water in the district
- d. Offering capacity building in planning, implementation and managing water projects by using acceptable and affordable technologies at community level.
- e. Preparing plans and budgets for water projects.
- f. To capacitate community on water projects and integrated water resources
- g. Rehabilitate and to construct water infrastructures
- h. Managing and advising higher authorities to provide funds for water projects as a way of supporting efforts shown by the local communities
- i. Preparation of Bill of Quantities for public water project works
- j. Preparations of department development projects progress quarterly and annual reports.

2.5.10 Works and Fire Department

- a. Preparation of Bill of Quantities for public roads and buildings.
- b. Inspecting architectural drawings that are designed for private and public houses,
- c. Managing roads construction activities at the district level,
- d. Monitoring construction of roads and buildings in the district
- e. To prepare and implement sustainable development plans for roads maintenance and construction involving all stakeholders.
- f. To inspect, advice and supervise the maintenance of government plants and vehicles.
- g. To advice and make electrical installation in public buildings.
- h. To ensure that laws, by-laws and regulations on roads safety, buildings and plants are adhered to.
- i. Preparations of department development projects progress quarterly and annual reports.

2.5.11 Secondary Education

- a. Is to supervise the provision of quality secondary education in the District.
- b. To translate and supervise the implementations of educational policies pertaining the provision of secondary education in the district.
- c. To prepare plans and sub budget for secondary education operations

2.5.12 Primary Education

- a. To improve academic performance of standard IV and standard VII in nation Examination.
- b. To rise enrolment of pre primary and standard one pupils.
- c. To improve teaching and learning environment such as classroom, teacher's houses, pit latrines, books and desks.
- d. Preparation of department budget in every year.
- e. To reduce number of illiterate through adult education.
- f. To enroll pupils with special needs to school in all school.
- g. Monitoring and supervision of funds provided by government to primary schools.(Capitation and Development Grant)
- h. To monitor and administer Nation examination for STD IV and STD VII
- i. To allocate teachers and manage them in their activities.

2, 5.13 Environment and Sanitation

- a. To educate the society about the importance of general cleanness, on how to avoid diseases and epidemic diseases
- b. To conduct regular inspection on food premises, shops, insuring that hygiene rules and regulations are maintained
- c. To conduct inspection on small scale industries, hostels and lodges, household so as to maintain general cleanness.
- d. To manage solid and liquid waste dump site(land fill)
- e. Ensuring environment and natural resources is well managed
- f. Ensuring that environmental laws and policy are well enforced and implemented
- g. To ensure the natural resources are well utilized in a sustainable way
- h. To create awareness to the community on environment management

2.5.14 Internal Auditing Unit

- a. To provide greater assurance to Management that systems of internal control are effective, efficient and economical and that its operations are performed properly
- b. To improve the quality of management's understanding of internal control and risk management and providing assistance to management on the clear identification of risks across the total spectrum of the council
- c. To enhance fraud prevention, detection and investigation thus minimizing risk
- d. To ensure that the council's assets are safeguarded from losses of money of all kinds arising there from.
- e. To conduct routine Audit to discover waste, extravagance and inefficient administration, poor value for money and other causes.
- f. To ensure reliability of financial and other management data developed from the council

2.5.15 Legal Unit

- a. Conduct trainings for ward legal councils and village legal councils
- b. Announcing the need to review and make new by-laws, receipt of opinions and objections (if any) on the review process.
- c. Review present laws, by-laws and regulations, and amend all those which are outdated to suit community needs
- d. Prepare new by-laws and regulations that will suit district council needs
- e. Submission of the reviewed, amended and prepared new by-laws to the councilors and other authorities for consideration and approval
- f. To provide legal advice to the Council (management) on matters relating to legal issues
- g. To prepare and approve contracts
- h. To conduct research and receive
- i. opinions on the process of formulating/ making and review of various bylaws
- j. To administer Ward Tribunals and Villages Land Council and Train them
- k. To present the council on legal issues, e.g. in courts
- l. To provide awareness of Laws and bylaws to the Council and community level and facilitate implementation of them
- m. To institute legal proceedings on behalf of the Council

2.5.16 Procurement and Supply Management Unit

- a. Manage all procurement and disposal by tender activities of the procuring entity except adjudication and the award of contract;
- b. Support the functioning of the tender board;
- c. Implement the decisions of the tender board;
- d. Act as a secretariat to the tender board;

- e. Plan the procurement and disposal by tender activities of the procuring entity;
- f. Recommend procurement and disposal by tender procedures;
- g. Check and prepare statements of requirements;
- h. Prepare tendering documents;
- i. Prepare advertisements of tender opportunities;
- j. Prepare contract documents;
- k. Issue approved contract documents;
- l. Maintain and archive records of the procurement and disposal process;
- m. Maintain a list or register of all contracts awarded;
- n. Prepare monthly reports for the tender board;
- o. Prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan;
- p. co-ordinate the procurement and disposal activities of all the departments of the procuring entity; and
- q. Prepare other reports as may be required from time to time.

2.5.17 Election Unit

- a. To coordinate General Election
- b. (ii) To coordinate by election
- c. (iii) To coordinate Local Government election

2.5.18 Information Technology, News and Communication

- a. To collect and write news
- b. To short picture in different occasion
- c. To prepare pamphlets, posters and brochures
- d. To keep picture and news with service of the library and resources centre
- e. To collect different data
- f. To inspire relevant information to community about Municipal functions (Municipal Spokes man)
- g. Protocol Officer
- h. To strengthen communication in all department and units
- i. To prepare good infrastructures for information technology
- j. To provide efficient service to all users in different department
- k. To improve Electronic revenue collection system in each village
- l. To simplify the way of getting information through websites, emails and backups'

CHAPTER THREE

EXTERNAL ENVIRONMENT ANALYSIS

3.1 INTRODUCTION

The Mpwapwa District Council's External environmental context is made up of all the conditions and factors external to the Council that can positively or negatively affect its future development. This chapter reviews the external environment in order to identify the major strengths, weaknesses, opportunities and challenges (SWOC). On the basis of the SWOCs, major strategic issues and key result areas that form the focus of the strategic plan have been identified.

3.2 GLOBAL AND NATIONAL ENVIRONMENT

3.2.1 Information and Communications Technology

- Increasing role of Information and Communication Technology (ICT). The opportunities brought about by ICT e.g. (Internet, Web, Computers) call for greater use thus improving the operations of the Council. The use of ICT will link the Council to the external world and enhance development. ICT infrastructure is key to be developed in the Council.

3.2.2 International Conventions

Environment and Development

Tanzania participated in the 1992 Rio de Janeiro United Conference on Environment and Development which underscored the need for integration of environmental concerns and economic development; and adopted Agenda 21, a comprehensive programme of action forming the basis for a new global partnership to halt and reverse the effects of environmental degradation and to promote sound and sustainable development in all countries.

Convention of Biological Diversity

The World Communities Growing Commitment to Sustainable Development inspired the Convention of Biological Diversity. It represents a dramatic step forward in the conservation of biological diversity, the sustainable use of its components and fair equitable sharing of benefits arising from the use of genetic resources. Tanzania is committed to the convention of Biological diversity.

3.3 NATIONAL DEVELOPMENTS

3.3.1 Tanzania Development Vision (TDV) 2025

Mpwapwa District Council's mandate is linked to Tanzania's long Term National Goals and Vision for the year 2025. TDV was launched in year 1999 defines the future we want come year 2025. This is to;

- become a middle income country and
- rid herself of abject poverty by 2025

3.3.2 The National Strategy for Growth and Reduction of Poverty –NSGRP (MKUKUTA)

In achieving the above dream National efforts have been rallied through various initiatives:

- NSGRP/MKUKUTA I (2005-2010) and MKUKUTA II (2010 – 2015)
- Long Term Perspective Plan (LTPP) spanning 2011/2012 to 2025/2026 with the objective of reviving planning, which is essential for achieving transformation.

MKUKUTA I&II

The government of Tanzania has been implementing the National strategy for growth and reduction of poverty –NSGRP (or MKUKUTA in its Kiswahili Acronym) I (2005/6-2010/11) and MKUKUTA II (2010/11-2014/15 +1) with the main focus of accelerating economic growth, reduction of poverty, improving the standard of living and social welfare of the people of Tanzania as well as good governance and accountability.

Long Term Perspective Plan (LTPP) 2011/12 – 2020/21.

LTPP is being implemented in three sequential Five Year Development Plans (FYDPs) with the first covering the period 2011/2012 to 2015/2016.

Efforts to implement MKUKUTA I&II entailed aligning sector strategies, programs and projects and LGAs plans. MKUKUTA II and FYDP I ended June 2016 and Tanzania to implement FYDP II (2016/17 – 2020/2021).

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).

MKUKUTA is the vehicle for realizing Tanzania’s Development Vision 2025, the Sustainable Development Goals (SDGs) as a succession to the Millennium Development Goals (MDGs)¹ and the aspirations of the ruling Party Manifesto of 2015. The Mpwapa Strategic Plan is a framework to facilitate the implementation of Key National Policies MKUKUTA included. Under the incumbent **Strategic Plan** (2011/2016) Mpwapa District Council was able to make a significant achievement in the implementation of MKUKUTA Goals by improving delivery of services in health, education, infrastructure (road network, rural water and sanitation) and good governance. The envisaged **Strategic Plan II** (2016/17 -2020/21) is a framework to guide the Mpwapa District Council to accelerate the poverty reduction growth as per MKUKUTA II by implementing pro-poor interventions and addressing implementation bottlenecks.

3.3.3 Sustainable Development Goals (SDGs)

Sustainable Development Goals (SDGs) is designed to implement the aspirations of Tanzania Development Vision 2025. It articulates strategies for poverty reduction and sustainable development in the following broad areas:

1. **Activities of MDGs:** (Include: eradicate poverty; reduce hunger; improve health; provide quality Education and ensure Gender equality).
2. **Fostering local economic development:** (Include: Affordable energy; Promote decent work and Economic growth; Build Industry and economic infrastructures).
3. **Environmental sustainability:** (Include: clean and accessible water for all; Sustainable communities in town cities and villages; ensure a better quality of life for all through consumption and production i.e. water, Energy and Food; take urgent actions to combat climate change and its impacts; Conserve water resources, manage forests sustainably and combat desertification as well as land degradation)

¹ Following the Reo 20+ summit of 2012, nations have agreed to adopt the Post-MDGs agenda as a succession to the Millennium Development Goals (MDGs) known as “Sustainable Development Goals” (SDGs) that are meant to guide the global development process until 2030 as the MDGs came to an end in 2015 (SDGs came into effect on 1st Jan, 2016).

4. **Governance and accountability:** (include: Promote inclusive societies; reduce corruption and bribery in all forms; develop effective accountable, and transparent institutions; promote rule of laws for sustainable development; and ensure public access to information)
- 5 **Partnership between Government, the private sector and civil societies:** (Includes: improve domestic capacity for tax and other revenue collection; Encourage and Promote effective public, public-private and civil society partnerships; building on the experience and resourcing strategies of partnerships)

3.3.4 Economic and Political Aspects

The Tanzania economy is projected to continue on a growth path having registered a growth rate above 6 per cent over the last years. It is projected that in the next five years, the national economy will grow by 8 per cent² and above. Despite this optimism, funding to the Public Sector will still remain depressed over the plan period due to numerous national competing demands, including external debt servicing. This trend will have a negative impact on the ability of Mpwapwa District council to fulfill its obligations as it relies on the Treasury for more than 90 per cent to meet its obligations.

3.3.5 The National Public Private Partnership (PPP) Policy (2009)

The Government recognizes the role of private sector in bringing about socio-economic development through investments. Public-Private Partnership (PPP) frameworks provides important instrument for attracting investments. Public-Private Partnerships (PPPs) have been identified as viable means to effectively address Constraints of financing, management and maintenance of public goods and services. Additionally, PPPs can enable the Government to fulfill its responsibilities in efficient delivery of socio-economic goods and services by ensuring efficiency, effectiveness, accountability, quality and outreach of services.

Main Objective of PPPs

The main objective is to promote private sector participation in the provision of resources for PPPs enterprises in terms of investment capital, managerial skills and technology.

The Specific Objectives include:

- i. To develop an enabling legal and institutional framework to guide investments in PPPs;
- ii. To implement effective strategy showing specific obligations and rights for various stakeholders;
- iii. To introduce fair, equitable, transparent, competitive and cost-effective procurement processes for PPPs;
- iv. To adopt operational guidelines and criteria for PPPs
- v. To attract resources for development of PPPs;
- vi. To develop institutional capacities for technical analysis and negotiation of PPPs and associated contracts; and
- vii. To establish efficient and quality socio-economic PPPs.

Mpwapwa District Council intends to strengthen partnership with the private sector and other stakeholders in the course of implementing the Mpwapwa District Council Strategic Plan (MDCSP) II in order to accelerate delivery of socio-economic goods and services by ensuring efficiency, effectiveness, accountability, quality and outreach of services.

² As projected in the CCM manifesto of 2015 Section 20(a).

3.3.6 Relevant Laws

(a) Environmental Management Act (No. 20 of 2004)

The Environmental Management Act, No 20 of 2004 underscores the need to focus on “state of the environment and actual and future threats to the environment, including any emissions to water, air or land as well as disposal and storage of hazardous waste”. Mpwapwa District Council being one of the key stakeholders should contribute to the formulation and implementation of environmental conservation and management.

(b) Fisheries Act (2003)

This Act focuses on management and enforcement of fishing aqua culture development and conservation of fish and fish habitat.

(c) Forest Acts (2002)

This Act stresses the development and implementation of management plans, Community-Based Forest Management including (Community Forest Reserves) and permitting and licensing of forest uses.

(d) Business License Act (No. 25 of 1972)

The Act regulates business undertakings and promotes adherence to business laws and procedures by the business sector.

(e) The Land Act No. 4 (1999)

The act aims at ensuring that existing rights recognized long-standing occupation or use of land are clarified and secured by the law so as to facilitate an equitable distribution and access to land by all citizens. It also aims at ensuring that land is used productively and that any such use complies with the Principles of Sustainable Development.

3.3.7 Relevant Sectoral Policies

(a) National Water Policy (2002)

Key priority issues include lack of accessible, good quality water for both Urban and Rural inhabitants and deterioration of systems and its impact on biodiversity as well as water pricing. The National Water Policy aims at providing adequate, safe and clean water nearer to the people in less than 400m, by the year 2025.

(b) The National Energy Policy (2003)

The policy accords emphasis on the need to ensure availability of reliable and affordable energy supplies and their use in a rational and sustainable manner in order to support national development.

(c) The National Fisheries Sector Policy and Strategy Statement (1997)

The Policy supports the conservation and protection of the environment related to fish resources.

(d) Land Policy (1997)

The aim of the policy is to improve social welfare by providing and managing proper land use plans so as to cater for residential, economic, commercial and other needs.

(e) HIV/AIDS Policy (Nov. 2001)

The overall goal of the National Policy on HIV/AIDS is to provide a framework for multi-sectoral and multi-stakeholder leadership and coordination of the National Multi-sectoral response to the HIV/AIDS epidemic.

(f) National Education Policy (1995)

The National Education Policy of 1995 has the following objectives:

- Increase school enrolment

- Equal access to education facilities
- (g) **The National Health Policy(2007)**
The National Health Policy has the following objectives:
- To reduce the number of deaths from preventable diseases and increase the life expectancy of Tanzania
 - To provide health services nearer to the people. Every 100,000 people per Council Hospital, 50,000 people for a Health Centre and 10,000 people per dispensary.
 - To ensure equal access of health services to all people
 - To provide health education on preventable diseases and strengthen Primary Health Care.
- (h) **The National Agriculture and Livestock Policy (1997)**
The National Policy on Agriculture aims a providing quality services nearer to the people in order to increase livestock and agricultural output, in collaboration with the private sector.
- (i) **The National Road Policy (2003)**
The National Roads Policy aims at giving top priority to the improvement of infrastructure and provision of regular maintenance.
- (j) **National Forest Policy (1998)**
The National forest Policy insists on effective use of wild animals and wet land areas by improving management on forest areas in order to ensure sustainability of the particular resource.
- (k) **The National Trade Policy (2003)**
The objective of the National Trade Policy is to enable Tanzanians identify ways and means of navigating through a viable and steady path towards competitive export-led growth for the realization of the goal of poverty eradication.
- (l) **The National Community Development and Gender Policy(2003)**
The National policy on Community Development and Gender believes that every citizen has the right to own property, participate in development activities and have equal access to social services provided.
- (m) **The National Co-operative Policy (2002)**
The National Policy on Co-operatives aims at establishing, strengthening and developing sustainable co-operative societies in order to fulfill the needs of the people socially and economically.
- (n) **Tanzania National Youth Policy (2007)**
Tanzania National Youth Policy 2007 defines young men and women from the age group of 15 to 35 years. The main objective of the policy is to empower, facilitate and guide youth and other stakeholders in the implementation of youth development issues. The policy is expected to be achieved through the following activities:
- a) Facilitate youth to acquire skills and competence for employment
 - b) Youths to accept responsibilities and enable them to practice good values, ethics and good conduct
 - c) Create conducive environment for youth to participate in decision making
 - d) Enhance establishment and utilization of youth friendly social services

3.4 TASK ENVIRONMENT

The task environment (i.e. the day-to-day interactions of Mpwapwa District Council) includes Central Government (PORALG, RAS, DAS), Development Partners and CSOs as the main partners.

3.4.1 Government Support

The Central Government is committed to supporting the LGAs in fulfillment of their core mission functions through financial and moral support, advice policy making coordination, supervision, follow up and evaluation. The Government also supports the LGAs reform programme.

3.4.2 Stakeholders and other key Development Partners

Like other Councils in Tanzania, Mpwapa District has significant opportunities for attracting development partners/actors directing their efforts towards poverty reduction. Thus the survey revealed that there are several development partners/ actors operating in the District. Every development actor had a contribution towards socio-economic development through providing several support such as material, training support et cetera. These actors fall into different categories further such as Ministries, regional authority, local authority, and Local and International actors. It can also be noted that each category of actor has their specific roles, the situation that ensures that there is no interference into one area. For instance; Ministry is the policy setter and provider of grants to the regional and Council level while, Region has a role of giving advice and directives from the local authorities, while Local authority (Council) is a supervisor of the implementation of policies and directives.

The District Council has also got the role of mobilizing and organizing other actors in the Council, and give feedback report to the region and to the Ministry. Local level are the implementers of the policies and directives, however, the community has a role of identifying their own problems and needs which are to be solved by actors through bottom up approach. Both local institutions (i.e. Local NGOs, FBO, CBO, SACCOS and schools) and international institutions (i.e. NGOs, international development agencies) have the roles of supporting the implementation of the policy through provision of socio-economic services like health services, formal and/or informal education and capital generation.

Table 1 revealed that there are about 51 development partners in the District. These partners operate either at International or Local level. Partners operating at local level mainly deal with promotion of entrepreneurship (i.e. training on livestock keeping and gardening, handcraft skills), provision of health services and environmental conservation. Development partners operation at international level mainly concentrated on agriculture and food security, health and to some extent primary education. Therefore, it is concluded that when looking at a glance these development actors found or working in the Council seem to have covered a broad pace of developmental issues. People in the Council are required to ensure that they utilize such opportunity so as to attain sustainable development. **Table 1** shows Development Partners in Mpwapa District Council.

Table 1: Development Partners and other key Stakeholders

S/N	Partners	Objectives	Level of Action
1.	EGPAF	Assistance to community AIDS prevention intervention and supportive economic activities to PLHIV	International
2.	AFRICARE	Maternal and Child morbidity and mortality through improved nutrition malaria control and Family Planning	International
3.	MINISTRIES	Set policies	Central Government
4.	Regional Authority (Regional Secretariat)	Provision of advisory services to all sectors in local levels authorities	Regional
5.	Local Authority	Implementation of policies and maintain supervision	Council to sub village level
6.	Anglican Church of Tanzania (ACT)	Promotion of awareness and capacity building to all 16 Dioceses of the Church in Development issues.	National
7.	Livestock Cooperative	Improve Livestock breeding and poverty reduction	Local
8.	TALIR	Research and Livestock breeding	National
9.	LITA	To provide Livestock Officers	National
10.	TTC	To provide Teachers	National

S/N	Partners	Objectives	Level of Action
11.	Chisalu Community Institute	To train community on development	Local
12.	Health Institute	Provide Health Officers	National
13.	PATUTA	Support communities in various sector especially Health, Water and sanitation	Local
14.	CMSR	Support community on Water Hygiene and Sanitation	International
15.	WAMMA	Support to the people of Mpwapwa on improvement of their Water Supply and Sanitation	CBO
16.	LIC	Support to the people of Mpwapwa on improvement of their Agricultural sector	International
17.	SIKIKI	Support to the people of Mpwapwa on good governance and accountability.	International
18.	WHO	Support to the people of Mpwapwa on Health sector	International
19.	COWSO	To support sustainability of water infrastructure	Local
20.	MAMADO	Support to the people of Mpwapwa on water sector	Local
21.	WASACODE	Support to the people of Mpwapwa on Health, Water Hygiene and Sanitation. Support community on Good Governance	National
22.	IECA	Support to the people of Mpwapwa on Health, Environmental and Good governance .	National
23.	TUJI	Support to the people of Mpwapwa on Environment, Good governance and Health	Local
24.	NGOMNET	Facilitate networking to all CBO's, NGOs. Support to the people in Mpwapwa on Good Governance and Education	Local
25.	EQUIP (T)	Support to the people of Mpwapwa on Education issues.	Local
26.	TASAF	Support to the people of Mpwapwa on community development activities and social well being	Local
27.	HPSS	Support to the people of Mpwapwa on Health and sanitation issues.	International
28.	Lead Foundation	Support to the people of Mpwapwa on Environmental and Climate Changers issues.	National
29.	TCCIA	Support and organize all enterprisers	National
30.	REDCROSS	To support community on disaster	National
31.	RC Church	To support community on development in Mpwapwa	Local
32.	K.K.K.T	To support vulnerable peoples in Mpwapwa	National
33.	Compassion	To support pupils school equipments at primary education level	National
34.	NMB	Facilitate community on Financial Management and loan	National
35.	CRDB	Facilitate community on Financial Management and loan	National
36.	Posta	Facilitate community on Financial Management	National
37.	TTCL	Support communication and internet	National
38.	FINCA	Facilitate community on Financial Management and loan	National
39.	BAYPOT	Facilitate community on Financial Management and loan	National
40.	PLATNAM	Facilitate community on Financial Management and loan	National
41.	TIGO	Support communication and internet through mobile phone	National
42.	VODACOM	Support communication and internet through mobile phone	National
43.	AIRTEL	Support communication and internet through mobile phone	National
44.	HALOTEL	Support communication and internet through mobile phone	National
45.	BLUE TOWN	Support wireless internet	National
46.	CCM	Political issues and other development activities	National
47.	CHADEMA	Political issues and other development activities	National
48.	NCCR - MAGEUZI	Political issues and other development activities	National
49.	TLP	Political issues and other development activities	National
50.	CUF	Political issues and other development activities	National
51.	ACT - WAZALENDU	Political issues and other development activities	National

CHAPTER FOUR

INTERNAL ENVIRONMENT ANALYSIS

4.1 AGRO-ECOLOGICAL ZONE

4.1.1 Topography, soil and natural vegetation

Basically the district has four distinctive agro-ecological zones, namely, the mountainous or high lands, Intermediate, low lands and rift valley.

- **The Highland Zone (HLZ)**

These are a continuation of the Kiboriani, Wotta, Lufu, Mbuga and Mang'aliza mountain ranges as we mentioned earlier have high altitude ranging from 915 – 1,200 metres above sea level. The zone is characterised with temperate temperatures and heavy rainfall per annum and occupies the greatest part of the district.

- **The Intermediate Zone (IZ)**

The zone lies in between highland zone and low land zone as well as rift valley zone. The zone lies on the slopes of Kiboriani, Wotta, Lufu, Mbuga and Mang'aliza mountain ranges which is covered with sand clay soils. The zone has hot temperate type of climate ranging from 20^o to 28^o Centigrade is characterised by rainfalls ranging between 800 and 1,000mm per annum all falling in one season. Agriculture in this zone involves the cultivation of paddy, maize, sorghum and legumes, as well as dairy and traditional livestock.

- **The Low Land Zone (LLZ)**

The low land zone lies on the Mtera plains especially Chilolo ward and portion of northern part of the district, covered with sand clay and loamy soils. The zone has hot temperatures ranging between 25^o centigrade and 30^o centigrade and characterised with long dry due to unreliable rainfall.

Agriculture in this zone depends mainly on cultivation of dry resistance crops including millet, maize, sorghum, groundnuts, beans and tropical fruits. However, due to its temperatures the greatest part of the area is used for grazing of traditional livestock.

- **The Rift Valley Highland Zone (RVHZ)**

The Rift Valley highlands zone lies in the rift valley of Kitonga plateaus and portions of the eastern part of the Kilolo district and southern part of Chamwino district especially Kibakwe division which is covered with black clay and loamy soils. The zone has hot temperatures ranging from 20^o to 30^o centigrade is characterised by rainfalls ranging between 800 and 1,000mm per annum all falling in one season. Agriculture in this zone involves the cultivation of paddy, maize and legumes, as well as dairy and traditional livestock.

The Lumuma River is only river in the Council with permanent water. Other rivers are just gullies and seasonal streams which, during the rainy seasons, collect water from surrounding hills to swampy areas. These gullies are very potential for gardening after the rain season has set in. In the present situation, water from these gullies is mainly being used for domestic activities. Only a few individuals use it for irrigation.

4.1.2 Area and Land uses

Mpwapwa District has an area of 7,447 square kilometers. Table 2 shows the status of land use.

Table 2: Land use in the Council

Use	Area (ha)
Residential Area	30,928
forestry	158,764
Agriculture	228,991
Livestock	262,000
Water bodies	64,000
Total	744,683

SOURCE: Land and Natural resources Department.

The arable land available for agricultural production is 228,991 hectares, equivalent to 31.0 percent of total area of the district, while 262,000 hectares is suitable for grazing. Rudi Game controlled area covers an area of 136,450 hectares, while other conservation areas and community forest cover an area of 9,151 and 6,380 hectares respectively. Water bodies cover a total area of 64,000 hectares and the remaining 30,928 hectares is used for other activities such as settlements. Figure 1 shows land use pattern of the district.

4.1.3 Climate

(a) Rainfall

Generally, Mpwapwa District is characterized by a marked seasonal rainfall distribution with a long dry season starting from late April to late November and a short wet season starting late November to the end of April.

The average amount of rainfall for the year in Mpwapwa is 712.4 mm. The month with the most rainfall on average is January with 136.7 mm of precipitation. The month with the least rainfall on average is August with an average of 1.7 mm (as shown in **Table 3**).

Table 3: Average Rainfall Annual and Monthly distribution for Mpwapwa District.

mm	Annual	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	712.4	134.7	124.6	133.4	102.3	24.9	3.1	1.9	1.7	2.3	7.7	37.3	136.5

Source: [www.wether and climate.com](http://www.wetherandclimate.com)

(b) Temperature

The average temperature for the year in Mpwapwa is 23°C. The warmest month, on average, is November with an average temperature of 24.7°C. The coolest month on average is July, with an average temperature of 20.2°C (as shown in **Table 4**).

Table 4: Average Monthly Temperature for Mpwapwa District

C	Annual	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	23	24.2	24.3	24.2	23.4	22.2	20.5	20.2	20.9	22.3	23.8	24.7	24.2

Source: [www.wether and climate.com](http://www.wetherandclimate.com)

(c) Wind speed

The wind speed increases in July with the strongest winds occurring on October. Wind speed is usually high in dry season compared to wet season. Records about wind speed shows that an annual average daily wind speed is 9.9 Km/h. Average monthly wind speeds per day are 13Km/h (October) and 8.6 Km/h (March). During wind season, wind speed exceeds 9.9 Km/h starting from October to December (as shown in **Table 5**).

Table 5: Average Monthly wind speed for Mpwapwa District.

Km/h	Annual	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	9.9	9.4	9.4	8.6	7.6	7.6	7.9	9.4	10.8	12.2	13	12.2	10.8

Source: [www.wether and climate.com](http://www.wetherandclimate.com)

4.2 ECONOMIC ACTIVITIES

4.2.1 Minerals

Mpwapwa is one of the districts in Dodoma region where mineral deposits of various types have been spotted. Copper, gemstone, ruby, gypsum and moonstone are some of the minerals identified. However, small scale mining activities were actively undertaken include extraction of building materials such as stone, gravel, aggregates and sand. Small-scale miners do these activities by using hand tools. Poor mining tools, lack of technology and working capital inhibits development of this sector. Therefore, for economic growth of the district and its people initiatives should be taken to promote this sector.

4.2.2 Fisheries

Fishing is not an economic activity in the District; it is rather done by artisan fishermen merely for domestic consumption and earning of income. However, fingerlings mainly Tilapia species are the main fish type available. Fishing activities usually undertaken in Mtera dam in Rudi ward. Wetlands in Mlunduzi ward are also potential for pond and fishery. Fish products from the Mtela dam are not only consumed by the neighboring villages of Mpwapwa District but are also exported to the external markets including the neighboring Districts and other regions in the Country. Nevertheless, fish shortage in the district is supplemented by imported fish from Dar es Salaam, Mwanza etc. **Table 6** shows fish production performance in the District for the selected period.

Table 6: Fish Production in Mtera/Wotta Dam/river.2011/12 - 2015/2016

No	Year	Production/Tan	Value (Tshs)	Comments
1	2011/12	165	18,046,870	Low level of water in dam lead to low fish production
2	2012/13	139	15,203,150	
3	2013/14	157	17,171,880	
4	2014/15	183	20,015,650	
5	2015/16	128	14,000,500	

Source: Kilimo Department (Jan. 2017)

4.2.3 Forestry

Apart from economic gains, forestry also plays an important role in the maintenance of climate stability, conservation of water sources, soil fertility, controlling land erosion, and providing source of wood fuel, industrial materials and non wood products such as honey and bee-wax. Thus, Mpwapwa District Council in collaboration with other stakeholders is making efforts to maintain forest resources to ensure sustainable livelihood of the people. This is done through forest conservation practices.

The records show Mpwapwa District ranks first among districts in the Dodoma region with forest cover. National forests reserves (Central government) cover of 67,422 hectares (including 3,237 hectares depicted in three wards (i.e. Lumuma Luhundwa and Mbuga). On the other end village governments cover and own 9,026 hectares.

Unfortunately, though the government has imposed protection measures against forest depletion, the district forests cover is under pressure due to overgrazing, agricultural activities, fuel wood utilization and expansion of human settlements especially in Mpwapwa Urban.

In addition to natural forests, the district has plantation forests. According to Agriculture Sample Census report, in 2002/03 the district had the largest number of trees planted than any other district in the Region. Various institutions had been involved in tree seedlings and by 2010/11 a total of 3,729,153 tree seedlings raised with the support of Jitume Foundation.

Creeping desertification is still a single most important threat to Mpwapwa environment whose causes include the uncontrolled felling of trees for timber, fuel and agriculture. The depletion of ground cover due to uncontrolled concentration of livestock and the destruction of cover at water sources do also contribute to desertification. In an effort of alleviating the problem, several community organizations were introduced with a task of sensitizing communities on environmental issues, tree planting and providing land management skills. Religious and international organizations were also involved.

Forest products such as timber, poles and charcoal earn revenue to the government through permits and taxes. Experience has shown that demand of timber and poles as well as revenue collection from those materials do increase in recent years due to significant increase in houses covered with iron sheets in the district. On other way round, revenue collected from charcoal also increased as many people afford using charcoal rather than electricity and gas for cooking. Unfortunately, lack of reliable data collection system lead to unavailability of data on revenue earned by the district through tax collection from timber, poles and charcoal respectively.

4.2.4 Wild Life

Mpwapwa district has potential wild life resources with one Game Controlled area which covers a total area of 136,000 km² and is found in three wards of Rudi, Massa and Ipera. Range of animals found is such as elephant, giraffe, zebra, Bush pig, Impala and Birds. Besides, the Great Ruaha River is close to the game area so makes to be a home of crocodiles. Local people who live around this game have low level of education on Conservation of wild life.

4.2.5 Bee-keeping

Natural forests cover available in the district has a great potential for bee keeping. The sector is still under developed due to lack of know-how and modern technology. This result the existing potential of this economic activity not fully exploited.

Reports indicate the district has relatively fewer number or no modern beehives as compared to tradition beehives. This situation has led to low production of honey and bee – wax within such sector. Tradition beehives are mainly made by carved logs. Traditional beehives summed at 865, Lumuma Ward found to have the largest number of those types of beehives while Kibakwe ward took the lead in modern beehives (summed at 330).

Table 7 shows the status regarding to wax and honey production in Mpwapwa District council as the data provided by the Land and Natural resources Department. The matter of fact is Bee-keeping activities are done purposely for the production of honey and wax. For instance, in year between 2011/12 and 2015/16 total of 30,281 kilograms of honey worth Tanzania shillings 49,841,500 were produced.

Table 7: Wax and honey production in Mpwapwa council

Year	Product (Kgs)		Value (Tshs)	
	Honey	Wax	Honey	Wax
2011/12	5010	250	5,010,000	750,000
2012/12	6104	305	6,104,000	1,220,000
2013/14	8630	431	12,945,000	1,724,000
2014/15	1120	56	2,240,000	280,000
2015/16	9417	470	23,542,500	2,350,000
Total	30281	1512	49,841,500	6,324,000

SOURCE: Land and Natural resources Department

4.2.6 Agriculture

Agricultural activities are conducted in all 33 Wards of the Council. Major food crops are maize, millet, beans, paddy and sweet potatoes etc; major cash crops are groundnuts, onions, Sesame and sunflower etc. **Table 8** shows production of food crops and cash crops for seasons of 2012/13 - 2015/16

The economy of Mpwapwa District relies basically on agriculture, livestock keeping and minor small scale industries in the District. The Agriculture sector still employs more than 80% of the population residing in the Council. Most of the farmers rely on subsistence farming which result in small production hence low income. Crop production is ranked as first vital economic activity and livestock keeping as a second in rural Wards of the District. Apart from arable farming and livestock keeping, natural resource sector is another important sector in which people depend for their livelihoods. However, in most parts of the Council, agriculture is characterized by low productivity due to unfavorable climatic conditions. Council encourages farmers to cultivate drought resistant crops especially bulrush millet, sorghum and cassava.

Agricultural production in the District is dominated by traditional farming practices which typically depend on rain fed, farmers' local knowledge and experience. Irrigation schemes are not fully developed. The area potential for irrigation in the District is 5991 hectares whereas only 2261 hectares is currently used for irrigation. Green Vegetables including tomatoes, egg plants are grown after rain season. This helps farmers to generate income.

Generally, farmers produce at subsistence level, this is largely contributed by use of poor farming tools such as hand hoes for tilling land.

Table 8: Crop Production 2012/13 - 2015/16

crop	PRODUCTION											
	2012/13			2013/14			2014/15			2015/16		
A Food crop	Area(ha)	MT	Value(000Tsh)	Area(ha)	MT	Value (000Tsh)	Area(ha)	MT	Value(000Tsh)	Area(ha)	MT	Value (000Tsh)
Maize	17,282	29,510	14,164,800	21,303	18,626	89,404,800	28464	5693	136632	15,553	18,664	9,332,000
Sorghum	41,235	59,480	28,550,400	44,695	51,389	24,666,720	31802	12721	152652	38,767	27,136	13,568,000
Bulrush Millet	13,689	13,550	6,504,000	13,757	9,581	4,598,880	14543	2908	34896	4,817	3,854	1,927,000
Paddy	1,793	5,043	5,043,000	1,699	3,057	3,057,000	1699	3072	1167360	1,613	4,032	4,032,000
Cassava	10,987	31,741	52,901,667	841	2,124	3,538,584	1463	2902	580400	1,204	843	1,404,438
Sweet potatoes	2,709	6,738	5,053,500	1,699	5,918	4,438,500	2619	3405	681000	1,177	3,531	3,707,550
Irish potatoes	1,308	2,797	2,936,850	866	2,994	31,441,200	998	2994	688620	2,537	4,632	3,474,000
TOTAL	89,003	148,859	115,154,217	84,860	93,689	161,145,884	81,588	33,695	3,441,560	65,668	62,692	37,444,988
B Commercial crops												
Food crop	Area(ha)	MT	Value(000Tsh)	Area(ha)	MT	Value (000Tsh)	Area(ha)	MT	Value(000Tsh)	Area(ha)	MT	Value (000Tsh)
Groundnuts	18,537	22,201	26,642,000	21,887	17,509	21,010,000	26,156	10,462	12,554,000	24,993	24,993	12,496,500
Sunflower	20,923	23,717	9,487,000	10,794	7,556	3,022,500	15,681	6,272	2,509,000	11,783	12,372	8,248,000
Simsim	8577	7931	12,690,000	6,912	3,456	5,530,000	15,979	1,598	2,556,000	7,204	5763	12,102,300
TOTAL	48,037	53,849	48,819,000	39,593	28,521	29,562,500	57,816	18,332	17,619,000	43,980	43,128	32,846,800

Source: Department of Agriculture, Irrigation and Cooperative

4.2.7 Livestock Keeping

Livestock keeping is another important sector in which people depend on for their livelihood such as cows, goats, sheep, chicken are shown in **Table 9**. Facts show that cows and chicken contribute a large percentage in the earning of livestock keepers.

Table 9: Livestock production 2016.

Livestock	Products	Amount Kgs/Liter/Pcs	Value (Tshs) '000'
Cattle	Meat (kilo)	294,640	1,767,840
	Milk (liter)	451,318	451,318
	Hides (Pcs)	3,683	11,049
Goat/sheep	Meat (kilo)	360,160	1,800.8
	Skins (Pcs)	18,008	18,008
Chicken	Meat (Kilo)	23,001	230,010
	Eggs (number)	1,806,104	722,441.6
Porcine	Meat (Kg)	582,750	2,913,750

Source: Compiled from Livestock Department

The council tries her level best to maintain livestock health through maintenance of livestock infrastructure.

Apart from its importance in economic terms, this sector is a major source of protein (meat, milk and eggs). The most important types of livestock are cattle, goats, sheep and chicken. The dominant breed of cattle, goat and sheep population is Short Horned Zebu, Small East African and Red Maasai respectively.

Production systems are mostly traditional. The majority of those who raise livestock under this system are agro pastoralists. The system is the main source of milk and red meat. In the villages, extensive mode of production is a prominent method of livestock husbandry, where livestock rely on large areas of natural pastures. Another method is semi intensive which is mainly practiced in areas close to Mpwapwa town because of the bylaw for livestock movement restricts in town. **Table 10** shows the status of Livestock facilities in Mpwapwa District council.

Table 10: Number of Livestock Facilities in Mpwapwa District

Type	Facilities/Infrastructures			State of Available Facilities	
	Required	Available	Shortage	Working	Not Working
Dips	50	28	22	24	4
Livestock market	13	13	0	13	0
Veterinary centers	5	3	2	0	3
Abattoir	5	1	4	1	0
Slaughter slabs	226	105	121	97	8
Permanent crushes	84	9	75	0	9
Stock routes	14	14	0	10	4
Holding ground	6	0	6	0	0
Hide sheds	8	4	4	1	3
Poultry units	33	2	31	0	2
Loading/unloading lump	4	1	3	1	0
Malambo	44	20	24	20	0

Source: Compiled from Livestock Department

4.2.8 Industries

Industries activities that are taking place are small-scale industries³. Most of these industries are milling machines, carpentry, tailoring and welding. Availability of data concerning productions in sector was very difficult to be obtained due to lack of records keeping at the council.

4.3 PRODUCTION IMPACT

The productions quantities stated above have substantially contribution in jobs acquisition and in the Council earnings. Average per capital earn of Mpwapwa District council's resident is estimated to 276.39 US dollars⁴. According to this situation it shows that may people in this Council are living in poverty and well will advance when we will be able to cross the international poverty line of 750 US dollar per year. The 2005 Poverty and Human Development Report indicate that only 28 percent of Mpwapwa district residents live below the basic needs poverty line.

4.4 MPWAPWA DISTRICT COUNCIL ADMINISTRATIVE STRUCTURE

4.4.1 Political Organization

There are 7 political parties, which are CCM, CHADEMA, CUF, UPDP, NCCR-MAGEUZI, UDP and TLP. Representative in the Council is by means of democratic election. There are also 50 councilors among them 33 are elected from wards and 17 are appointed by the National election commission (Women special seats). There are 113 villages and 100 Mitaa'. There are also 593 hamlets.

The Chairperson of full council Meeting is a top leader. Council Executive Director (MD) is a chief executive and secretary to the Full council. The Full council has final decision (authority) as stipulated in Act No 7 of Local Governments Authorities of 1982.

There are several committees, which are under Council such as ward's development committee under chairperson of elected councilor of a respective ward. The ward's executive officer is chief executive as well as a secretary of development committee of the ward. Members of ward's development committee are all elected villages and Mitaa council's chairpersons in respective wards. All experts in various sectors who are in the respective wards are invited members to this committee. At village level there are village councils, which are headed by an elected village chairperson; village executive officer is a chief executive as well as a secretary of village council. Village's council consists of 25 elected members from the respective village. All experts in various sectors who work in the village are ex-official members in the village council. Whereas at Mitaa level, there are Mitaa committees headed by Mtaa chairperson, Mtaa Executive Officer who is the chief executive as well as the secretary to the committee

4.4.2 Administrative Structure and Gender

Mpwapwa DCD is administratively divided into 4 divisions, 33 wards, 113 villages, 100 Mitaa and 593 Hamlets. There are 2 election constituencies which is Mpwapwa and Kibakwe. The Council Executive Director (DED) who is appointed by the Minister responsible for Local Government is a chief executive of the council. 18 heads of departments (see **Table 11**) assist the Council Executive Director (MD). The Council has a total of 2,305 employees among them 1,206(52.3%) are male and 1,099(47.7%) are female. The transport facilities (assets) to assist or facilitate effective accomplishment of administrative tasks in Mpwapwa District Council are also shown in **Appendix 1** of this document.

³ The small scale industry in Tanzania context is defined as a non-farm economic activity which employs a number of employees not exceeding 49 and a capital investment of not more than Tshs. 200 million.

⁴ Estimated Per capita income of Dodoma regional residents (as provide by the Profile of the District)

Table 11: Employees by sector and Gender

S/NO	DEPARTMENT	Employees			Heads of Department by Sex
		M	F	Total	
1	Administration	101	31	132	Female
2	Health	102	212	314	Male
3	Finance and Trade	13	2	15	Male
4	Primary Education	557	656	1213	Female
5	Secondary Education	295	145	440	Female
6	Works and Fire	10	0	10	Male
7	Agriculture, Irrigation and Co-operative	57	15	72	Female
8	Community Development and social Welfare	6	10	16	Male
9	Planning, Statistics and Monitoring	4	1	5	Male
10	Water	9	2	11	Male
11	Livestock and Fisheries	30	16	46	Male
12	Environmental and Sanitation	8	4	12	Male
13	Land and Natural Resources	5	0	5	Male
SECTION					
14	Legal Unit	0	1	1	Female
15	Internal Audit	2	1	3	
16	Procurement Management Unit (PMU)	6	1	7	Male
17	Bee-keeping	0	0	0	-
18	Technology, Information, Communication and Relation unit	1	1	2	Male
19	Election	0	1	1	Female
Total		1206	1099	2305	

Source: Administration & Human resource Department

The councils conducts its works through standing committees that are Finance and Administrations, Economic, Education and Health Affairs committee, Town Planning and Environmental committee and AIDS prevention committee.

Table 12: Establishment and strength for the year ending 30th June, 2016

S/NO	DEPARTMENT	ESTABLISHMENT	STAFF AVAILABLE	POST TO BE FILLED
1	Administration	287	132	51
2	Health	759	314	445
3	Finance and Business/ Trade	20	15	5
4	Primary Education	1920	1213	707
5	Secondary Education	590	440	150
6	Works and Fire	20	10	10
7	Agriculture, Irrigation and Co-operative	143	72	71
8	Community Development	209	16	193
9	Planning, Statistics and Monitoring	6	5	1
10	Water	27	11	16
11	Livestock and Fisheries	161	46	115
12	Environmental and Sanitation	33	12	21
13	Land and Natural Resources	14	5	9
SECTION				
14	Legal Unit	2	1	1
15	Internal Audit	3	3	0
16	Procurement Management	5	7	0

	Unit (PMU)			
17	Bee-keeping	3	0	3
18	Technology, Information, Communication and Relation unit	3	2	1
19	Election	1	1	1
	Total	4,206	2,305	1,800

Source: Administration & Human resource Department

4.5 SOCIAL SERVICES

4.5.1 Education sector

(a) Primary Education

Mpwapwa District Council has 117 Primary Schools each with Pre-Primary classes. The tables below shows number of Pupils and Teachers by sex for Public and Private owned primary Schools as well as buildings and furniture. **Table 12, 13 and 14** shows the status of Primary education sector in the Council in year 2016/17.

Table 13: Number of Pupils by sex for Public and Private owned Schools

S/N	Institutions	Type	Number of Pupils		Total
			Boys	Girls	
1	Pre- Primary schools	Government	4,501	4,760	9,261
	Primary schools		29,105	32,899	62,004
2	Pre- Primary schools	Private	-	-	-
	Primary schools		-	-	-
TOTAL			33,606	37,659	71,265

Source: Primary Education Department (TSM & TSA Report) 2016

Table 14: Number of Primary Teachers for Public and Private owned Schools

LEVEL OF EDUCATION	Designation	Number of Teachers		
		Male	Female	Total
Masters holder	Teacher	1	0	1
Bachelor Degree holders	Teacher	11	7	18
Diploma Holders	Teacher	40	33	73
Certificate holders (Grade A)	Teacher	580	508	1,088
TOTAL		632	548	1,180
Masters holder	Education Coordinators	2	2	4
Bachelor Degree holders	Education Coordinators	8	3	11
Diploma Holders	Education Coordinators	6	4	10
Certificate holders (Grade A)	Education Coordinators	8	0	8
TOTAL		24	9	33
GRAND TOTAL		656	557	1213

Source: Primary Education Department (TSM Report) 2016)

Table 15: Number of Buildings and Furniture in Primary Schools.

S/N	Type	Required	Available	Deficit	% of Deficit
1	Classrooms	1,579	800	778	49
2	Teachers Houses	1,579	298	1,281	81
3	Toilets Pit Latrines	2,494	1,033	1,461	59
4	Desks	20,771	11,603	9,168	44
5	Tables	2,422	966	1,456	60
6	Chairs	2,497	1,215	1,282	51
7	Offices	373	84	289	77
8	Stores	237	84	153	65
9	Cupboards	1,716	223	1,493	87

Source: Primary Education Department (TSM Report) 2016

(b) Secondary Education

Mpwapwa District Council has **27** Secondary Schools of which **24** are Public/community owned and **3** Private Schools. **4** Secondary Schools among **24** Public Secondary Schools are boarding and the rest are day schools (**Boarding Secondary Schools** include Mpwapwa Secondary , Kibakwe Secondary (A'level) Berege Secondary (A'level) and Mazae Girls Secondary school(A'level).

Table 16, 17 and 18 shows the status of Secondary education sector in the Council by 2016/17.

Table 16: Number of Secondary Teachers for Public and Private owned Schools

SN	INSTITUTION	NUMBER OF TEACHERS		TOTAL
		MALE	FEMALE	
1	Government owned	285	141	426
2	Private owned	17	3	20
	TOTAL	302	144	446

Table 17: Number of Buildings and Furniture in Secondary Schools.

SN	Areas of Improvement	Quality required	Quality available	Shortage
1	Classrooms	384	268	116
2	Teachers houses	372	106	266
3	Desks	8930	7827	1103
4	Latrine holes	385	315	70
5	Teachers chairs	426	220	206
6	Teaches tables	426	261	178
7	Teachers toilets	48	32	16
8	Libraries	24	1	23
9	Dining halls	24	1	23
10	Administration block	24	17	7
11	Chemistry lab	24	5	19
12	Physics lab	24	0	24
13	Biology lab	24	5	19
14	Language lab	24	0	24
15	Geography lab	24	1	23
16	Computer lab	24	0	24
17	Stores	24	17	7

Table 18: Number of Pupils by sex for Public and Private Secondary Schools

SN	INSTITUTIONS	Number of students		TOTAL
		Boys	Girls	
1	Government owned	4539	4391	8930
2	Private owned	19	226	245
	TOTAL	4558	4617	9175

4.5.2 Water sector

4.5.2.1 Water supply & sanitation

Water supply coverage is only 32% in rural areas and about 70% in Mpwapwa Town.

Data on the incidence of water-borne, water-related and water-washed diseases indicate that these are prevalent where people use contaminated water or have little water for daily use. Such diseases account for over half of the diseases affecting the population. Thus, the rural poor have limited access to clean water for sanitation and domestic consumption.

Rural Water supply

There are 113 villages in the District with 45 functioning deep water wells (BHs, 94 functioning shallow water wells, 28 working natural spring. A total number of **318,003** people live in the rural areas, of which 51% people have access to clean and safe water. The operation of these water schemes is being done by the community themselves, through their contributions.

MPWUWSA

Mpwapwa Town depends on 2 boreholes (100-130 m deep) but only 1 operate in a day to serve about 117,610 customers.

Compared to urban areas, water supply in rural areas is limited. It takes long distance for women to reach water sources often far from the recommended National standard of 400m. Thus, in order to improve access and quality of water, it is imperative for the community and the government to develop various water schemes including rain water harvesting and drilling water wells. There is also need to create awareness and enhance Participatory Water Management Scheme that includes a wide range of institutions/stakeholders. **Table 19** shows the status of water sector in Mpwapwa District council.

Table 19: Status of Water supply & sanitation in Mpwapwa District Council (General Over view)

Na		Existing	Operating	Non Operating
1.	Shallow wells	144	94	50
2.	Boreholes	43	37	6
3.	Rain Water Harvesting	43	43	0
4.	Springs	32	28	4
5.	Boreholes with Electricity Technology	8	7	1
6.	Borehole with Solar system	1	1	0
7.	Boreholes with Engine & Pump	34	28	6
8.	Protected traditional springs	28	28	0
9.	No of COWSO Registered	18	18	0
10.	No of COWSO not Registered	4	4	0
11.	Village with water account	68	33	35

Source: DWE Mpwapwa

4.5.3 Health

The health care system consists of 1 Hospital, 4 health centres and 52 Dispensaries (48 are public owned, 4 owned by Parastatal and 1 is private). 46 out of (113) villages have health facilities equal to 51% of the total villages. Only 25.5% of the total population live within 5 kilometres from health facilities. The Health sector has only 308 out of 604 required qualified staff.

4.5.3.1 HIV infection and AIDS

The status of HIV Infection and AIDS in Mpwapwa District is alarming; the prevalence of the disease for the past Five years is as shown in **Table 20**.

Table 20: Status of HIV Infection and AIDS in Mpwapwa District Council in Percentage

Year	Percentages
2009	3.9
2010	3.7
2011	3.6
2012	3.4
2013	2.4
2014	1.2
2015	3

Source: CCHP Mpwapwa DC 2015/2016

The trend shows that there is notable decline of the disease from 3.6% in 2011 to 3% in 2015. In respect of the data given, for every 100 people about 3 people are suspect of HIV Infection and AIDS.

Whilst the prevalence of HIV Infection and AIDS is on the decrease, public response to the epidemic in terms of attitude and behavior change has been slow. Education on HIV Infection and AIDS needs to be in the mainstream of the policy-making determinants of the Council alongside other cross-sectoral issues such as poverty, reduction, gender, youth, population, and other issues.

In an effort to control the problem of HIV infection and AIDS the Council in collaboration with other actors (i.e. NGOs, CBOs and FBOs) has tried to make services related to HIV Infection and AIDS more available to people. This includes the counseling and testing of pregnant women for the infection of the disease in all health facilities in the Council.

4.5.3.2 Health Facilities

Health services in Mpwapwa District are provided by the Government, NGO's and a growing number of private dispensaries and pharmacies. The Council has mobile clinics which normally operate during local and national vaccination campaigns to reduce maternal mortality and infant mortality rate and manage the spread of HIV Infection and AIDS. Currently the Council has total of 1 Hospitals, 4 Health centers, 57 Dispensaries, and 115 outreach and mobile clinics which are owned by the Government and Parastatal organizations as summarized in **Table 21**.

Table 21: Number of Health Facilities in the Council

S/No	Type	Government	Parastatal	Regions	Private	Total
1	Hospital	1	0	0	0	1
2	Health Centers	2	2	0	0	4
3	Dispensaries	52	4	0	1	57
5	Outreach and Mobile clinics	107	8	0	0	115

Source Health Department

4.6 Environmental issues

Mpwapwa District Council like other Councils forming Dodoma Region of Central Tanzania faces the problem of environmental degradation or reduced production capacity of the environment. This found to be the outcome of deforestation which is experienced in different parts of the Wards in the District. There several studies indicated that more than 70% of the surveyed households in the Wards of the Mpwapwa District where deforestation was found to be a serious problem expressed their concern on declining soil fertility in the area, declining number of tree species and declining area under natural forest. Further, studies indicates that deforestation has been caused by clearing of land for farming, cutting of trees for fuel wood and charcoal making and expansion of settlement.

Following such situation, the Council formulated several bylaws such as:

- *It is unlawful to set fire on bushes/forests.*
- *It is not allowed for anybody to burn charcoal without Village Executive Officer's permission.*
- *If one is caught destroying the environment, one is fined by paying money.*

Apart from the efforts done by the Council, there are also NGOs that have been campaigning on planting of trees for environmental conservation in the area. Some of them were also campaigning on the use of improved stoves to minimize the use of fuel wood and hence improve environmental conservation.

4.7 MAJOR PROBLEMS

Major problems facing the community in Mpwapwa District Council are:-

A) COMMUNITY PROBLEMS

4.7.1 Food shortage

Low production in the agricultural sector, which is caused by drought, often causes shortage of food crops like maize, which is a major food for the most dwellers in the Mpwapwa District.

Table:22: Status of food Shortage in Mpwapwa District

FOOD SHORTAGE														
2011/12			2012/13			2013/14			2014/15			2015/16		
Actual production	Requirement	Shortage	Actual production	Requirement	Shortage	Actual production	Requirement	Shortage	Actual production	Requirement	Shortage	Actual production	Requirement	Shortage
62,992	71,048	- 8,056	148,859	-		93,689	74,097	19,592	33,695	75,653	-41,958	62,692	77,241	- 14,549
Targeted population			Targeted population			Targeted population			Targeted population			Targeted population		
298,650			305,056			311,462			318,002			324,680		

Source: Department of Agriculture, Irrigation and Cooperative

4.7.2 Deforestation

The causative agent of deforestation in Mpwapwa District Council includes sifting cultivation, overgrazing and charcoal making business.

4.7.3 Land Degradation

There are several ways in which land can be degraded due to unprofessional agriculture practices, poor control of rainy runoff water and to have large number of livestock in small area. Through soil erosion the land loose about 100m³ of soil nutrients per hector per year. The result of this is prevalence of acute food shortage

4.7.4 Improper Management of Solid Wastes

Mpwapwa Council provide eye sore to the public especially on plastic bags and bottles

4.7.5 Water Related Diseases

Low level of the Mpwapwa DC to tackle solid waste generation may direct or in direct be associated with disease and health risks such as:-

- a) Water borne disease like:-
 - Diarrhea
 - Typhoid
 - Amoebic dysentery
 - Basillary dysentery
 - Enteric fever
 - Cholera
- b) Water related disease:-
 - Schistosomiasis
 - Malaria
- c) Water washed disease (skin and eye diseases):
 - Scabies
 - Trachoma
 - Rungi worm
- d) Other diseases are:
 - Worms problems (Intestinal worms)
 - Hookworms
 - Tapeworms
 - Ascaris
- e) Other offensive condition is:
 - Fire outbreak
 - Environmental degradation
 - Indiscriminate throwing away of waste materials

The above health problems will be diminished if the Health promotion is the first priority to the people and their Government, because prevention is better than cure.

4.7.6 Low Income of Council's Dwellers

The major activity of the majority of the residents is agriculture but due to poor harvests of either cash or food crops this situation leads to the decline in the incomes of majority of the dwellers. This situation affects the development activities, which depend on money contribution from dwellers. Individual per capita income in Mpwapwa DC from the year 2011-2015 is shown in the following **Table 23**:

Table 23: Individual per capital Income in Mpwapwa DC

Years	2011	2015
Tshs	414,597	550,000

Source: Planning, Statistics and Monitoring Office, 2016

4.7.7 Poor Infrastructure

The council has total network of 659 Km. 60km are paved (58km are trunk Road 2km are Regional Roads) 202km are gravel roads (119km Regional Roads and 83km District Roads) and 838km are Earth roads (148km District Roads and 690km Feeder Roads). Makes the total of 1,100km (Tanroad + Mpwapwa DC)

All roads in the District are earth surface. The district and feeder roads connect all the villages although they are passable with difficulties especially during rainy season.

4.7.8 Cultural issue

Construction of cow's sheds together with residence houses and lack water causes spread (out break) of trachoma disease. There are people who still hold badly culture of circumcision of female (Females genital mutilation).

4.7.9 Technology Issues

To continue using hand hoes in agriculture activities including utilization of low quality seeds and fertilizers have lead to the low yields of harvests.

B) ADMINISTRATIVE PROBLEMS

Mpwapwa council office face many problems including Shortage of human resources and insufficient funds allocated to facilitate department functions.

4.8 COUNCIL'S MAJOR SOURCES OF REVENUES

Major sources for the council revenue are development tax, livestock tax, crops tax, markets levies, auctions levies and other levies which were; business license, alcohols levy, and other fees were revenues from Council's properties and assets. **Table 24** shows various sources of revenue to Mpwapwa council from year 2011/12 to 2016/16.

Table 24: Sources of revenue to Mpwapwa DC

Type of Sources	2011/12		2012/13		2013/14		2014/15		2015/16	
	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual
Property Tax	4,685,000.00	2,829,400.00	4,700,000.00	2,606,200.00	7,805,000.00	3,650,000.00	4,595,000.00	2,036,500.00	10,437,500.00	3,114,500.00
Hotel Levy	28,080,000.00	9,646,287.55	28,100,000.00	4,526,200.00	28,100,000.00	300,900.00	0	0	0	0
Service Levy	71,726,000.00	33,979,576.88	71,726,000.00	16,454,852.00	71,726,000.00	24,460,632.74	81,725,000.00	17,816,905.10	0	0
Market Fee	4,800,000.00	4,800,000.00	4,800,000.00	2,050,000.00	6,600,000.00	3,768,500.00	7,800,000.00	7,282,100.00	8,400,000.00	7,200,000.00
Livestock Market	62,478,000.00	67,032,495.00	72,642,000.00	44,016,050.00	58,040,000.00	79,363,260.00	94,241,000.00	72,657,715.00	60,120,000.00	67,938,760.00
Rent on Premises in the Market	21,180,000.00	26,614,600.00	35,700,000.00	15,919,124.00	15,780,000.00	33,792,119.40	31,680,000.00	27,980,800.00	40,392,000.00	31,038,642.00
Abattoirs Fee	5,200,000.00	7,925,600.00	13,799,000.00	24,578,400.00	16,002,000.00	16,253,432.00	10,200,000.00	20,168,000.00	0	0
Parking/Bus Stand Fee	0	0	4,200,000.00	1,400,000.00	0	0	0	0	5,400,000.00	4,920,000.00
Advertising on Sign Board	1,879,000.00	0	1,900,000.00	2,420,400.00	1,879,000.00	1,000,000.00	14,200,000.00	15,500,000.00	8,400,000.00	3,930,666.000
Produce Levy	41,595,000.00	102,268,520.00	73,213,000.00	87,879,100.00	84,247,000.00	138,703,780.00	85,213,000.00	89,769,000.00	360,000,000.00	244,234,500.00
Tender fee	10,000,000.00	16,000,000.00	11,500,000.00	17,320,000.00	12,000,000.00	18,605,000.00	11,500,000.00	11,553,397.59	11,500,000.00	6,000,000.00
Intoxicating liquor	47,670,000.00	3,371,700.00	21,135,000.00	1,178,700.00	13,712,000.00	1,500,900.00	15,962,000.00	1,593,500.00	14,102,000.00	1,365,000.00
Muzzle loading guns	1,790,000.00	973,500.00	1,790,000.00	1,090,100.00	1,790,000.00	358,100.00	1,790,000.00	306,500.00	1,790,000.00	277,000.00
Fines and penalties	53,880,000.00	28,224,500.00	86,410,000.00	14,546,420.00	46,560,000.00	22,409,600.00	44,600,000.00	17,961,192.00	39,600,000.00	24,398,900.00
House rent-Residential	20,160,000.00	12,539,451.13	0	27,468,423.00	19,920,000.00	0	21,318,000.00	13,492,957.70	20,904,000.00	13,547,826.90
Plying permit	5,040,000.00	3,150,000.00	0	0	4,200,000.00	6,300,000.00	4,200,000.00	4,200,000.00	64,406,000.00	37,607,400.00
Land Survey fees	60,480,000.00	41,100,762.00	0	30,000.00	75,000,000.00	146,000.00	125,000,000.00	43,754,210.40	1,500,000.00	130,000.00
Fishing vessel licensing fee	13,500,000.00	1,260,000.00	13,500,000.00	3,756,500.00	13,500,000.00	1,106,500.00	11,250,000.00	6,268,000.00	14,175,000.00	15,000.00
Fish Auction fee	43,200,000.00	21,684,075.00	43,200,000.00	15,112,500.00	43,200,000.00	13,496,800.00	39,840,000.00	18,000,000.00	37,800,000.00	20,079,680.00
Forest produce license fee	4,500,000.00	93,100.00	4,500,000.00	121,000.00	6,500,000.00	6,788,040.00	7,500,000.00	2,482,000.00	5,650,000.00	302,000.00
Land Rent	3,000,000.00		4,500,000.00	176,450.00	5,100,000.00	176,449.80	4,500,000.00	2,740,000.00	11,250,000.00	0
Magulio Fees	0	0	0	0	0	2,430,600.00	0	0	8,760,000.00	8,866,400.00
Busines License	0	0	0	0	55,000,000.00	22,536,900.00	143,295,516.00	81,048,279.59	50,000,000.00	26,586,800.00
Upimaji viwanja	0	0	60,990,000.00	34,815,000.00	0	34,785,000.00	0	0	120,000,000.00	81,638,370.00
Lesen za Bodaboda		0	0	0	0	0	0	0	4,950,000.00	2,258,000.00
Mineral Levy		0	0	0	0	0	0	0	40,000,000.00	30,313,183.32
Building permits		0	0	0	0	0	0	0	1,000,000.00	190,000.00
Leather products	6,599,374.00	1,100,650.00			4,200,000.00	0			6,599,464.00	1,368,850.00
Other Revenue	794,400,626.00	7,350,000.00	246,150,000.00	145,218,603.00	71,501,000.00	210,356,189.88				
CHF	202,100,000.00	162,399,402.00	279,650,000.00	120,465,545.00	292,551,484.00	142,647,590.50	292,551,484.00	88,926,060.28	404,193,610.00	220,715,804.73
School Mapping	292,760,000.00	21,036,800.00	235,800,000.00	0	236,610,000.00	0	216,680,000.00	100,050,900.00	69,154,000.00	68,629,000.00
TOTAL	1,800,703,000.00	537,803,122.00	1,319,905,000.00	581,937,167.00	1,191,523,484.00	784,936,294.32	1,269,641,000.00	933,588,017.66	1,420,483,574.00	906,666,284.00

Source: LAAC reports and notes to the financial statements for the above respective years.

CHAPTER FIVE

SWOC ANALYSIS

5.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC) BY SECTOR

Apart from the internal and external environmental analysis, SWOC analysis was carried out and the staff of the each sector were facilitated to evaluate sector's strengths, weaknesses, opportunities and challenges, the result is as presented below;

5.1.1 Water Sector

STRENGTH	WEAKNESS	OPPORTUNITY	CHALLENGES
<ul style="list-style-type: none"> • Availability of trained staff. • Facilities to Technical staff are provided. • Availability of one motorvehicle and two motorcircle. • Availability of capable staffs to translate water acts • Village water committees in villages with Water Services. 	<ul style="list-style-type: none"> • Water Projects are not completed in time. • Insufficient funds for construction, follow-up and supervision of water projects. • Insufficient artisans at the project centers in villages. • Poor community ownership and awareness. • Water acts are not translated in Swahili language. 	<ul style="list-style-type: none"> • Policy, laws, by-laws and regulations –available. • Water is a commodity. • Availability of community manpower. • Presence of Stakeholders. • Availability of appropriate technology in water supply schemes. • Rain water harvesting. • Availability of water sources. • Availability of water sources and boreholes that can be rehabilitated. • Water and sanitation policy, laws, regulations and by laws – Available. • MOWI water lab. At Dodoma is used for water quality test facilitators for community awareness creation • Environmental conservation strategy • Availability of 5 year rolling District Water and Sanitation plan (DWSSP) • Availability of Mountain ranges with Water Sources. • Presence of Mtera Dam • .Availability of Council transport facilities and Water quality laboratory at Dodoma • Availability of underground Water • . Engagement of private sector and or donors for construction and rehabilitation of water infrastructures • Political will and support • .District Legal office to offer water acts translation in Swahili • Recruitment of technical personnel at ward and village level 	<ul style="list-style-type: none"> • Drought • Sabotage of water supply systems. • Lack of knowledge to water users. • Long distance to water points. • Drought resulting in to falling in water level that's affect dams, wells, springs due to climate change. • Low level response by the community to participate in implementation of policies and especially giving their contributions to infrastructure development • Insufficient funds for investment and maintaining water infrastructure • High cost in exploration of ground water. • Deforestation, bush fires and overgrazing especially on water sources (Environmental degradation) • There are not technical personnel at Ward and Village level • Inadequate water distribution points • Lack of skills to village water committees • Old age of some of water schemes

5.1.2 Primary Education Sector

STRENGTH	WEAKNESS	OPPORTUNITY	CHALLENGES
<ul style="list-style-type: none"> • Availability of teachers • Schools and facilities in place • Presence of school inspectorate. • National education policy in place • Community contribution for cost sharing to build teachers houses and classrooms. • Reallocation of teachers to restructure teachers ratio • The department using two in one techniques to visiting, monitoring and supervising schools. • Presence of 117 Government primary schools and 24 government secondary schools and 2 private secondary school • Readiness of community to contribute in staff houses & classroom building/ construction • Willingness of villagers to send their children to school • Presence of Training Colleges (Teachers'-1, Livestock-2, Health-1, Comm. Development - 1). 	<ul style="list-style-type: none"> • Inappropriate allocation of teachers. • Teachers over staying in one working station. • Shortage of furniture, teachers' houses, classrooms and latrines. • Unaccountability of school committees, village governments and communities. • Irregular Inspection of schools. • Weak enforcement of laws. • Lack of Office premises 	<ul style="list-style-type: none"> • The existence of: <ul style="list-style-type: none"> - PEDP - TASAF - W.F.P. - Religious organizations • Community contribution/Initiatives. • Laws and by laws • World vision • Newly recruitment (Teachers) after employment release will help to cut down the shortage. • Funds from P4R budget to construct 8 classrooms • Committed Education Officers • Other departments Provide especially from Health department. • EQUIP-T programme has been helping the Education department to some of issues especially capacity building to teachers, transport to WEC's and leadership allowance to both head teachers and wards education coordinators. 	<ul style="list-style-type: none"> • Pregnancy. • Pastoralism • Poverty • Drought • Inhibitive cultural practices. • Weak community contribution • Unaccountability of some school teachers • Teachers' absenteeism and pupils truancy and dropouts. • Insufficient funds for the construction of enough school infrastructure according to the number of teachers and pupils i.e. classrooms, teachers' houses and pit latrines. • High number of pupils enrolled, transfer of teachers, retired teachers in service training and deaths caused by diseases including HIV AIDS. • Dropout of pupils due to poverty and ignorance of some parents, child labour, early pregnant and marriage, street children, orphans caused by death of parent due to HIVAIDS and pastoralist who tends to move from one place to another for searching good pastures and water. • Shortage of staff offices • Inadequate of transport facilities. The department need new car for supervision and monitoring all 117 schools. • Lack offices for special need pupils and schools . • Inadequate funds in OC that hinder the department staff to visit all schools for monitoring and supervision. • There is no English Medium Pre & Primary Schools. • No Vocational Institute to Capture Starnd VII & Form IV Leavers. • Inadequate teachers houses • Insufficient number of teachers, Students' desks, books and other school facilities at all level • High dropout rate due to pregnancy and pastoral movements • Lack of Laboratories Lack of Libraries

5.1.3 Secondary Education Sector

STRENGTH	WEAKNESS	OPPORTUNITY	CHALLENGES
<ul style="list-style-type: none"> Ability to employ teachers Ability to pay salaries on time/timely Provision of security on school buildings and furniture. Ability to ensure that all teachers receive regular supervision and appropriate allocation of teachers. Availability of education policy. Community contribution/Initiatives. Availability of students. 	<ul style="list-style-type: none"> Inappropriate allocation of teachers Inability to control teachers and students absenteeism and drop outs. Shortage of furniture, teachers' houses, classrooms, libraries, laboratories, hostels, and latrines. Unaccountable school boards. Irregular Inspection of schools. Inappropriate use of laws. Lack of Office premises 	<ul style="list-style-type: none"> The existence of: <ul style="list-style-type: none"> SEDP TASAF Religious organizations Community Laws and by laws Within our District we have teachers Training College. 	<ul style="list-style-type: none"> Pregnancy. Pastoralist Poverty Drought Bad traditional practices. Poor community contribution in education. Unaccountability of some school teachers and school administration. Community not giving first priority on education. Lack of Office accommodation

5.1.4 Health Sector

STRENGTH	WEAKNESS	OPPORTUNITY	CHALLENGES
<ul style="list-style-type: none"> Trained staff Drugs, medical equipments and vehicles Health infrastructure Policy, laws, by-laws and regulations in place. VCTs and PMCTCs . Health Policy, laws, by-laws and regulations Training capacity Institutions for anti-corruption available 	<ul style="list-style-type: none"> Shortage of modern equipments. Irresponsibility. Shortage of trained staff. Shortage of Drugs /Medical supplies and equipment. Inadequate health services delivery Lack of Office premises 	<ul style="list-style-type: none"> Fund for Upgrading. TASAF BASKET FUND TUNAJALI program COMMUNITY CHF NHIF MMAM GLOBAL FUND World vision Donors and stakeholders 	<ul style="list-style-type: none"> High Training costs. Persistent maternal and infant mortality Income Poverty Late disbursement of funds HIV/AIDS and other infectious diseases. Corruption High Maternal mortality rate by 119 /100,000 High Infant mortality rate by 5/1000 Shortage of staff Shortage of Drugs, Medical supplies and Equipment. Dilapidated infrastructure Insufficient Budget for Drugs/ Medical supplies and Equipments. Low Income Inhibitive cultural Practices Weak organization structure and institution management at all level contribute to poor working coordination and supervision. Poor emergence preparedness in disaster management Inadequate health services delivery points Less funds and late disbursed

5.1.5 Works and fire Sector

STRENGTH	WEAKNESS	OPPORTUNITY	CHALLENGES
<ul style="list-style-type: none"> Trained staff. Policy, laws, by-laws and regulations. Road Fund. Availability of 1,908 kms of road network Availability of qualified personnel 	<ul style="list-style-type: none"> Insufficient technician Weak enforced of by-laws. Few established cattle routes. Insufficient funds allocation. Shortage of transport facilities. Lack of Office premises unplanned settlement destruction of environment 	<ul style="list-style-type: none"> Donors Central Government Contractors Private sector National Policy on works. Availability of well established Tele communication Networking (TTCL, Tigo, Vodacom, Airtel, Zantel & Viatel 'Halotel', Blue town). Presence of 4 TANROAD entrance through Kongwa(Mbande), Kongwa(Chamkoroma), Dodoma – Iringa road (Chipogoro) & Iringa – Morogoro road (Ruaha - Malolo) Availability of Railway Line Availability of Mtera Hydro Electrical Power Production. 	<ul style="list-style-type: none"> Unsuitable Soil texture. Insufficient water. Inadequate fund. Donor dependence Private workshop for maintenance. Climatic changes. Destruction of environment. Lack of Office accommodation Lack of Fire Infrastructures Lack of road maintenance knowledge to the villages Impassable roads during rainy season Lack of road construction equipments Inadequate personnel

5.1.6 Finance and Business Department

STRENGTHS	WEAKNESS	OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> Working tools Skills/knowledge Well understood, documents, directives and other referrals from relevant authorities staffs who used to attend several review courses purposely to increase knowledge Adherence to financial rules and regulations. Making inspection thrice a week on business license 	<ul style="list-style-type: none"> Shortage of staff Shortage of working tools and new technology. Small Office space 	<ul style="list-style-type: none"> Revenue sources. Policy, laws, regulations and by-law Business community Internal job training Access of information relating to financial rules and regulations Availability of Credit Institutions (NMB, CRDB, FINCA, Bayport, Vision Fund & SACCOS. Presence of one Stop Center that helps in business networking. Tanzania Chamber of Commerce Agriculture and Industry Mwapwa Chamber Failure to meet the set targets on revenue collection, this is an obstacle on meeting the laid down objectives Shortage of room offices for members of staff working with the department Shortage of working facilities like software and computers which lead to affects the Districts information system 	<ul style="list-style-type: none"> Income Poverty Tax/levy aversion Bad debts. Unreliable levy collectors/collecting agency. Identification of own revenue sources. Informal business Weak enforcement of by-laws. Absence of Sales Cash flow records to many entrepreneurs. Lack of willingness to pay Taxes. Lack of transport to facilitate revenue collection Shortage of modern working facilities like computers, internet which lead to affects the Districts information system (EPICOR system) Shortage of staffs Lack of on job training programs development

5.1.7 Administration and Human Resources Management department.

STRENGTH	WEAKNESS	OPPORTUNITY	CHALLENGES
<ul style="list-style-type: none"> • Policy, Laws, regulations and directives. • Working tools • Availability of qualified Staffs • .Office premises. 	<ul style="list-style-type: none"> • Shortage of staff. • Shortage of modern working facilities. • Inadequate implementation of laws, regulations, and policies. • Awareness of staff on rights and responsibilities. • Succession Plan • Issuance of employment permits. • Lack of Office enough space 	<ul style="list-style-type: none"> • Trained staff • Laws, regulations and policies. • Human resource development. • Working facilities and transport • Council radio and TV • LAWSON to update employee information to avoid unnecessary movement • Community • Working tools • Stakeholders/other development partners 	<ul style="list-style-type: none"> • Staff loss • Un conducive working environment • Low wages. • Deficiency of working facilities and tools • Shortage of human resources • Insufficient funds allocated to facilitate department function • Lack of career development on job training programmes • Weak Network on LAWSON • Shortage of funds. • Communication infrastructure/Relative remoteness. • HIV/ AIDS. • Dilapidated office Accommodation. • Shortage of staff accommodation. Council library.

5.1.8 Planning, Statistics and Monitoring Department

STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
<ul style="list-style-type: none"> • Policy, regulations and guidelines • Working tools. • Office accommodation • Availability of qualified staffs • Infrastructure • Budget for working tools for monitoring projects in community areas is available. • Allocations of small fund received to the unfinished projects are done. • Using ownsource revenue and allocate the fund whenever they come to the priority projects. • Creation of database and use focal person from departments and lower level concerning with data. • Re-categorization of the one economist to overcome the shortage. • Using Opportunity and Obstacles to Development (O&OD) Community Initiatives as a tool for participatory planning at Low level. • To communicate with Ministry of Finance to ask for delaying funds. • Building Capacity programmes within the department on job training 	<ul style="list-style-type: none"> • Shortage working tools and new technology. • Weak planning knowledge in the community. • Weak management of projects by the community. • Weak contribution of the community to development projects. • Lack of Office premises 	<ul style="list-style-type: none"> • Grants from central Government and other development partners. • Natural resources • Weather. • Community • Staff • Development partners 	<ul style="list-style-type: none"> • Income Poverty • Weak community participation in development activities • Late disbursement of funds. • Incompletion of projects. • Insufficient funds. • Lack of Office premises • Lack of Transport facilities • Lack of communication facilities in terms of telephone and internet • Shortage of resources and working tools for monitoring projects in community areas • Funds allocated for development projects are not enough following budget deficit and so some projects are not accomplished • Funds are not disbursed on the basis of the proposed budgets and on time • Unreliable and inconsistency of data from other departments and Lower level • Shortage of employees (1 Economists) to support activities in the department. • Low community participation in development projects (labour and financial contribution) • Delaying of the projects funds from Ministry Of Finance to the district level. • Lack of career development on job training programmes

5.1.9 Community Development, Social Welfare

STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • Policies, principles and by- laws. • Knowledge and skills. • Community. • Qualified Staff • Office accommodation • Gender focal person • Active youth and women economic groups • Village community banks (VICOBA) • Presence of community development staff at ward level 	<ul style="list-style-type: none"> • Working tools and equipment. • Weak enforcement of policy, principles and by-laws at community level. • Insufficient training to women economic groups and local Artisans. • Weak response of community in community based activities. • Lack of funds (OC) • Lack of Office premises 	<ul style="list-style-type: none"> • Community and economic groups. • Policy, principles and by-laws. • Support from government and other development partners. • Availability of improved and appropriate technology at community level. • Natural resources • Community • Improved and appropriate Technology. • Support from government and other development partners 	<ul style="list-style-type: none"> • Inhibitive cultural practices. • Income poverty. • Ignorance. • Diseases • Street children, OVCs, MVCs • Lack of reliable transport facilities • Lack of data of NGOs and CBOs operating in the district • Inadequate skilled personnel • Inhibitive cultural practices • Inadequate training to income generating economic groups for women, youths and Local Artisans. • Income poverty • HIV Infection and AIDS • Influence of western bad cultural practices

5.1.10 Agriculture, Irrigation & Cooperative sector

STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • Availability of Agricultural extension staff. • Availability of Livestock infrastructures. • Availability of Irrigation infrastructures • Availability of Policy, laws, by-laws and regulations. • Availability of Working facilities • Qualified personnel 	<ul style="list-style-type: none"> • Low motivation to staff • Few dips and others not operating • Financial constraints to cater for agricultural extension services. • Shifting cultivation • Weak by-laws enforcement. • Lack of office premises 	<ul style="list-style-type: none"> • Arable land (228,991 ha) of which (142,277 ha) are utilized. • policies, Laws, by-laws, rules, and regulations in place • MKUKUTA II • KILIMO KWANZA Resolution • livestock • Manpower • Leaders at all levels • Development partners. • Animal traction technology • Destocking • There are 22 Irrigation Schemes utilizes (2,495 ha) out of (5,726 ha) • Presence of 29 SACCOS that have a total of 7,216 members with a total Capital of Tshs.1,725,703,000 • Agriculture equipment: 3755 ploughs & 89 tractors. • Agriculture being the main occupation of large community proportion • Availability of 2 Agricultural Training and Research Institutes of TALIRI and VISERE. • Existing NGOs, Institutions and International organization support • Presence of potential areas for irrigation and improved rain fed agriculture. • Financial support from external donors. • Availability of enough manpower. • Resources acquisition from Central Government and other Development Partners • Well defined good government frame work 	<ul style="list-style-type: none"> • Adoption rate of appropriate agricultural technology. • Few storage infrastructures at village level. • Unreliable weather condition • High prices of inputs and Agricultural. Implements. • Diseases and pests. • Marketing • Inadequate agriculture equipment and inputs for smallholder farmers • Inadequate agricultural processing industries • Improper marketing system at village level • Lack of rainwater harvesting schemes • Inadequate knowledge on soil erosion controlling • Prevalence human diseases including HIV/AIDS • Unpredictable weather changes • Outbreak of various Crop diseases and pests (armyworm, <i>Quelea quelea</i>) • Uncommitted leadership • Fake agricultural Input (agrochemicals) • Poor farming practices among the producers in the district especially the use of hand-hoe. • Lack of financial resources in the agricultural marketing practices in the district • Shortage of officers and services • Lack of reliable markets for the farm products. • The presence of diseases, rodents and pesticides from attacking from the farms to the storage facilities • Financial constraints facing local

			<ul style="list-style-type: none"> producers Poor uses of farm inputs (seeds, fertilizers, manure). Lack of processing industries and services for food and export crops. Poor production practices caused by dependency on rain Poor transport network in the district. Wild fire and burning. Insufficient fund and late disbursement of funds as per action plan High investment cost of agricultural enterprises especially irrigation infrastructures Lack of financial resources in the agricultural marketing practices in the district Low adoption rate of agricultural techniques to farmers High shortage of cooperative staff to conduct inspection and auditing of cooperative societies Poor processing technology and lack of processing equipments also contribute to low production. Poor access to market information
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5.1.11 Lands and Natural resources

STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> Staff Laws, by-laws, rules, and regulations. Natural resources endowment. <ul style="list-style-type: none"> Thickets Forest Bees 	<ul style="list-style-type: none"> Financial constraints. Weakness in by-laws enforcement. Inadequate staff. Inadequate transport Shortage of working facilities Shortage of fund Inadequate natural resource management Poor management of wet lands Inadequate institutional capacity in forestry and beekeeping 	<ul style="list-style-type: none"> Natural resources. Forests/ Beekeeping Wildlife Tourism Development partners Communit Presence of 161,640 ha of natural forest Large area for tree planting Natural regeneration of vegetations Availability of more than 24 types of Minerals Distributed all over the District. There is one Game Reserve adjacent to Ruaha National Park where there are Giraffes, Zebra and Elephants Availability of abundant land for planning land use <ul style="list-style-type: none"> Land use plan available for Industrial area (Mpwapwa - Gulwe – 2,000ha), Estate housing plots (05 at Mazae & 03 at Ilolo), Pre-Primary Schools – 18 Plots, Primary Schools - 04 Plots, Secondary School – 02 Plots, Vocational Training 02 Plots, Health Facilities – 04 Plots & 01 Plot for Bus stand at Mazae. <u>Availability of the Historical Sites</u> <ul style="list-style-type: none"> Presence of Slavery Caravan Route Presence of Shaban Robert reading Garden and house. Presence of first Cattle Trough in East Africa Build by German during 	<ul style="list-style-type: none"> Bush fires Shifting cultivation Natural calamities. International political interference. Uncontrolled Charcoal al burning Environmental degradation Vagaries of weather Low adoption rate of technology Low motivation Irregular patrol Unplanned settlement and developments in the Mpwapwa Township, Kibakwe, Pwaga, Mtera and Chipogoro. Shortage of financial resources for acquisition of office facilities, furniture, motor vehicles, land survey equipments and motor bikes for auditing managing the developments in the township and its peripherals. Increased land demand for farming and other uses Lack of in service training. Shortage of land use plans for Mpwapwa district Un-surveyed land Overdependence on the forests and their products as

STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
		Colonial Era. <ul style="list-style-type: none"> • Availability of other sectors supporting surveyed of land project like MKURABITA • High demands for habitants use, farming activities and other economic activities • Availability of awareness of paying land rent • Other sectors engaging in planting of trees like TFCG, TFS, Schools and Research Institute • Other forest sectors engaging in forest activities e.g. give education to citizen concerning unlawful tree felling and charcoal burning. 	<ul style="list-style-type: none"> • an income generating activity which leads to deforestation • Poor agricultural practices which results into deforestation • Insufficient extension officers • Lack of statistics that may be used in planning management of natural resources • Insufficient number of staff/technicians in the field of beekeeping, only one staff serve whole District • Lack of recognition and preservation of Historical Sites. • Failure to apprehend by-laws defiant • Forest encroachment by human activities • Inadequate participation by communities in natural resource management • Lack Investors • High loss of forest cover due to unsustainable use. • Unsustainable human activities on vulnerable areas • Inadequate use of alternatives to energy Sources

5.1.12 Environmental and Sanitation

STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • Availability of education providers • -Availability of education facilitation materials • Effectiveness and activeness of health and environment inspectors • -Effectiveness and activeness of health and environment inspectors • Availability of land fill master plan • Availability of environment laws ,bylaws and regulation • Availability of professional manpower • Strong cooperation between some of village leaders and the department • Support from different stakeholder's i.e security service officers. 	<ul style="list-style-type: none"> • Un-coordinated implementation of environmental best practices 	<ul style="list-style-type: none"> • Availability of active Ward environment committee • Moral and material Support from different stakeholders (i.e. private organization and politician) • Availability of active ward environment committee 	<ul style="list-style-type: none"> • -Poor participation of community on education facilitation process • Inadequate fund • shortage of health and environment inspectors • Negligence of food handlers on abiding to health regulations • Unwillingness of community to change behavior of polluting the environment • Inadequate knowledge to the community on laws and policy implementation • -Low level of education of the community on understanding environmental laws and policy. • -High rate of deforestation, bush fire and land degradation

5.1.13 Information Technology, News and Communication

STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • Availability of qualified staffs • Policies, Laws, by-laws, rules, and regulations 	<ul style="list-style-type: none"> • Lack of transport. • Shortage of staff. • Insufficient Working 	a. Presence of LAN Networking	<ul style="list-style-type: none"> • Low awareness of the Administration to the new established units

<ul style="list-style-type: none"> Equipments Two ICTO staff employed. 	<p>facilities</p> <ul style="list-style-type: none"> Lack of Office premises Lack of fund 	<p>b. Availability of system software like LGRCIS, CHF, EPICOR, LAWSON.</p> <p>c. Presence of POS and mobile Phones software for electronic revenue collection</p> <p>d. Availability of well established Tele communication Networking (TTCL, Tigo, Vodacom, Airtel, Zantel & Viatel 'Halotel', Blue town</p>	<ul style="list-style-type: none"> No location of funds Shortage of modern working facilities like computers, Printers, Copier Machine, internet projector etc. Budget constraints No transport allocated to the unit Shortage of rooms for office Shortage of server and store room Shortage of POS Lack of file management system
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5.1.14 Procurement and Supply Management Unit

STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> Policies, Laws, by-laws, rules, and regulations Working tools Skills/Knowledge Adequate number of staff Presence of Public Procurement Act and its Regulation Issued of standard document and procedural forms from PPRA 	<ul style="list-style-type: none"> Shortage of skilled staffs. Weak application of procurement Act and bylaws. Weak management of projects by user department. Lack of Office accommodation Poor implementation of APP Lack of internet to use systems prepared by PPRA 	<ul style="list-style-type: none"> Grants from central Government Policies, Laws, by-laws, rules, and regulations 	<ul style="list-style-type: none"> Weak participation of department in procurement Act and regulations Late disbursement of funds Lack of working facilities Budget for supporting PMU operation is almost not allocated The council Debts from the suppliers, Contractors and service providers PMU does not participate on preparation of Council Budget at all levels Price fluctuation Most of user department not aware of PPA - 2011 and its regulation of 2013 Lack of warehouse and storage facilities Lack of on job training pertaining continuing progress development Lack of transport (Motor cycle) and shortage of rooms for office

5.1.15 Legal Unit

STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> Policies, Laws, by-laws, rules, and regulations Skills/Knowledge Presence of head of unit Presence of office equipments e.g. printer, stationeries, 	<ul style="list-style-type: none"> Shortage staffs. Lack of transport to visit the site. Lack of Office premises. Rejection of some laws by the community 	<ul style="list-style-type: none"> Presence of ward tribunal Presence of courts Presence of village governments Presence of by laws Support from the council 	<ul style="list-style-type: none"> Inadequate budget Inadequate personnel Bureaucracies in law approval process. Shortage of office equipments. e.g. Printer,

statutes (laws) and computer		in order to represent the council before the court	stationeries and Statutes (laws) <ul style="list-style-type: none"> • Inefficient of fund enabling to conduct training for Ward tribunal members on handling disputes • Lack of fund to enhancement legal officers to attend legal training based on contract management and making bylaws through internet • Lack of fund to conduct training for awareness of laws and bylaws at village level • Inadequate Fund to enabling Legal officers to attend/represent the council in courts
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5.1.16 Election Unit

STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • Presence of head of unit • Presence of office equipments e.g printer, stationeries, statutes (laws) and computer 	Voters education	<ul style="list-style-type: none"> • Presence of political parties • Presence of constituencies • Presence of village governments • Support from the council in order to conduct by election 	<ul style="list-style-type: none"> • Inadequate budget • Inefficient of fund enabling to conduct by election especially Local Government by election

5.1.17 Livestock and fisheries department

STRENGTH	OPPORTUNITIES	CHALLENGES	WEAKNESS
<ul style="list-style-type: none"> • Availability of Livestock extension staff. • Availability of Livestock infrastructures. • Availability of Policy, laws, by-laws and regulations. • Availability of Working facilities 	<ul style="list-style-type: none"> • policies, Laws, by-laws, rules, and regulations in place • livestock • Manpower • Well established administrative structures (Hamlet- village – wards – District level • Development partners. • The presence of notifiable diseases outbreak • Animal traction technology • Destocking • Availability of enough labour force. • Presence of livestock resource centre. • Availability of huge number of indigenous livestock. • Presence of Livestock Education Institutions like TALIRI, Visele and LITA-Mpwapwa • Availability of enough land 	<ul style="list-style-type: none"> • Diseases and pests. • Marketing • Lack of financial resources in the livestock marketing practices in the district • Shortage of extension officers and services • Lack of reliable markets for the livestock and byproducts. • Poor uses of livestock inputs (veterinary inputs) • Poor livestock working tools. • High investment cost of livestock enterprises • Poor processing technology and lack of processing equipments also contribute low production. • Poor road infrastructures hinder transportation of livestock and livestock product from the production areas to the market. 	<ul style="list-style-type: none"> • Low motivation to staff • Few dips and others not operating • Financial constraints to cater for Livestock extension services. • Weak by-laws enforcement. • Lack of office premises • Insufficient fund and late disbursement of funds as per action plan • Livestock enterprise has low productivity mainly due to low levels of utilizing improved production skills

5.1.18 Internal Auditing Unit

STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
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<ul style="list-style-type: none"> • Policies, Laws, by-laws, rules, and regulations • Working tools • Skills/Knowledge • Budget for working tools for audit activities is available • To conduct internal training on the purpose of internal audit in the council 	<ul style="list-style-type: none"> • Shortage of skilled staffs. • Weak application of procurement Act and bylaws. • Weak management of projects by user department. • Lack of Office accommodation 	<ul style="list-style-type: none"> • Grants from central Government • Policies, Laws, by-laws, rules, and regulations • .the ministry of finance, through internal Auditor General's Division, has, therefore, produced a reviewed internal audit manual that takes into account requirements of international standards changes in our local laws and regulations as well as best practices in Modern internal audits. • Availability of Audit software such as computer Assisted Audit Techniques (CAATs) will help in performing the audit process including writing of audit reports more efficiently and effectively.. 	<ul style="list-style-type: none"> • Budget constrain • Deficiency of working facilities and tools • Lack of awareness of client on the purpose of internal audit
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5.2 SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC)

Arising from the external, internal environmental analysis and SWOC analysis for each Sector the following are the key issues identified and are presented in the form of strengths, weaknesses, opportunities and challenges, which Mpwapwa District Council has to take in hand:

5.2.1 Strengths

- (a) Trained and committed staff with gender perspective in all sectors
- (b) Policy, Laws, regulations and directives.
- (c) Good financial management
- (d) There is good working relationship with a wide range of stakeholders including the Central Government, Civil Society and Development Partners
- (e) Ownership of premises
- (f) Availability of system software like LGRCIS, CHF, EPICOR, LAWSON.
- (g) Availability of Audit software such as computer Assisted Audit Techniques (CAATs) helps in performing the audit process including writing of audit reports more efficiently and effectively.
- (h) Mpwapwa District Council is using Bottom up approaches (like O & OD) as a tool for participatory planning at Village level.
- (i) Strong Multi-sectoral collaboration within the district council.
- (j) Abundant Arable land.
- (k) Presence of the Irrigation Schemes
- (l) Availability of Credit Institutions (NMB, CRDB, FINCA, Bayport, Vision Fund & SACCOS and Village community banks (VICOBA)
- (m) Agriculture being the main occupation of large community proportion
- (n) Presence of Training Colleges and Research Institutes (Teachers'-1, Livestock-2, Health-1, Comm. Development1)
- (o) Larger number of livestock
- (p) 3 Veterinary Centers of Kibakwe, Chipogoro & Chogola
- (q) Presence of 7 Pasture Fields
- (r) Presence of Historical Sites
- (s) Availability of more than 24 types of Minerals Distributed all over the District
- (t) There is one Game Reserve adjacent to Ruaha National Park
- (u) Availability of Mountain ranges with Water Sources and Availability of underground Water at shorter depth.
- (v) Availability of Mtera Hydro Electrical Power Production.
- (w) Availability of well established Tele communication Networking (TTCL, Tigo, Vodacom, Airtel, Zantel & Viatel 'Halotel', Blue town).
- (x) Availability of Railway Line
- (y) Presence of 4 TANROAD entrance through Kongwa(Mbande), Kongwa(Chamkoroma), Dodoma – Iringa road (Chipogoro) & Iringa – Morogoro road (Ruaha - Malolo)

5.2.2 Weaknesses

- (a) Inadequate funding
- (b) Limited links and networks
- (c) Inadequate personnel given its scope of work
- (d) Outdated policy guidelines and regulation to guide institutional development
- (e) Limited infrastructure for the disabled
- (f) Shortage of trained personnel in key departments especially Education, Health, Works and Water.
- (g) Inadequate of transport facilities and working tools in the council.
- (h) Shortage of working tools such as computers, printers, office furniture
- (i) Inadequate office accommodation at the council headquarters.
- (j) Slow pace of project implementation at LLG.

5.2.3. Opportunities

- (a) Expanding private sector business

- (b) Supportive political and socio-economic environment
- (c) Availability of Development partners
- (d) The existence of adequate supportive Government policies and political will.
- (e) Existence of tourist attractions and potential areas attracting investors.
- (f) Presence of financial institutions such as the Micro-Finance Bank which has two branches, also a Post office
- (g) Availability of good communication network in which there are mobile and landline telephones, also internet facilities.
- (h) Easy access to most parts of the district.
- (i) Availability of ample underutilized productive land for agriculture.
- (j) Policy, laws, by-laws and regulations –available

5.2.4 Challenges

- (a) Poverty among residents.
- (b) Staff drop out
- (c) Change in donor emphasis and priority
- (d) Unstable power supply
- (e) Unreliable and unstable markets for agricultural crops-e.g. sunflower, maize and etc.
- (f) Impassable roads during rainy season
- (g) Inadequate personnel
- (h) Lack of willingness to pay Taxes.
- (i) Presence of HIV/AIDS infections
- (j) Shortage of buildings, Equipment and Medicines in the district hospital, health centres, and dispensaries)
- (k) Lack of recognition and preservation of these Historical Sites.
- (l) Failure to apprehend by-laws defiant
- (m) Lack Investors
- (n) No Vocational Institute to Capture Standard VII & Form IV Leavers.
- (o) Insufficient number of teachers, Students' desks, books and other school facilities at all level
- (p) Inadequate agricultural processing industries
- (q) Improper marketing system at village level

On the basis of the SWOC analysis, it can be concluded that the Mpwapwa District Council has the potential to exploit the identified opportunities in the knowledge industry. However, to be able to fully exploit the opportunities, it has to address its weaknesses and minimize impact of challenges identified. It is therefore recommended that, during the plan period, the Mpwapwa District Council should concentrate on the following broad strategic intervention areas:

- (a) Strengthened good governance and administrative services,
- (b) Improved District Council financial management and systems to ensure value for money,
- (c) Improved District Council income generation and resource mobilization,
- (d) Improved management of land, natural resources and environmental restoration,
- (e) Improved quality social services and welfare facility,
- (f) Improved quantity and quality of economic activities and services,
- (g) Improved physical infrastructure for sustainable development,
- (h) Ensure sustainable expansion and servicing of Mpwapwa Township,
- (i) Improving ICT management facilities and its utilization,
- (j) Preparedness of risks and Disaster management improved,
- (k) Gender and community empowerment improved.
- (l) Service improved and HIV/AIDS infection reduced,
- (m) Enhance, sustain and effective implementation of the National Anti-corruption strategy.

By addressing the above broad strategic intervention areas, it is anticipated that, at the end of the plan period, the Mpwapwa District Council will have increased and improved the sectoral development, its efficiency and effectiveness in service delivery as will be discussed in the next chapter.

CHAPTER SIX

PLANNING TOOL FOR MONITORING AND EVALUATION OF THE SP

6.0 LOGICAL FRAMEWORK

This section presents the logical framework. It indicates strategic issues for Interventions including, Key result areas and the associated Targets upon the activities will be drawn together with means of verification and defined Risks/assumptions.

The framework forms the basis of implementation of the plan and its accomplishment given that the underlying assumptions will hold.

The basic assumptions include availability of funds, willingness of the management to implement the plan, staff commitment, conducive policies and favorable political and Economic conditions. Details of the logical framework (by Council's Sectors) are elaborated below:

6.1 SECTOR: Administration and Human Resources Management.

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Sources of information	Assumptions/Risks
1. Enhance good governance and administrative service	1. Office operations and management of the District Council improved by the year 2020	Annual report	Financial resources
	2. By June 2020 Functions of the Departments in the Council are properly coordinated and executed accordingly.	Minutes	Commitment of the council
	3. Capacity and accountability of community leadership (councilors) in developing the social and economic life of Mpwapwa District improved.	Minutes	Willingness of staff and community to participate
	4. Conducive working environment to 2,305 council staffs ensured by June 2020	Annual report	Availability of funds
	5. Council staff establishment level of 2,305 maintained by June 2020.	HR Annual recruitment report	Recruitment permit grated.
	6. Qualified staffs increased in the Council as follows from 2,305 to 2,500 by June 2018 and to 4,206 by June 2020.	HR Annual recruitment report	Recruitment permit grated.
2. Increase quantity and quality of social services and infrastructure	1. Facilitate quarterly supervision of implementation the socio-economic projects in the district	Supervision report through job evaluation OPRAS	
	2. Project implementation (with value for money) increased up to 95% from that of 2016/17 by June 2020.	Annual report Cumulative Development Report (CDR)	Willingness community participation Change of the

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Sources of information	Assumptions/Risks
			national policy/ law
3. HIV infection and aids: Service improved and HIV/AIDS infections	Continuously Conducting HIV infection and AIDS awareness campaigns to council staff	Monitoring and evaluation report	willingness to participate
4. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Codes of Ethics and conduct (including prevent and combat corruption) for 2,305 staffs enhanced by June 2020	Written reports	Resource availability.

6.2 SECTOR: Finance and Business

Intervention Logic			
Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Sources of information	Assumptions/Risks
1. Enhance good governance and administrative services	1. Finance and Business Qualified staff increased from 15 to 20 by June 2020. 2. Capacity of current 15 Finance and Business staffs to perform their daily routine strengthened by June 2020 3. Skills of the staff with Finance unit on Government Financial Accounting Procedures step by step strengthened by June 2020. 4. Government financial accounting procedures adhered to and audit queries reduced from the present 57 to 8 by June 2020 5. Own source revenue collection progressively increased from 900m to 1.8 b by June 2020 6. Trade and marketing facilities improved from 76%.to 95% by June 2020.	HR annual recruitment report Capacity building Training report Capacity building Training report CAG report Annual financial report Annual report	Availability of funds Availability of funds Adherence to financial rules and regulation Political interference faithfulness of the revenue collector Availability of financial resource.
2. HIV infection and aids: Service improved and HIV/AIDS infections	No new Infection reported cases among the staff of the sector by June 2020.	Monitoring and evaluation report	Willingness to participate Availability of resources
3. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020.	Research findings	

6.3. SECTOR: Planning, Statistics & Monitoring

Intervention Logic			
Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Sources of information	Assumptions/Risks
1. Enhance good governance and administrative services	1. Planning, Statistics & Monitoring Qualified staff increased from 5 to 6 by June 2020. 2. Capacity of 5 planning staff strengthened by June 2020	HR annual recruitment report Capacity building Training report	
2. Increase quantity and quality of social services and infrastructure	1. Project implementation Increased from 84% in 2016/17 to 95% by June 2020 2. District capacity increased to facilitate supervision and monitor program through awareness raising and capacity building for officers by June 2020 3. CDCF projects successful implemented by June 2020 4. Data management system and Monitoring and Evaluation tools strengthened by June 2020 5. Number of Physical (socio-economic) infrastructures with acceptable quality increased and improved by June 2020 6. District capacity increased to facilitate supervision and monitor program through awareness raising and capacity building for officers and supports to routine administrative costs associated by June 2020	Annual report Cumulative Development Report (CDR) Capacity Building report Quarterly progress report LGMD and social economic Profile in place Quarterly progress report Capacity Building report	Willingness community participation Change of the national policy/ law Availability of financial resources Fund available Availability of funds Fund available Training funds Available
3. HIV infection and aids: Service improved and HIV/AIDS infections	No new infection reported cases among the staff of the sector by June 2020.	Monitoring and evaluation report	Willingness to participate Availability of resources
4. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020.	Research findings	If funds set aside

6.4 SECTOR: Agriculture, Irrigation & Cooperative

Intervention Logic			
Sector Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025.			
Key Result Areas	Target	Sources of information	Assumptions/Risks
1. Enhance good governance and administrative services	<ol style="list-style-type: none"> No of Qualified staff increased from 72 to 143 by June 2020 Conducive working environment to staff of Agriculture, Irrigation & Cooperative improved for better service delivery by June 2020. Number of Cooperative Societies increased and strengthened by June 2020 	<p>HR Recruitment report</p> <p>Annual report</p> <p>Annual report</p>	<p>Permit provided</p> <p>Depend on fund availability</p>
2. Increase quantity and quality of social services and infrastructure	<ol style="list-style-type: none"> Production of food crops: sorghum, Maize, and paddy increased from average of 2.0 – 3.0 T/Ha and cash crops: ground nuts, sunflower and simsim from average of 0.8 – 1.5 T/Ha by June 2020. Farmers in Selected villages empowered economically by June 2020 (preferably Women and youth empowerment through Agriculture) Cooperative societies strengthened by June 2019 to ensure marketing of Agricultural products and access to micro finance credit Post harvest Crop losses reduced considerably by June 2020. By the end of year 2020, selected farmers encouraged to produce crops with high returns through mechanization and use of appropriate technology. Increase of irrigated land from 38% (2,261 ha) to 70% (4,192ha) by June 2020 Medium scale edible oil processing technology⁵ facilitated and commercialized by June 2020 	<p>Data on crop production maintained</p> <p>Quarterly progress report by CD Department</p> <p>Field visit and reports</p> <p>Monitoring and evaluation report</p> <p>Report</p> <p>Report</p> <p>Facilitation Report</p>	<p>Funds available for field visits to collect data</p> <p>Funds available</p> <p>Community willingness to participate</p> <p>Availability of appropriate means</p> <p>Farmers willingness and Readmes</p> <p>Government support to farmer's efforts</p> <p>Available farmers with entrepreneurship mindset</p>

⁵ Facilitate sunflower and groundnuts farming and encourage farmers to establish at least one small/medium scale edible oil processing technology (including processing plant – cleaning, expelling, filtering, refining and packaging).

Intervention Logic			
Sector Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025.			
Key Result Areas	Target	Sources of information	Assumptions/Risks
3. <i>HIV infection and aids</i> : Service improved and HIV/AIDS infections	No new Infection reported cases among the staff of the sector by June 2020.	Monitoring and evaluation report	Data collection and keeping system is in place.
4. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020	Research report	Funds available to conduct research

6.5 SECTOR: Livestock and Fisheries

Intervention Logic			
Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Sources of information	Assumptions/Risks
1. Enhance good governance and administrative services	<ol style="list-style-type: none"> Livestock and Fisheries Qualified staff increased from 46 to 115 by June 2020. Conducive working environment to staff of Livestock and Fisheries planning skills and working environment and carrier development for better service delivery enhanced by June 2020. 	<p>HR Annual Recruitment report</p> <p>Annual report</p>	<p>Permit provided</p> <p>Depend on fund availability</p>
2. Increase quantity and quality of social services and infrastructure	<ol style="list-style-type: none"> Improvement of livestock and fisheries infrastructure realized by June 2020. Selected livestock keepers and Local chicken farmers facilitated on improved management practices by June 2020. Mortality rate of cattle, poultry reduced from 3-1% by June 2020. Quality and quantity of livestock, fisheries, poultry and other animal products substantially improved by June 2020 	<p>Annual reports</p> <p>Annual report</p> <p>Data record on mortality rates</p> <p>Annual report prepared for that purpose</p>	<p>Availability of funds</p> <p>Funds available for making facilitation follow up</p> <p>Well kept data available</p> <p>System available to collect required information</p>
3. Access , quality and Equitable social services delivery improved	<ol style="list-style-type: none"> Support poor families (in selected villages) increased through keeping small animals (rabbit or otherwise) for increasing nutritional status for pregnant women and children under five by June 2020. 	Annual Report by Ward CD.	TASAF to focus them
4. HIV infection and aids: Service improved and HIV/AIDS infections	No new Infection reported cases among the staff of the sector by June 2020.	Monitoring and evaluation report	Data collection and keeping system is in place.
5. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020	Research report	Funds available to conduct research

6.6 SECTOR: Land and Natural Resource

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Sources of information	Assumptions/Risks
1. Enhance good governance and administrative services	<ul style="list-style-type: none"> • Land and Natural Resource Qualified staff increased from 5 to 9 by June 2020. • Conducive working environment to staff of Land and Natural Resource improved for better service delivery by June 2020. 	<p>HR annual recruitment report</p> <p>Annual report</p>	<p>If permit provided</p> <p>If funds available</p>
2. Increase quantity and quality of social services and infrastructure	<p><u>The Land planning</u></p> <ol style="list-style-type: none"> 1. Land management improved through surveying and Mapping 300 plots in Mpwapwa Urban by June 2020 2. Facilitate village land use plan and step by step certificate of right of occupancy substantially issued to citizens by June 2020. 3. Unplanned settlements reduced and increase of land as collateral by June 2021. <p><u>The forestry management</u></p> <ol style="list-style-type: none"> 4. By the end of year 2020 large number of the Public in Mpwapwa District is awareness on forest conservation and preservation. (Including educates the mass on fire control, unlawful tree felling charcoal burning etc...). <p><u>The Game (Wildlife)</u></p> <ol style="list-style-type: none"> 5. By June 2020 public around game is awareness on issues/benefits of wildlife management. 6. Tourism promoted accordingly and Council revenue increased by June 2020. <p><u>The Beekeeping</u></p> <ol style="list-style-type: none"> 7. Beekeepers in selected villages have realized the productivity of 	<p>Report on annual available plots</p> <p>Annual report on issued certificate of right of occupancy</p> <p>Records of citizens with land title</p> <p>Annual report on increase reserved area, fire incidence and cases of unlawful tree felling charcoal burning.</p> <p>Annual report on community participation in wildlife management</p> <p>Revenue reports on Amount of revenue raised from tourism attractions</p> <p>Annual Report on amount of beekeeping products</p>	<p>Availability of funds and staff capable to perform required activities</p> <p>willingness of community to participate</p> <p>Willingness of community to participate</p> <p>Availability of financial resources</p> <p>Willingness of community to participate</p> <p>Availability of financial resources</p> <p>Aggressiveness of DC in promoting tourism attractions</p> <p>Willingness of community to participate</p>

Intervention Logic			
Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Sources of information	Assumptions/Risks
	beekeeping activities (including honey and bee works beehive) by June 2020.	produced in liters and Kgs.	Availability of financial resources
3. Service improved and HIV/AIDS infections	No new Infection reported cases among the staff of the sector by June 2020.	Monitoring and evaluation report	Data collection and keeping system is in place.
4. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020	Research report	Funds available to conduct research

6.7 SECTOR: Environment and Sanitation

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Sources of information	Assumptions/Risks
1. Enhance good governance and administrative services	<ol style="list-style-type: none"> Environment and Sanitation Qualified staff increased from 12 to 21 by June 2019 Conducive working environment to staff of Environment and Sanitation improved for better service delivery by June 2020 	HR annual recruitment report Annual report	If permit provided If funds available
2. Increase quantity and quality of social services and infrastructure	<ol style="list-style-type: none"> Each Village/Mtaa implements bylaws regarding to collection of waste disposal and management by June 2020. 	Quarterly report prepared by village/Mtaa Committees	Community Mindset changed regarding to waste disposal
3. Improve Emergency and Disaster Management	<ol style="list-style-type: none"> District Emergency Preparedness and response plan is in place and implemented by June 2020 Capacity of the community preparedness in disaster management enhanced in selected villages by June 2020. 	Training Capacity Report. Response report regarding to disaster had taken place within specified period	People aware on disaster management issues Timely availability of human and financial resources
4. Improving management of Land, Natural resources and environmental restoration	<ol style="list-style-type: none"> Education on climate change, prevention and adoption in Selected village of the district provided by June 2020 A comprehensive rehabilitation plan for degraded areas and poor stocked forest developed by June 2018 and is on full swing implementation by June 2020. 	Training Capacity Report Report	Availability of funds
5. HIV infection and aids: Service improved and HIV/AIDS infections	No new Infection reported cases among the staff of the sector by June 2020.	Monitoring and evaluation report	Data collection and keeping system is in place.
6. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020	Research report	Funds available to conduct research

6.8 SECTOR: *Procurement and Supply Management*

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Sources of information	Assumptions/Risks
1. Enhance good governance and administrative services	<ol style="list-style-type: none"> 1. Working environment for Procurement and Supply staff improved by June 2020. 2. Capacity of 7 staff of the Procurement and Supply strengthened by June 2020. 3. Government financial accounting procedures adhered to and audit queries reduced from the present 57 to 6 .by June 2020. 	CAG report	Adherence to financial rules and regulation
2. HIV infection and aids: Service improved and HIV/AIDS infections	No new Infection reported cases among the staff of the sector by June 2020.	Monitoring and evaluation report	Data collection and keeping system is in place.
3. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020	Research report	Funds available to conduct research

6.9 SECTOR: Internal Auditing

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
1. Enhance good governance and administrative services	<ol style="list-style-type: none"> 1. Capacity of 3 staff of the Internal Auditing unit strengthened by June 2020 2. Government financial accounting procedures adhered to and audit queries reduced from the present 8 to 0 by June 2020 3. Conducive working environment to staff of the Internal Auditing unit improved for better service delivery by June 2020. 	CAG report	Adherence to financial rules and regulation
2. HIV infection and aids: Service improved and HIV/AIDS infections	No new Infection reported cases among the staff of the sector by June 2020.	Monitoring and evaluation report	Data collection and keeping system is in place.
3. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020	Research report	Funds available to conduct research

6.10 SECTOR: Legal Unit

Intervention Logic			
Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
1. Enhance good governance and administrative services	<ol style="list-style-type: none"> 1. Capacity of 2 staff of the Legal Unit strengthened by June 2020 2. Legal Unit Qualified staff increased from 1 to 2 by June 2020 3. Conducive working environment to staff of the Legal Unit improved for better service delivery by June 2020. 	<p>Report on implementation of Capacity Development plan</p> <p>HR annual report</p> <p>CBG report</p>	Council budget
2. Access , quality and Equitable social services delivery improved	To provide awareness on Laws issues to 33 wards Provided by June 2020	Annual report	Council budget
3. HIV infection and aids: Service improved and HIV/AIDS infections	No new Infection reported cases among the staff of the sector by June 2020.		
4. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020		

6.11 SECTOR: Election

Intervention Logic			
Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
1. Enhance good governance and administrative services	<ol style="list-style-type: none"> 1. Capacity of 1 staff of the Election Unit strengthened by June 2018. 2. Conducive working environment to staff of the Election Unit improved for better service delivery by June 2020. 3. Council Election Administration Functions improved by June 2019 4. Election unit strengthened by the year 2019 	Annual reports	Available funds
2. HIV infection and aids: Service improved and HIV/AIDS infections	No new Infection reported cases among the staff of the sector by June 2020.		
3. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020		

6.12 SECTOR: Information Technology, News and Communication (ITNC)

Intervention Logic			
Intermediate objective			
- To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
1. Enhance good governance and administrative services	<ol style="list-style-type: none"> 1. Capacity of 2 staff of the ITNC strengthened by June 2020 2. Conducive working environment to staff of the ITNC improved for better service delivery by June 2020. 3. ITNC unit strengthened by the year 2020 4. Office operations and management of the District Council improved by June 2020 	Annual reports	Availability of funds
2. <i>HIV infection and aids: Service improved and HIV/AIDS infections</i>	No new Infection reported cases among the staff of the sector by June 2020.		
3. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020		

6.13 SECTOR: Health

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
1. Enhance good governance and administrative services	<ol style="list-style-type: none"> 1. Skilled and mix Human resources for Health sector increased from 314(41.4%) in the year 2017 to 535 (70 %) by June 2020 2. Conducive working environment to staff of the Health Skilled Staff progressively improved for better service delivery by June 2020. 	Annual report and HMIS.	Resource availability
2. Increase quantity and quality of social services and infrastructure	<p><u>COUNCIL HOSPITAL SERVICES</u></p> <ol style="list-style-type: none"> 1. Physical Infrastructure at Hospital improved from 26% to 30% by June 2020 <p><u>HEALTH CENTRES</u></p> <ol style="list-style-type: none"> 2. HC Physical Infrastructure improved from 26% to 30% by June 2020 <p><u>DISPENSARIES</u></p> <ol style="list-style-type: none"> 3. Dispensaries Physical Infrastructure increased from 26% to 30% by June 2020 	Annual report	Resource availability
3. Access , quality and Equitable social services delivery improved	<p><u>CHMT</u></p> <ol style="list-style-type: none"> 1. Organization structure and Institutional Management at all level strengthened from 50% to 70% by June 2020 (Tools & equipments) 2. Under five mortality reduced from.....by June 2020 3. Capacity to manage disaster and emergencies strengthened from 15% to 20 % by June 2020 4. Maternal mortality rate reduced from 170/100,000 to 165/100,000 by June 2020 <p><u>COUNCIL HOSPITAL SERVICES</u></p> <ol style="list-style-type: none"> 5. Shortage of medicine, medical equipments, Laboratory supplies, Dental supplies, and Hospital supplies, reduced from 30% to 15% by June 2020 6. Non communicable diseases cases Management strengthened from 15% to 20% by June 2020. 	Health Management Information System (HMIS)	Resource availability and National health Policies and guidelines.

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
	<p>7. Maternal mortality rate reduced from 156% to 100% by June 2020.</p> <p>8. Case fertility rate do to animal bite reduced from 0.05% to 0% by June 2020</p> <p>9. Prevalence of Sanitation and water related diseases reduced from 21.4% to 19.% by 2020</p> <p>10. Malaria cases reduced from 38% to 36% by June 2020</p> <p>11. Maternal mortality rate reduced from 156/100,000 to 150/100,000 by June 2020</p> <p>12. Prevalence of Oral diseases reduced from 1.8% to 1% by June 2010.</p> <p>13. Under five mortality reduced from 17/1000 to 16/1000 by June 2020</p> <p>14. Morbidity of Diabetes mellitus reduced from 1.5 to 1.25% by June 2020.</p> <p>15. Management of emergency surgical conditions strengthened from 50% to 55% by June 2020</p> <p>16. Prevalence of Tracoma among OPD cases reduced from 0.01% to 0% by June 2020</p> <p><u>HEALTH CENTRES</u></p> <p>17. Under five mortality reduced from 17/1000 to 16/1000 by June 2020</p> <p>18. Shortage of medicine, medical equipments, Laboratory supplies, Dental supplies, and Hospital supplies, reduced from 30% to 15% by June 2020</p> <p>19. Non communicable diseases cases Management strengthened from 15% to 20% by June 2020.</p> <p>20. Prevalence of Sanitation and water related diseases reduced from 21.4% to 19.% by 2020</p> <p>21. Prevalence of neglected Tropical diseases reduced from 1% to 0% by June</p>		

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
	2020 22. Maternal mortality rate reduced from 156% to 154% by June 2020 23. Prevalence of Oral diseases reduced from 2% to 1% by June 2020. 24. Under five mortality reduced from 17/1000 to 16/1000 by June 2020 25. Management of emergency surgical conditions strengthened from 50% to 55% by June 2020 <u>DISPENSARIES</u> 26. Organization structure and Institutional Management at all level strengthened from 50% to 70% by June 2020 (Tools & equipments) 27. Under five mortality reduced from.....by June 2020 28. Capacity to manage disaster and emergencies strengthened from 15% to 20 % by June 2020 29. Maternal mortality rate reduced from 170/100,000 to 165/100,000 by June 2020 30. Shortage of medicine, medical equipments, Laboratory supplies, Dental supplies, and Hospital supplies, reduced from 30% to 15% by June 2020 31. Non communicable diseases cases Management strengthened from 15% to 20% by June 2020. 32. Maternal mortality rate reduced from 156% to 100% by June 2020. 33. Case fertility rate do to animal bite reduced from 0.05% to 0% by June 2020 34. Prevalence of Sanitation and water related diseases reduced from 21.4% to 19.%		

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
	<p>by 2020</p> <p>35. Malaria cases reduced from 38% to 36% by June 2020</p> <p>36. Maternal mortality rate reduced from 156/100,000 to 150/100,000 by June 2020</p> <p>37. Prevalence of STI reduced from 5.2 to 4.9 by June 2020</p> <p>38. Malaria cases reduced from 38% to 36% by June 2020,</p> <p>39. Prevalence of Oral diseases reduced from 1.8% to 1% by June 2020.</p> <p>40. Under five mortality reduced from 17/1000 to 16/1000 by June 2020</p> <p>41. Morbidity of Diabetes mellitus reduced from 1.5 to 1.25% by June 2020.</p> <p>42. Management of emergency surgical conditions strengthened from 50% to 55% by June 2020</p> <p>43. Prevalence of Tracoma among OPD cases reduced from 0.01% to 0% by June 2020</p> <p>44. Access of Health care service for Pro-poor people increased from 0% to 0.75% by June 2020.</p> <p><u>COMMUNITY HELTH INITIATIVES/PROMOTION</u></p> <p>45. Prevalence of Sanitation and water related diseases reduced from 21.4% to 19.% by 2020</p> <p>46. Maternal mortality rate reduced from 156% to 100% by June 2020</p> <p>47. Access of Health care service for Pro-poor people increased from 0% to 0.75% by June 2020</p> <p>48. Malaria cases reduced from 38% to 36% by June 2020</p> <p>49. TB cases reduced from 0.9-0.5 by June 2020.</p>		
4. <i>HIV infection and aids: Service</i>	<p>CHMT</p> <p>1. Prevalence rate of HIV/AIDS</p>	Annual report	Local Community willingness to

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
improved and HIV/AIDS infections	<p>among OPD cases is reduced from 1.2% to 1% by June 2020</p> <p>2. Prevalence of STI reduced from 3% to 2% by June 2020</p> <p>3. Patients with complications reporting to Health facilities from TBAs and THAs reduced from 3% to 2.5% by June 2020.</p> <p><u>COUNCIL HOSPITAL SERVICES</u></p> <p>4. TB cases reduced from 0.9% to 0.5% by June 2020.</p> <p>5. Proportion of PLHV on ART increased from 73.7% to 80% by June 2020</p> <p>6. Prevalence of STI reduced from 3% to 2% by June 2020.</p> <p><u>DISPENSARIES</u></p> <p>7. Number of Health facilities Providing CTC services increased from 5% to 10% by June 2020.</p> <p>8. Prevalence rate of HIV/AIDS among OPD cases is reduced from 1.2% to 1% by June 2020</p> <p><u>COMMUNITY HEALTH INITIATIVES/PROMOTION</u></p> <p>9. Prevalence rate of HIV/AIDS among OPD cases is reduced from 1.2% to 1% by June 2020</p>		participate
5. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the Sector significantly decreased by June 2020		

6.14 SECTOR: Primary Education

Intervention Logic			
Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
1 Enhance good governance and administrative services	1. At least 707 teaching posts for primary school to be filled by June 2020	Annual report	Availability of financial resources
2. Increase quantity and quality of social services and infrastructure	1. Primary school infrastructures constructed and equipped with necessary items by June 2010	Annual report	Availability of financial resources
3. Access , quality and Equitable social services delivery improved	1. Academic performance improved for STD IV (From 34% to 50%) and STD VII (from 40% to 71%) by June 2018. 2. Teaching and learning environment for regular and pupils with learning disabilities improves by June 2020 3. Education performance of STD IV raised from 90% to 100% and STD VII From 47% to 70% by June 2020 4. Better learning outcome s, especially for Girls across the district by June 2019 5. Implement Efficiently Free education (Elimu Bure) to all eligible school by June 2019.	School Visit, annual report and school inspection report. National Examination Results	Availability of financial resources Staff drop out Motivated staff Availability of financial and human resources
7. HIV infection and aids: Service improved and HIV/AIDS infections	School sexual reproductive Health and HIV/AIDS Education strengthened in 117 primary Schools by June 2020.	Monitoring and evaluation report	Local Community willingness to participate
8 . Enhance, sustain and effective implementation of the National Anti-corruption strategy	Awareness creation National on ant-corruption strategy conducted in 117 primary schools by June 2020.	Report	Availability of funds

6.15 SECTOR: Secondary Education

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
1. Enhance good governance and administrative services	1. At least 150 teaching posts or Secondary schools to be filled by June 2020.	Annual Progress report	Availability of funds
2. Increase quantity and quality of social services and infrastructure	1. 25 Secondary school infrastructures completed and equipped with necessary items by June 2020	Annual progress report	Availability of funds
3. Access , quality and Equitable social services delivery improved	1. Teaching and learning environment for regular and disability students in 25 secondary schools improved by June 2020. 2. Maintain 100% acceptability to secondary education to students who passed STd VII Examination by June 2020	Monitoring and evaluation report Monitoring and evaluation report	Availability of funds
4. HIV infection and aids: Service improved and HIV/AIDS infections	Health status in all secondary schools students promoted through sports and game HIV/AIDS campaign by June 2020	Report	Funds available to facilitate games
5. Enhance, sustain and effective implementation of the National Anti-corruption strategy	National ant- corruption strategy implemented by conducting training to 25 Secondary school by June 2020	Report	

6.16 SECTOR: Works and Fire rescue

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
1. Enhance good governance and administrative services	1. Works and Fire rescue Qualified staff increased from 10 to 20 by June 2020 2. Conducive working environment to staff of Works and Fire rescue improved for better service delivery by June 2020. 3. Capacity of 10 works staff strengthened by June 2020	Annual report by HR	Permit provided
2. Increase quantity and quality of social services and infrastructure	1. Reliable and accessibility of District feeder roads ensured from 52% to 75% by June 2020.		
3. HIV infection and aids: Service improved and HIV/AIDS infections	No new Infection reported cases among the staff of the sector by June 2020.		
4. Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020		

6.17 SECTOR: Water

Intervention Logic			
Intermediate objective To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
1. Enhance good governance and administrative services	<p><u>RURAL WATER SUPPLY</u></p> <ol style="list-style-type: none"> Water Qualified staff increased from 11 to 27 by June 2020 Conducive working environment to staff of Water improved for better service delivery by June 2020. Capacity of 11 works staff strengthened by June 2020 <p><u>URBAN WATER SUPPLY</u></p> <ol style="list-style-type: none"> Urban water Qualified staff increased from 32 to 80 by June 2020. 		
2. Increase quantity and quality of social services and infrastructure	<p><u>RURAL WATER SUPPLY</u></p> <p>Water supply service delivery increased from present 48% to 65% in the district by June 2020</p> <ol style="list-style-type: none"> Water Supply service delivery increased from the present 33% to 65% in the District by June 2020 Functionality of Community to manage operation and maintenance through Private Sector improved from 8 Villages to 25 villages by June 2020 Number of COWSOs increased from 22 % to 75% by June 2020 <p><u>URBAN WATER SUPPLY</u></p> <p>Water supply service delivery increased from present 73% to 85% in Mpwapwa town by June 2020</p>		
3. Access, quality and Equitable social services delivery improved	<p><u>RURAL WATER SUPPLY</u></p> <p>Functionality of community to manage operation and maintenance through Private Sector/ community Owned water supply improved from 8 villages to 25 villages by June 2020.</p> <p>Household with improved latrines increased from 21% to 53% by June 2010.</p> <p><u>URBAN WATER SUPPLY</u></p> <p>Developed Infrastructure development plan implemented accordingly by June</p>		

Intervention Logic			
Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
	2020.		
5 HIV infection and aids: Service improved and HIV/AIDS infections	No new Infection reported cases among the staff of the sector by June 2020.		
6 Enhance, sustain and effective implementation of the National Anti-corruption strategy	Reported Corruption incidences among the staff of the department significantly decreased by June 2020		

6.18 SECTOR: Community Development

Intervention Logic			
Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
1. Enhance good governance and administrative services	<ol style="list-style-type: none"> Community Development Qualified staff increased from 16 to 209 by June 2020 Conducive working environment to staff of Community Development improved for better service delivery by June 2020. Capacity of 16 works staff strengthened by June 2020 		
3 Improve Social welfare , gender and community empowerment	<ol style="list-style-type: none"> Community Development Technicians' office and village construction groups improved by June 2020 Community participation(i.e. Pre planning , Planning, Implementation and evaluation) in various development projects increased substantially by June 2020 Good number of economic groups (preferably youth and women established by June 2020. Access to children rights enhanced in all Wards by June 2020 MVGs groups established and empowered in all Wards by June 2020 A lot of massive meetings campaign on bad traditional 		

Intervention Logic			
Intermediate objective			
To provide quality socio-economic services to the population of Mpwapwa District for sustainable development by 2025			
Key Result Areas	Target	Source of Verification	Assumption
	practices conducted by June 2020.		
5 HIV infection and aids: Service improved and HIV/AIDS infections	HIV/AIDS activities monitored and evaluated in 113 villages and 573 .Sub-villages by June 2020.		
6 Enhance, sustain and effective implementation of the National Anti-corruption strategy	Effective implementation of the National Anti-corruption strategy enhanced and sustained by June 2020.		

CHAPTER EIGHT

MONITORING AND EVALUATION SYSTEM

8.1 Introduction

The effective implementation of the activities provided in the Strategic Plan requires an efficient and effective Monitoring and Evaluation (M & E) system. Monitoring and evaluation of the implementation of the strategic plan is one of the main responsibilities of the Council and its effectiveness will require information from the various implementing actors/stakeholders. While, monitoring refers to the tracking of the progress of implementation of the Strategic Plan, evaluation, on the other hand, is a critical and objective appraisal of the overall Strategic Planning Process at the Council in the form of specific preset outcomes.

The Monitoring and Evaluation System is important in order to:

Determine the effectiveness in implementing the various activities in the strategic plan.

Continuously identify and resolve any problems arising on the course of the implementation of the strategic plan. Continuously track down the trends of the outcomes and impacts of the plan.

This chapter describes the adopted Monitoring and Evaluation System for the implementation of the Mpwapwa District Council strategic plan and activities.

8.2 Scope of Monitoring and Evaluation systems

Any M & E systems must address three major issues:

8.2.1 Time related issues

The system must specify when to do monitoring and evaluation. Some systems require monitoring to be done quarterly or after every six months depending on the complexity of the strategic plan. On the other hand evaluation can be done yearly or at the middle of the five years or after five years of the implementation, again depending on the complexity of the plan.

8.2.2 Process issues

The system must specify the framework for data summarization and presentation. The system must also specify the type of information that can be used for monitoring and evaluation. Normally inputs, activities and outputs related information is used for monitoring purposes. On the other hand information related to outcomes is used for monitoring purposes.

8.2.3 Organizational issues

The system must specify who should do the monitoring and evaluation exercise. Who should be responsible for what? Is there a need to nominate a programme manager who is charged with overseeing the implementation of the strategic plan or the duty can just be handled by the Director? What should be the composition of the monitoring and evaluation team? Etc. All these are relation to the organization of the M & E exercise as well as the implementation of the strategic plan.

8.3 Monitoring

The **Planning, Statistics & Monitoring** Department working together with all Heads of the different Departments & Units will undertake monitoring of the Mpwapwa District Council Strategic Plan implementation. The Director shall appoint DPLO as a responsible officer (Programme Manager) to coordinate the implementation of the strategic plan on the day-to-day basis. Further, the Director will appoint a team of internal experts who will periodically audit the implementation of the plan. The Director shall be the Chairperson to the SP implementation Team.

The Programme Manager will guide and request participating/implementing actors (e.g., departments) to prepare and submit annual work plans in line with the activities in the Strategic Plan/Operational. Implementing actor-monitoring reports will be submitted to the Programme Manager on a bi-annual basis.

Progress reporting shall use the prepared and agreed format.

Six monthly meetings involving key stakeholders under the chairmanship of the Director will be organised to discuss the progress in implementing the strategic plan/work plans. The Council will discuss and approve the proceedings of the bi-annual strategic plan progress meetings.

8.4 Evaluation

Evaluation of the implementation of the strategic plan will involve “internal and external” evaluations. After about two and half years, an internal evaluation (using staff and Councilors) from within the Council will be conducted. An external evaluation (using experts from outside the Council) will be conducted after five years. The internal and external evaluations will have similar Terms of Reference (ToRs) and will focus on, among others: Assessing the reasons for success or failure of specific aspects of strategic planning process and its implementation. Assessing whether implementation of the strategic plan is achieving its intended objectives and impact. Assessing the adequacy of resources planned to implement the Strategic Plan. Determining whether available resources are being utilized efficiently to achieve the objectives of the Plan. Determining whether the management of the implementation is facing any problems.

The Council will appoint both the internal and external evaluation teams. The findings and recommendations of the evaluations will be used to improve the strategic planning and implementation process.

**Appendix 1: List of Transport Facilities (Assets) to Facilitate Achievement of the
Administrative Tasks in Mpwapwa LGA**

S/N	Vehicle No.	Type of Vehicle	Department	Description
1	SM 5082	Toyota L/cruiser H/ Top	Health	Good Condition
2	DFP 6115	Toyota L/cruiser H/ Top	Health	Good Condition
3	DFP 7184	Toyota L/cruiser H/ Top	Health	Good Condition
4	DFP 7183	Toyota L/cruiser H/ Top	Health	Good Condition
5	DFP 5632	Toyota L/cruiser H/ Top	Health	Good Condition
6	STK 4651	Toyota L/cruiser H/ Top	Health	Good Condition
7	STK 4650	Toyota L/cruiser H/ Top	Agriculture, Irrigation and Co- operative	Good Condition
8	STK 7485	Toyota L/cruiser H/ Top	Water	Good Condition
9	STK 918	Toyota L/Cruiser H/Top	Secondary Education	Good Condition
10	SM 3328	Toyota L/cruiser H/ Top	Primary Education	Good Condition
11	STK 5926	Toyota L/cruiser GX V8	Administration and Finance	Good Condition
12	STK 3695	Toyota L/cruiser Pick up	Town Planning and Land	Bad Condition
13	DFP3084	Toyota Hilux D/Cabin	Water	Good Condition
14	STK 3922	Toyota Hilux D/Cabin	Health	Good Condition
15	SM10432	Toyota Hilux D/Cabin	Planning, Statistics and Monitoring	Good Condition
16	DFP 8494	Toyota Hilux D/Cabin	Internal Audit	Good Condition
17	STK 812	Toyota Hilux D/Cabin	Community Development and social Welfare	Good Condition
18	STL 1583	LandRover 110	TASAF	Good Condition
19	STL 1605	LandRover 110	TASAF	Bad Condition In Maintenance
20	STK 860	Nissan Patrol	Finance	Good Condition
21	STK 2206	Toyota Hilux D/Cabin	Works and Fire	Bad Condition In Maintenance
22	SM 2635	Isuzu FSR	Works and Fire	Bad Condition In Maintenance
23	SM 1463	Fiat Tractor Trela	Health	Bad Condition In Maintenance
24	STK 909	Toyota Hilux D/Cabin	Agriculture, Irrigation and Co- operative	Bad Condition
25	SM 3842	Toyota Hilux D/Cabin	Water	Bad Condition
26	SM 3921	Toyota Hilux D/Cabin	Administration	Bad Condition
27	T 355 ALU	Toyota L/cruiser Pick up	Water	Bad Condition
28	SM 2992	Toyota L/cruiser H/Top	Health	Bad Condition
29	SM 3063	Nissan Patrol S/Wagon	Administration	Bad Condition
30	SM 4282	Nissan Hard Board	Water	Bad Condition
31	T 284 AML	Land Rover S /Wagon	Water	Bad Condition