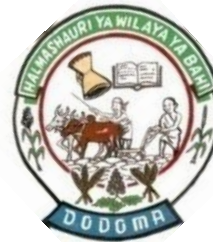


UNITED REPUBLIC OF TANZANIA

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



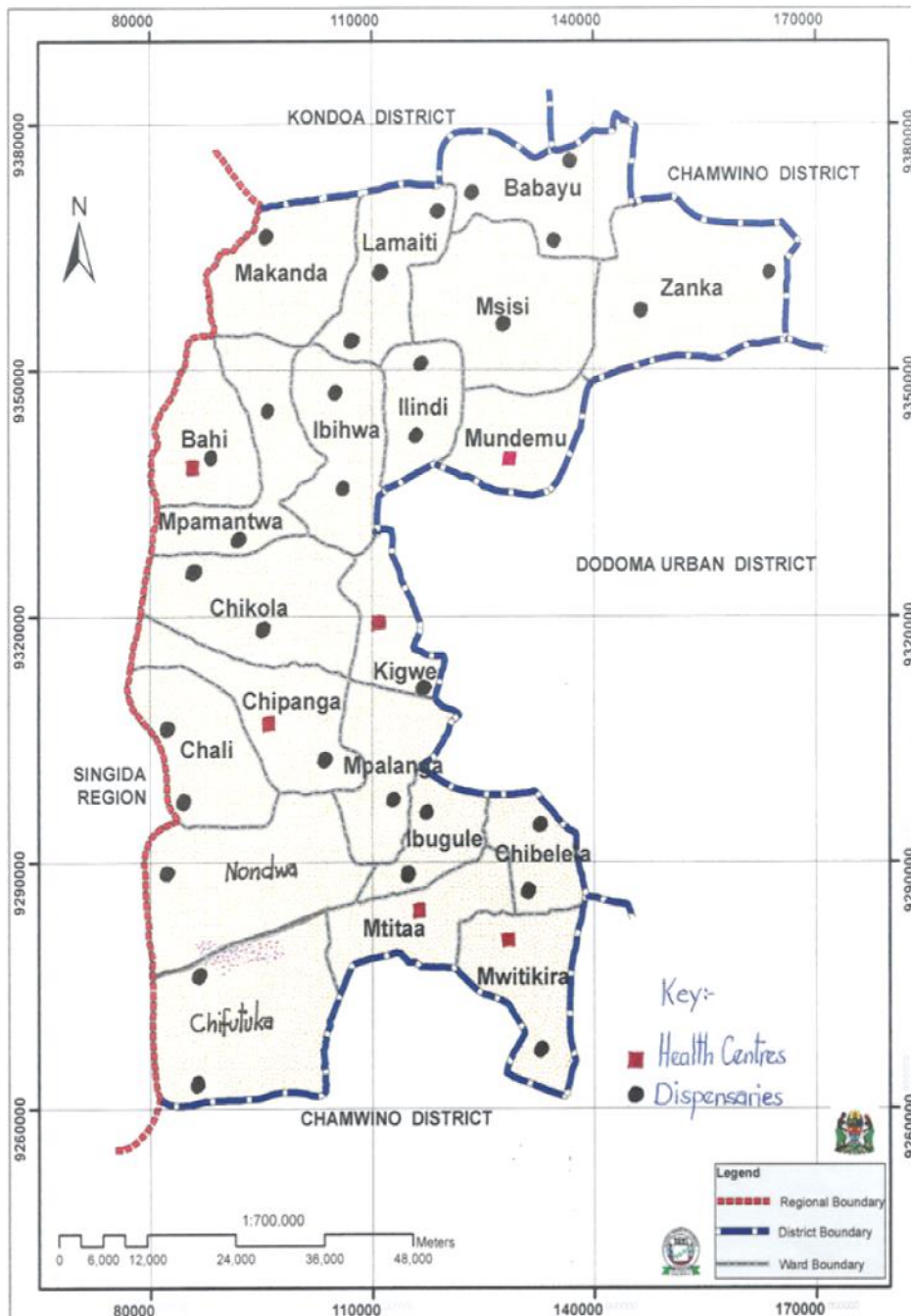
BAHI DISTRICT COUNCIL

STRATEGIC PLAN 2017/2018-2021/2022

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BAHI DISTRICT MAP



EXECUTIVE SUMMARY

This plan is based on the review of three consecutive annual plans for 2014/15, 2015/16 and 2016/17. The experiences drawn from the implementation of these plans were the basis of projection of targets of this Plan. It is designed to guide development process of the District for the coming five years. The plan is divided into five chapters:

- 1. Chapter one presents background information and the District profile. In this chapter details on mandates of the District Council, location, main economic activities, agro-ecological zones, population, climatic condition, administration structure, physical feature and issues of land and land uses have been presented.*
- 2. Chapter two provides situation analysis of the District Council whereby the report of the existing situation is presented. Among others, this report includes issues related to internal and external environment that have effects on the Council's development process. These include the results of the analysis of Strengths, Weaknesses, Opportunities and Challenges; and that of stakeholders'. In addition, in the chapter there is a presentation of the description on how various development policies and strategies affect or relate to the development process in the District. These policies and strategies include: the Tanzania Development Vision 2025, and the Sustainable Development Goals.*
- 3. Chapter three summarizes the performance review of 2014/15, 2015/16 and 2016/17 annual plans to reflect on the history of implementation experience of Bahi since it had has not yet crafted its strategic plan. The chapter presents in a nutshell the results of performance review conducted to evaluate social and economic services delivered by the 12 Departments and 6 Units of the Council*
- 4. Chapter Four describe the Plan; in which the vision, mission; strategic objectives, service areas, targets, strategies and performance indicators have been presented. The vision of Bahi District council is "to be the best Council that provides client-based services for sustainable community development". Its mission is "to facilitate the provision of high quality services through partnering with Central government, Civil Society Organizations, Private Sector and Development Partners for sustainable community development"*
- 5. The last chapter presents the implementation, monitoring, evaluation, and review frameworks. The chapter assigns the Chief Executive Officer the overall responsibility and accountability for the implementation of this Plan. .*

LIST OF ABBREVIATIONS AND ACRONYM

HIV/ AIDS	Human Immune Virus/ Acquired Immune Deficient Syndrome
ICT	Information and Communication Technology Unit
OPRAS	Open Performance Review Appraisal System
SP	Strategic Plan
SWOC	Strength, Weakness, Opportunities, and Challenges
VC	Village Council
WDC	Ward Development Committee
JICA	Japan International Cooperation Agency
ASDP	Agricultural Sector Development Programme
DADPs	District Agriculture Development Plans
NGOs	Non-Governmental Organizations
FBO	Faith Based Organization
COWSOs	Community Owned Water Supply Organizations
DWST	District Water and Sanitation Team
CDH	Council Designated Hospital
TB	Tuberculosis
HRH	Human Resource for Health
DMOs	District Medical Officers
CCHP	Comprehensive Council Health Plan
FGM	Female Genital Mutilation
SACCOS	Savings and Credit Cooperative Societies
VICOBA	Village Community Banks
MVC	Most Vulnerable Children
PCCB	Prevention and Control of Corruption Bureau
PEDP	Primary Education Development Programme
COBET	Complementary Basic Education
ICBAE	Integrated Community Basic Adult Education
ODL	Open and Distance Learning
PBR	Pupils Book Ratio

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STATEMENT OF THE DISTRICT COUNCIL’S CHAIRMAN

Bahi District Council is relatively a new Council which was established in 1st July 2007 following the split of former Dodoma Rural District Council into two district councils namely Bahi and Chamwino. For the first time, the Bahi District Council has systematically formulated its strategic plan to guide implementation of its activities. This Strategic Plan for 2017/2018– 2021/2022, has been prepared in accordance with the requirements of Act Number 9 of 1982 which requires Local Government Authorities (LGA’s) to prepare five years strategic plans as basis for the preparation of Medium Term Plan and Budget Expenditure Framework (MTEF). A strategic plan identifies priorities of service delivery and normal routine of annual reviews conducted by communities.

This Five Years’ Strategic Plan aims at fulfilling the District Council’s vision of being a leading Council in the provision of high quality services for sustainable development of the community by 2025. This Strategic Plan of 2017/2018 – 2021/2022 emphasizes on improving services delivery to the communities of Bahi District through effective and efficient use of resources. In addition, Bahi District Council intends to put concerted efforts into implementing cross-cutting issues namely; Children Protection, Nutrition, Gender, Environment and HIV/AIDS by creating conducive environment for their socio-economic development. The Plan elaborates a number of key issues emanating from situation analysis of the District, vision statement and mission. It also defines organizational objectives, targets and develops strategies that enable attainment of the desired vision of the Council.

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

Last but not least, I’m grateful to Tiberio Mdendemi (PhD) and Prof. John Safari of the Institute of Rural Development and Planning (IRDP) Dodoma for efficient facilitation of the preparation of this Strategic Plan. I would like to extend my acknowledgement to the Central Government of the United Republic of Tanzania for releasing the funds for the entire preparation process of this Plan. It is my sincere hope that the 2017/2018-2021/2022

Strategic Plan will inspire stakeholders and bring considerable achievements in our District Council in terms of social, economic and political transformation.

Hon. Danford Chisomi
District Council Chairman
Bahi District Council

STATEMENT OF THE DISTRICT EXECUTIVE'S DIRECTOR

The Bahi District Strategic Plan for 2017/2018 – 2021/2022 gives a direction and scope of activities to be achieved by the Council over the period of five years, through deployment of its resources in a dynamic and changing environment in order to fulfill community's expectations.

This Council Strategic Plan is an outcome of the situation analysis and performance review as conducted by a Task Force that comprised of Heads of departments and Units. The analysis was also done through evaluation of the Council's Strengths, Weaknesses, Obstacles and Challenges for its development (SWOC). The process culminated in the generation of critical issues and objectives that needed to be worked upon for realization of community sustainable development through provision of high quality services that use the available resources effectively and efficiently. Critical consideration of national policies, directives and strategies; as well as international policies were taken into account during the preparation of this Strategic Plan that includes: Second Five Year Development Plan, Tanzania Development vision 2025, Speech by President Dr. John Pombe Joseph Magufuli during inauguration of eleventh parliament meeting session, Sustainable Development Goals 2030 and the ruling party (CCM) election manifesto of 2015. The Plan Document was finally endorsed by Bahi Full Council.

The plan adopts the eight strategic objectives for all councils in Tanzania, to address the critical issues which were identified during its preparation as follows:

- A. Services improved and HIV/AIDS infections reduced.
- B. Enhance, sustain and effective implementation of the National Anti- corruption strategy
- C. Improve access, quality and equitable social services delivery
- D. Increase Quantity and Quality of economic services and Infrastructure
- E. Enhance Good Governance and Administrative Services
- F. Improve social welfare, gender and community empowerment
- G. Improve emergence preparedness and disaster management..
- H. Improve management of natural resources and environment..
- I. Improve information and communication technology..

.The Plan ends up by summarizing the strategic objective, targets, strategies and performance indicators, which are well presented in chapter four in a form of matrix, before presenting the monitoring and evaluation plan.

Ms. Rachel Chuwa
District Executive Director
Bahi District Council

CHAPTER ONE

BACKGROUND INFORMATION AND BRIEF DISTRICT PROFILE

1.1 Mandate and Functions of Bahi District Council

Bahi District Council was established in 1st July 2007 under the provisions of sections 7, 9, 10, 11 and 12 of the Local Government (District Authorities) Act, of 1982. The Council is among of eight District Councils in Dodoma Region. Others are Chamwino, Chemba, Dodoma Municipal, Kondoa, Kongwa, Mpwapwa and Kondoa Town Council.

Under Article 148 of Local Government District Authorities Act of 1982, all Local Government Authorities are mandated to play three main functions: maintenance of law, order, and good governance; promotion of economic and social welfare of the people in their jurisdiction; and to ensuring effective and equitable delivery of qualitative and quantitative services to the people within their areas of jurisdiction.

Apart from the three main functions, the Local Government Authorities Act, of 1982, stipulates that, all local governments are charged with other functions and duties, as follows:

- Formulation, coordination and supervision of the implementation of all plans for economic, industrial and social development in their areas of jurisdiction.
- Monitoring and controlling the performance of duties and functions of the council and its staff.
- Ensuring the collection and proper utilization of the revenues of the council.

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

1.2 Geographical Location

Bahi District Council is one of the eight local government authorities of Dodoma region. The District lies in the central plateau of Tanzania between latitude 4° and 8° South and longitudes 35° and 37° East of Greenwich Meridian. Its altitude stretches between 900 – 1,200 meters above sea level. The District headquarters is Bahi town, which is located about 56 kilometers from Dodoma town. The District Council borders Manyoni District (Singida Region) on the western part, Chemba District in the North, Dodoma Municipal and on the East and Chamwino on the Southwest part.

1.3 Land Area and Land Uses

The District occupies an area of 5,948 square kilometers, whereas; agricultural, livestock keeping, small scale mining, residential, commercial, small-scale industries, small enterprises, and forest reserve are obvious land uses found in the District. The district total land area is 542,844 hectares, out of which 378,207 (70%) is arable land. The amount of arable land currently cultivated is 164,637 (44%) hectares only, indicating that a large portion of land suitable for agriculture remains unutilized. Grazing areas occupies an area of 1,131.6 Km², The forest reserve occupies an area of 280.6 km², while the rest 754 km² of land is used for other activities such as commercial, residential and mining.

1.4 Administration

Administratively, the district is divided into four divisions namely, Mundemu, Chipanga, Bahi and Mwitikira. These divisions have 22 wards and 59 villages as shown in Table 1.1

Table 1.1 Administrative Units of Bahi District.

Divisions	Wards	Villages
Mundemu	6	18
Chipanga	6	18
Bahi	6	14
Mwitikira	4	9
Total	22	59

Source:*Bahi District Council, 2016*

The District has also one parliamentary electoral constituency namely Bahi.

1.5 Population Size and Ethnicity

Based on the 2012 National Population and Housing Census, the District has the total population of 221,645 out of which 105,975 are males, and 115,670 are females. Annual Average growth rate is 2.3 percent and the average household size is 4.5. The annual projection for 2016 indicated an estimated population of 242,642 people out of which

116,014 are males and 126,628 are females. The life expectancy is estimated at Years for 51 males and 49 years for females with a population density of 37 person per square kilometer. The dominant ethnic group in the district is *Wagogo* accounting for more than 90% of the total population, followed by *Warangi* and *Wasandawe* located in the northern part. Other tribes include *Wasukuma* located in the eastern part and *Wamaasai* in the northwest

1.6 Physical Features

Bahi District is predominated by a number of depressions which are generally Water-logged during rainy season and have a tendency of salinity because of the limited outflow. The District has a dry Savannah type of Climate, which is characterized by a long dry season. During dry season most parts of the land is left bare with no grasses due to persistent slash and burn farming methods; overgrazing; tree felling for firewood and charcoal production; and forest clearing for substance farming.

1.7 Rainfall, Temperature and Wind

Most of Bahi district is semi-arid, characterized by low and erratic rainfall. The district experiences one rainy season between November and April. The mean annual rainfall is 700mm with a minimum humidity of 17% and maximum of 75%. The rain season is normally between December and April when the average annual rainfall ranges between 500 mm and 800mm and about 85% of this falls in the four months from December to March.

The District portrays tropical climatic conditions with high temperatures from September to March. During this period the temperature goes up to 34 °C. The temperatures get slightly lower in the months of May to July when the temperature range between 25°C and 27 °C. The highest temperature recorded is 31°C while the lowest temperature is 18°C. Winds blows across the district from Southeast to northwest of the district; the wind is usually dry contributing to the semi-arid condition of the area. Wind speed increase in July with the strongest occurring in October. During the driest season, the

wind speed is higher as compared to the wet season. The wind speed ranges between 15 and 40 kilometers per hour.

1.8 Agro-ecological Zones

The District has three main agricultural zones: Zone one is the flat undulating hills in the south, the area that has production potentials of sorghum, millet and maize grown mostly in the northern part where rainfall is slightly higher. Other crops include castor, groundnuts, tomatoes, onions and vines for cash. The zone gets a rainfall of between 550 mm – 650mm annually. Zone two receives rainfall of 500mm, and is almost entirely used for grazing except in west where there are tsetse flies. Only small part is used for cultivation of crops like sorghum, millet and maize. Zone three is low lying area characterized by swampy areas in some places. The zone gets a rainfall of between 550 – 650 mm annually. The area has production potential for paddy. Other crops include maize, millet, sorghum, groundnuts, castor, onion and tomatoes

1.9 Main Economic Activities

Economic activities in the district are mainly farming and livestock keeping as well as informal sector activities. The informal sector; which employs few people and predominant in township areas of Bahi, Mundemu and Kigwe mainly encompasses trade activities and artisan undertakings.

1.10 Rationale for the 2017/18-2021/22 Strategic Plan

Strategic planning is a process intended to assist an organization to identify and maintain an optimal alignment with the most important elements in its business or operating environment. Such operating environment consists of political, social, economic, technological, and climatic framework conditions. An organization failing to develop or review its Strategic Plan, more often than not, reduces its capacity to cope with its operating environment. In recognition of this fact, the preparation of this 2017/18 - 2021/2022 Strategic Plan is justified on the grounds that there have been no specific

reference plan in the previous following the split of the former Dodoma Rural District into two current districts of Bahi and Chamwino.

This plan has been prepared following a review of the previous annual and budget plans, in terms of achievements recorded and constraints faced. The plan is expected to motivate staff and stakeholders to effectively address the current problems and emerging issues in its business environment for the next five years. It is in fact, in line with the Second Five Years National Development Plan of 2016/2017–2020/2021. The plan embraces optimal use of the limited resources while exploiting the emerging development opportunities to realize the vision of the district.

1.11 Process of developing the 2017/2018-2021/2022 Bahi Strategic Plan

The process of preparing this Strategic Plan was largely participatory. It started with capacity building sessions to thirteen heads of departments and six heads of units, who formed a District Planning Team. The sessions were intended to help the District Planning team to gain common understanding in various strategic planning concepts and tools; in order to make it easy for them to practically contribute to the preparation of this Strategic Plan. The Planning Team was introduced to various concepts and tools that enabled them to generate information needed. The capacity building session were carried out in the planning workshop, which was also used to generate the required data and information. The workshop took five days, whereas at the end of each day participants were requested to provide a certain output based on the concepts and tools they have learned. At the end of the fifth day, the Planning Team managed to generate all the information needed for writing the Plan.

After the planning workshops, the workshop facilitators were given opportunity to write the draft plan to be shared among heads of departments and units for review and validation. The heads of units and departments provided their comments which were incorporated by the facilitators to produce second draft. The second draft was presented in a one day workshop of District stakeholders, ranging from Councilors, Ward Executives Officers, Other Government Entities, Private Sector, Faith Based Organizations, and Non-Governmental Organizations. Thereafter, the draft was

improved, circulated and presented to respective Council's Committee and subsequently, to the Full Council for comments and approval.

1.11 Structure of the document

This document is organized into five chapters. Chapter one presents the background information which gives brief profile of the District and outlines the process through which this Strategic Plan was organized. Situation analysis has been presented in chapter two; it covers the detailed analysis of internal and external environment in which the District Council undertakes its business. Chapter three provides a review of the implementation of the previous Strategic Plan, while chapter four presents the Plan; in which the Council's vision, mission, core values, strategic objectives, targets, strategies and performance indicators for each target are presented. The last chapter presents the monitoring and evaluation plan for tracking implementation.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Analysis of Internal Environment

This part provides baseline information for each of the 13 departments and 6 units of Bahi District Council (hereafter called service areas). Data from this section have been used as input for preparing the Vision and Mission statement of the Council, as well as development of core values, targets setting and formulation of strategies. Details of the baseline information including core function of each service area are given in the following sub-sections.

2.2.1 Personnel and Administration

The department of Personnel and Administration is one of the thirteen departments of the Council. The major functions of this Department are:

- i. Conducting and supervising statutory meetings from district level to lower levels;
- ii. The Department is also responsible for all matters regarding Councilors' rights such as allowances (monthly, responsibility, sitting, and transport) and welfare;
- iii. Solving and settling community complaints by establishing complaints desk (*Dawati la Malalamiko*) and appointing a specific person responsible for the desk;
- iv. Ensuring security, working facilities, cleanness of working environment, and records keeping;
- v. Supervising the performance of Ward and Village offices to ensure quality services are delivered by Ward and Village Executive Officers to the community;
- vi. Training and Developing human resources;
- vii. Coordinate staff establishment;
- viii. Providing incentives to employees;

- ix. Occupational health and safety management
- x. Performance appraisal and management;
- xi. Recruiting and placing new employees;

In performing the above responsibilities, the Department faces several challenges including shortage of staff and working tools, financial constraints, inadequate means of transport, inadequate office space/building, lack of relevant qualifications (especially VEOs) and deprived organizational culture (poor employee work attitude). The current staff disposition in the Council is as shown in Table 2.1.

Table 1: Staff Disposition in Bahi District Council

Category of staff	Requirements	Available	Shortage
DED	1	1	0
Human Resources Officers	5	5	0
Personal Secretaries	13	6	7
Office Attendants	10	4	6
Ward Executive Officers	22	18	4
Village Executive Officers	59	34	25
Office Attendants	13	4	9
Office Supervisors	1	1	0
Security Guards	13	7	6
Record Management Officer	10	6	4
Committee Clerk	2	0	2
Restructuring Coordinator	0	0	0
	149	86	63

Source: Department of Administration, Bahi District Council 2017.

2.2.2 Agriculture, Irrigation and Cooperatives

Agriculture contributes highly to the economic development of the district. Agricultural activities are the source of food to people, source of capital to farmers, source of Council

revenue, employment opportunity to rural people, improved rural welfare, and extension of market for industrial output. Specifically, the core functions of the sector include provision of extension services, improvement of agricultural infrastructures (irrigation infrastructures, market, and storage facilities), linkage between farmers and development partners; dissemination of agricultural information, monitoring and evaluation of project or activities related to agriculture and livestock, capacity building to farmers and agricultural staff, legal entity to agricultural aspects, and food evaluation and budgeting.

Agro-ecologically, Bahi District is classified into three agro-ecological zones which are Zone one, Zone two and Zone three. The three Agro-Ecological zones have been classified according to locality, soil characteristics, and rainfall and main agriculture economic activities

Zone one: This is very flat of undulating plain with low population. It is almost entirely used for grazing except in west where there is tsetse fly. Rainfall is low and unreliable. The average annual rainfall is 500 mm. The soils, reddish-brown loamy sands, grey clay in depressions and dark-grey-brown loams in the hills to the east. The main economic activities are livestock keeping and agriculture. Crops grown in this belt include sorghum, millet and maize.

Zone two: This consists of flat undulating hills in the south. It is relatively densely populated as it is near Dodoma town. It is characterized by reddish brown, or dark loamy sands, receiving average annual rainfall of 550 - 650mm. Crops grown in this area are sorghum, millet and maize grown mostly in the north where rainfall is slightly higher, other crops include castor, groundnuts, tomatoes, onions and vines.

Zone three: This is low lying area characterized by swampy areas in some places. The area has reddish-brown loamy sands, dark grey clays near swamps receiving an average annual rainfall of 550 - 650mm. It is very popular in paddy cultivation. Other crops include maize, millet, sorghum, groundnuts, onion and tomatoes.

The department is divided into three sub section which include; Agriculture, Irrigation and Co-operatives of which detailed descriptions are given below:

2.2.2.1 Agriculture

Agriculture is the major economic activity in which about 58,000 households are fully engaged. It employs about 80% of the District's work force. Currently the land under cultivation is 167,870 Ha (1678.70square kilometer) which is about 44% of the total arable land of 378,207 Ha (3782.07Km²). The main cash crops grown are; sunflower, Simsim, groundnuts and grapes; while food crops include millet, sorghum, maize, paddy, cassava, potatoes, and legumes.

The current number of extension staff stands at 47 in different fields of specialization against demand of 91extension staff, hence there is a shortage of extension staff in agriculture sector which leads to inadequate extension service delivery to farmers.

(i) Production

The district has a big potential for production of different crops for both cash and food. Production of agricultural products in Bahi District Council is decreasing day to day due to some factors. These factors include; inadequate and unreliable rain fall, land degradation, high cost of inputs, high cost of production and laxity of adoption technologies. The result of the situation is ending up with 3-7 bags of cereal crops per acre in a season to most of farmers without using agricultural inputs, where inputs are utilized the yield increased from 7-15 bags of cereal crops. The table below shows the production of different crops per hectare in the district in the season 2015/2016.

Table 2: Production of Various Crops in the Year 20152016

No	Crop type	Projection		Actual	
		Ha	Tons	Ha	Tons
1	Millet	35,180	42,216	13412	16,094
2	Sorghum	41,100	53,430	17,445	26,168
3	Rice	4,870	23,376	4,463	23,207
3	Maize			899	5,394
4	Cassava	16,750	20,100	294	1,470
5	Sweet	3,450	4,140	771	925

No	Crop type	Projection		Actual	
		Ha	Tons	Ha	Tons
	potatoes				
6	Groundnuts	12,550	17,570	9,174	13,761
	Onions				
8	Tomatoes				
9	Bambara nut	3,180	3,498	1,787	1,787
10	Groundnuts	12,550	17,570	9,174	13,762
11					
12					

Source: Bahi District Council-Agriculture, Irrigation and Cooperative Department, 2017

(ii) Productivity: Agricultural productivity in the Council is generally low. There is still limited use of mechanization in the farm, fertilizers application (organic and in organic), irrigation skills, Herbicides and Pesticides management. Low productivity in the sector calls for enhanced research and extension services, as well as more access to, and appropriate use of improved seeds, fertilizers, chemicals and pesticides. Likewise, the use of modern farm implements plays a critical role in reducing drudgery in the sector which results into reduced rural-urban youth migration. The table below show the productivity of cash and food crops.

Table 3: Productivity of Food Crops in Bahi

Crop	Area under crop (Ha)	Production (Tone)	Average Yield (productivity)- Tons/ha	Ministry Standard (Tons/ha)
Millet	35,500	46,150	1.30	3.00
Sorghum	41,100	65,760	1.60	5.00
Rice	4,870	19,480	4.00	5.00
Maize	1,000	2,400	2.40	4.00
Cassava	16,000	80,000	5.00	60.00
Sweet potatoes	3,500	8,750	2.50	20.00
Groundnuts	12,600	18,900	1.50	4.50
Sunflower	24,500	39,200	1.60	4.00
Simsim	15,800	12640	0.80	3.00

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

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

Inputs voucher system was formulated in response to difficulties that smallholder farmers accessing credit for agricultural input such as fertilizer and improved seeds in order to increase production and productivity in a sustainable manner. Table 2.4 shows the number of voucher received from ministry of Agriculture, Livestock and Fisheries in past three years

Table 4: Number of Vouchers Received (2012/13 – 2015/16)

Year	Total number of vouchers	Basal fertilizer (Minjingu) (Tons)	Top dressing fertilizers (Urea) (Tons)	Seeds (Saro 5)	Number of beneficiaries
2012/13	12,000	400	200	60	4,000
2013/14	6,684	222.8	111.4	33.42	2,228
2015/16	6,000	100	100	30	2,000

Source: Bahi District Council-Agriculture, Irrigation and Cooperative Department, 2017

In terms of farm machinery, the District has a total of 74 tractors and 65 power tillers which are in good working condition being owned by both, individuals and groups as indicated in Table 5.

Table 5: Number of Tractors and Power Tillers in Bahi Council

Type of machine	Working		Not working	
	Individual owned	Group owned	Individual owned	Group owned
Tractor	69	5	15	2
Power tiller	57	8	3	1

Source: Bahi District Council-Agriculture, Irrigation and Cooperative Department, 2017

(iii) Sales of farm produce

Farmers sell their farm produce mostly row food direct to consumers or to independent retailers. Some farmers take their agricultural produce to Dodoma town markets to sell

their cash crops. Some few farmers process their produce to add value and sell them to consumers.

Table 6: Prices Received per Crop during 2016/17 Season

Crop	Price per Kg
Millet	700
Sorghum	700
Rice	1800
Maize	900
Cassava	1000
Sweet potatoes	1000
Groundnuts	2000
Sunflower	1000
Simsim	3000

Source: *Bahi District Council-Agriculture, Irrigation and Cooperative Department, 2017*

2.2.2.1 Irrigation unit

This unit deals with Irrigation infrastructures, water user associations, community water rights and proper land management for agriculture. Currently there are 6 traditional irrigation schemes (Bahi Makulu, Nagulo Bahi, Matajira, Chali, Mkakatika, and Kongogo; and 8 mechanized irrigation schemes (Bahi Sokoni, Nguvumali, Mtazamo, Uhelela, Chikopelo, Mtitaa, Chipanga and Lubala drip irrigation) found in the Council. These structures are currently not well maintained due to financial constraints. Crops grown under irrigation include rice, grapes and horticultural crops. The council intends to improve these structures in collaboration with other development partners.

2.2.2.2 Cooperation Unit

The functions of Co-operative unit are as follows:-

- i) Sensitization and processing registration of co-operative societies
- ii) Supervision and Management of co-operative societies
- iii) Advisory and co-operative education services to co-operative societies

iv) Inspection and inquiry into co-operative society's financial affairs

List of all registered cooperatives societies, their types (SACCOS, SACAS, AMCOS etc.) and nature of ownership (Women, men) is shown in Table 7

Table 7: List of Registered Cooperatives Societies in Bahi Council

No.	Name of the Society	Type	Ownership
1	Nufaika	SACCOS	Entrepreneurs
2	Women Maendeleo	SACCOS	Women
3	ABAKO	SACCOS	Farmers
4	CHONAMA	SACCOS	Farmers
5	Upendo	SACCOS	Farmers
6	Umoja	SACCOS	Farmers
7	KISACO	SACCOS	Entrepreneurs
8	CHAWAM	SACCOS	Farmers
9	Kisima cha Ndege	SACCOS	Farmers
10	Mtibule	SACCOS	Farmers
11	Wilunze	SACCOS	Farmers
12	Bahi Youth	SACCOS	Youth Entrepreneurs
13	Bahi Teachers	SACCOS	Teachers
14	Chinonzema	SACCOS	Farmers
15	Chipanga	SACCOS	Employees
16	Twende na Wakati	SACCOS	Farmers
17	Tegemeo Mpalanga	SACCOS	Farmers
18	LUBALA	SACCOS	Farmers
19	Mtazamo	AMCOS	Farmers
20	Bahi Sokoni	AMCOS	Farmers
21	Matajila	AMCOS	Farmers
22	Nguvumali	AMCOS	Farmers
23	Nguvukazi	AMCOS	Farmers
24	Amkeni Youth	AMCOS	Farmers
25	Chinyambira	AMCOS	Farmers

26	BALALU	AMCOS	Farmers
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Source: Bahi District Council-Agriculture, Irrigation and Cooperative Department, 2017

Table 8: Staffing Position in Cooperation Unit

Na.	Position	Required	Available	Deficit
1	District Co-operative Officer	1	1	0
2	Co-operative Officers	3	1	2

Source: Bahi District Council-Agriculture, Irrigation and Cooperative Department, 2017

Issues affecting the department of agriculture, irrigation and cooperative, are low production and productivity, unreliable rainfall, high price of agricultural inputs, unreliable markets for agricultural products, poor linkage between research, extension and farmers, insufficient number of extension staff, inadequate working tools, poor quality of commercial agricultural products, inadequate motivation package for staff, lack of soft loans to farmers, post harvest losses, land degradation, poor irrigation infrastructures, inadequate knowledge on food value chain and inadequate extension service delivery.

2.2.3 Land and Natural Resources

Land and natural resource department consists of two sections namely, Land and Natural resources. The Section is responsible for coordinating, facilitating and technical advice in the supervision and implementation of land use plans in the district. It is also responsible for the surveying and evaluation of land and properties in line with the Land Act of 1999. Natural Resources is responsible for conservation and sustainable use of natural resources. Apart from conservation, the section also plays an important role in maintenance of climate stability, conservation of water sources, soil fertility, controlling land erosion, and providing source of wood fuel and industrial materials.

Currently, the department has 5 staffs with a deficit of 17 staffs for various expertises as shown in Table 9.

Table 9: Current number of staff in the Department of Land and Natural Resources

Subsection	Requirements	Available Staff	Deficit
Land Management	6	2	4
Town Planning	2	0	2
Surveying/ Mapping	5	1	4
Valuation	1	1	0
Forest	6	2	4
Wildlife /Tourism	3	0	3
Total	24	6	18

Source: Bahi District Council, Land and Natural Resources Department, 2017

2.2.3.1 Land

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

(i) Town planning

The town planning subsection is responsible for preparation of town and rural plans in the District. Given the current agricultural potential for rice production in the Bahi basin and its proximity to Dodoma capital city, there has been an influx of people from other areas to buy land and construct residential and commercial houses in Bahi Town .Most of the land in Bahi District Council is unplanned approximately 90%. There has been piecemeal and inconsistent planning in a few areas with some regularization. This has been mainly due to limited budget and shortage of staff, though through the Land section in collaboration with other stakeholders has managed to prepare two town plan drawings with total of 653 plots and five Village Land Use Plans.

(ii) Survey and mapping

This Subsection is responsible for surveying all areas that have detailed layouts and also survey all farms and government owned institutions, all village boundaries, preparing deed plans, establishing control points and providing technical advice on the importance of survey, as well as resolving land disputes. Out of the 2,960 with Town Planning Drawing Plots 1,495 plots have been surveyed in Bahi Town. Therefore 50% of the plots with Town Planning Drawings have been surveyed. Many institutions like District Government Offices, TANESCO, PCCB, Posts Office and the like are surveyed.

Challenges faced by the Survey section include shortage of staff, lack of modern equipment to carry out the surveys easily and fast. Also, there are limited funds to survey individual plots whose majority owners cannot afford the survey cost.

(iii) Land Management

This Subsection is responsible for the provision of both customary and Certificate right of Occupancy based on the provisions of the Land Act of 1999 No.4 and No.5. This subsection is also responsible for land rent collection. This section has so far managed to produce 384 Certificate of rights of occupancy and 50 customary rights of occupancy. Several Village boundaries conflicts have been reported; out of which 15 have been resolved and 5 are still pending.

As of year 2015/2016 it managed to collect Tshs 13,328,964.67 as land rent out of the targeted Tshs 12,000,000 set by the Ministry of Land and Housing Development.

The main challenges in this sub-section is the high cost involved preparing title deeds especially in meeting the premium of 2.5% of the total value of the land. Also, most of the land in Bahi district council is not surveyed and unplanned making it difficult to grant any title deed with subsequent growth of informal settlements.

(iv) Valuation

This subsection is responsible for establishing market value of land and various properties for tax collection; transfer of right of occupancy; and land rent. It also estimates property tax. This section has no any personnel so nothing has been done by this section.

2.2.3.2 Natural Resources Section

Natural resources management takes place in the framework of National Natural resources management which requires that natural resources such as land, water, soil, plants and animals meet the quality of life for both present and future generations. This deals with land use planning, water management, biodiversity conservation, and the future sustainability of industries like agriculture, mining, tourism, fisheries and forestry. It recognizes that people and their livelihoods rely on the healthy and productive landscapes. Natural resources section is implementing two sub-sections namely; Forest and Game.

(i) Forest

Forest subsection operates under the directives of the National Forest Policy (1998) based on macro – economic, environmental and social framework. Its overall aim is to manage Tanzania's forest resources as a national heritage on an integrated and sustainable basis to optimize their environmental, economic and social and cultural values. Strives to ensure sustainable supply of forest products and services as well as environmental conservation. The core functions of the forest subsection and the sector at large are: to provide technical knowledge on how to plant trees, awareness creation on natural forest management and conservation, to mobilize the community to participate in forest management, provision of knowledge to the community on forest policy of 1998, sensitization on the use of solar cooker, improved cook stoves and the use of biogas and, to mobilize community on environmental conservation through tree planting, beekeeping and rain water harvesting

Bahi District Council has natural forest only as the climate does not favor forest plantations. Forests support the livelihoods of people in terms of food (wild fruits (ubuyu), wild vegetables), medicine, firewood, building materials and regulate our climate through the carbon cycle, and protect watersheds. Yet this priceless resource which is a fundamental component of ecological infrastructure is being threatened by deforestation due to population increase. In Bahi District Council forest area covers 74,167 ha (7.4167Km²) of the total area which is 0.12 %. The council has made efforts to

plant trees each year as directed by Prime Minister and Vice President. In the year 2016/2017 the council managed to plant 501,000 out of 1,500,000 targeted. Institutions involved in tree planting are Tanzania Forest Services, Schools, Environmental CBO and NGOS, Religious Institutions and individual families.

(iv) Wild life

The District has few flora and fauna, doesn't have beautiful natural areas like cultural heritage sites. The wildlife section deals with coordination and conservation of wildlife resources and eco-tourism activities. The role of this subsection at the district level is to implement the national wildlife policy of 1998 (as revised in 2007). Hunting activities are not been practiced because of the shortage of open areas and the absence of game reserves. Human Population increase has led to the decrease of wildlife species as many people have encroached to the wildlife habitat.

Bahi District council has various species of animals such as dik dik, antelopes, buffalo and various types of birds such as Sand goose, pigeon, guinea fowls and francolin.

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

- Unsustainable utilization of forest and water resources
- Unsystematic and unsustainable tree planting efforts
- Persistent charcoal production
- Inadequate patrol against illegal forest harvesting
- Lack of community based wildlife management
- Shortage of staff

2.2.4 Water

The major functions of the Water Department include provision of clean, safe and affordable drinking water to the community within 400m and ensuring, each water point serves not more than 250 people. The department is working in collaboration with

various stakeholders, including; Central Government, Community, NGOs and FBOs to implement projects.

Current data on population with access to water indicate that 43% of the District population has access to clean, affordable and safe drinking water from various sources. These sources include boreholes, shallow wells, springs, charco dams, and rain water harvesting. So far, the District has 136 schemes as shown in Table 10

Table 10: Types of Water Schemes in Bahi District

Type of schemes	No of schemes	Functioning	Not functioning	Requirement
Boreholes	73	59	14	88
Shallow wells	43	32	11	69
Rainwater harvesting schemes tank	20	20	0	38
Total	136	111	25	195

Source: Bahi District Council, Water Department, 2016

Currently, the department has 14 staff, with a shortage of 10 staff as shown in Table 11.

Table11: Staff Disposition in Water Department, Bahi District Council

Category	Required	Available	Shortage
Engineer	2	1	1
Civil Technician	2	0	2
Water Technician	2	1	1
Electrical Technician	1	0	1
Mechanical Technician	2	0	2
Shallow well Technician	2	1	1
Artisans	16	11	5
Total	27	14	13

Source: Bahi District Council, Water Department, 2016

In terms of working facilities, the department stands as shown in Table 12

Table 12: Facilities in Water Department, Bahi District Council

Category	Required	Available	Shortage
Vehicles	3	1	2
Motorcycles	6	3	3
Laptops	4	2	2
Desktops	3	2	1
Scanners.	1	1	0
photocopy machines	1	1	0

Source: Bahi District Council, Water Department, 2016

2.2.5 Livestock and Fisheries

The department has two units, namely; Livestock and Fisheries. Livestock and Fisheries operation starts at District level to village level. The Department has the following functions:

- i) Coordination of Livestock Extension service providers at all levels. Department of livestock and fisheries is mandated to coordinating all service providers from a District level to village level by facilitating them to achieve their goals and ensuring provision of appropriate services to the community.
- ii) Diseases control. Department coordinating animal disease control measures, supervising and control entry and exit of animals and animal products, supervising the supply and distribution of veterinary inputs, coordinating animal disease surveillance and diagnosis and making sure all animal disease legislations are enforced.
- iii) Supervision of Livestock markets. Department providing Livestock movement permits and to ensure the adequate and proper Infrastructures to all Livestock markets e.g. Loading and off-Loading structure

- iv) Coordination and Strengthening of Research– Extension-Livestock Farmer - Linkages. The Department ensures accurate and timely delivery of technical packages to Livestock farming communities through Subject Matter Specialists and other Livestock extension services providers
- v) Public–Private Partnership in the Facilitation of Livestock Extension Services. Department ensure that all private Livestock Extension service providers are identified and their areas of operations known as well as their capacity gaps
- vi) Strengthening of Infrastructure and Facilities for Livestock Extension Services. Through demarcating land for commercial Livestock farming and to ensure proper infrastructure and facilities
- vii) Cross-Cutting Issues. Department of Livestock collaborates with other stakeholders to institute mechanisms for coordinating the mainstreaming of these issues into Livestock services.
- viii) Clarification of roles and responsibilities of various Stakeholders. The Department maps out livestock farmer categories and their respective needs; promotes commercial livestock farming and value addition practices for livestock products.

There are 36 Staff, out of which 8 are stationed at the Headquarters and 28 work at ward and village levels. The departmental staff position is summarized in Table 13.

Table 13: Staff Disposition for Livestock and Fisheries Department in Bahi District Council

Category	Required	Available	Shortage
Livestock Officer	4	4	0
Veterinary officer	1	2	-1
Livestock field officer	59	26	33
Fisheries officer	4	2	2
Range officer	4	2	2
Total	72	36	36

Source: Bahi District Council, Livestock and Fisheries Department, 2016

2.2.5.1 Livestock

The District has a total area of 133,156 ha suitable for grazing. All this area are being used and there is a shortage of 386,924ha to make total of 520,080ha to meet required amount. Livestock infrastructures for improved livestock services in the District include 8 Slaughter slab, 6 are owned by the District and 2 by private livestock keepers. Other infrastructures are 20 charcoal dams and 2 veterinary centers.

Table 14: Livestock infrastructure in Bahi district, needs, no of present, shortage, present, shortage, working and non working.

S/N	Infrastructure	Na. needs	No. of present	No. of shortage	No. of working	No. of not working
01	Dip tanks	22	21	1	2	19
02	(SLABS)	59	8	51	8	0
03	Charcoal dam	22	20	2	17	3
04	Butcher	59	11	48	11	0
05	Hides and skins shed	59	8	51	0	8
06	Animal health center.	4	2	2	1	1
07	Livestock input shops	22	4	18	4	4
08	Livestock primary markets	15	15	0	15	0
09	Livestock check points	2	1	1	1	0
10	Fish ponds	10	6	4	6	0

Source: Bahi district council, livestock and fishery department.

The unit ensures that, there is up to-date livestock data through conducting livestock census from all villages each year. The livestock population for the year 2016 is summarized in Table14.

Table 14: Number of Livestock in Bahi District

Type	Indigenous	Dairy/Improved	Total
Cattle	190,484	125	190,609

Goats	128,631	184	128,815
Poultry	235,433	2980	238,413
Donkeys	4,753	0	4,753
Pigs	3,577	0	3,577

Source: Bahi District Council, Livestock and Fisheries Department 2016

Data from slaughter houses/slab and milk collection centers shows that meat produced was 2,412,000 kg of beef, 56,880 kg Pork, 30,088 kg goat and 24,787 kg of sheep. The total amount of milk produced was 176,521 litres, skins were 2,412 pieces, goat hides were 3,761 pieces and sheep hides were 3,541 pieces.

2.2.5.2 Fisheries

Fisheries unit deals with all issues related to fishing, whereas the District does not practice aquaculture (fish farming) due to absence of natural water bodies such as lakes and rivers, except for one temporary fish pond which are located within three villages at Chikolepelo Bwawani, Nondwa and Zejele. The Department of Livestock and Fisheries introduced aquaculture practice as a source of income and food to the community members. Currently there are 8 individual farmers practicing aquaculture in the district.

Issues Affecting Livestock and Fisheries are:

- Climate change: the climate change in the district affects availability of pasture, livestock feeds and water due to inadequate and unreliable rainfall. The result of climate change force most farmers to migrate from one area to another searching for water and pasture which results into conflicts between livestock keepers, fishermen and farmers.
- Inadequate budget which results into low achievement of the planned Department activities.
- Inadequate working tools particularly transport facilities

- Land - related conflicts particularly between livestock keepers and farmers
- Low production and unreliable markets for livestock products
- Inadequate number and skilled personnel in Livestock related fields
- Low capacity of production, collection, processing and marketing of a wide range of dairy products.
- Inefficient regulatory frame work for animal health services.
- Poor linkage of farmers with Financial Institutions.
- Low level of technology adoption.
- Poor participation of private sector in construction of markets.
- Limited ability of smallholder farmers to transform into commercial farmer Organizations.
- Low value chains in Livestock and Fisheries.
- High cost Aquaculture Technology.

2.2.6 Health

Health Department has 2 Sections (preventive and curative).The roles of health Department vary from one section to another due to core functions of each section.

The major roles of Health department include:

- i) To oversee quality health services delivery to the Community;
- ii) To coordinate and supervise collection of Community Health funds and make sure is utilized as per guidelines;
- iii) To supervise all Maternal and Child Health services in the District.
- iv) To control and survey all epidemics in the District;
- v) To participate in the development, supervision and Implementation of policies and regulations brought by higher authorities;
- vi) To treat all condition such as Medical, Dental, Surgical, and all other conditions.
- vii) To investigate all conditions as order by the Doctors to so.
- viii)To conduct on job training to Health workers to improve capacity of service delivery.

- ix) To train students in Health Institutions and conduct outreach services to communities where there are no health facilities.

The district has a total number 6 Health Centers and 37 Dispensaries as summarized in Table 2.15

Table 15: Status of Health Facilities in Bahi District Council

Type of Facility	Required	Available	Ownership Pattern		Total
			Government	Private	
Hospital	1	0	0	0	0
Health Center	22	6	6	0	6
Dispensary	59	37	35	2	37
Total	82	43	41	2	43

Source: Bahi District, Health Department, 2016

The ratio of health facilities versus population for the year 2016 is **5,642:8**

The current status of the key health indicators is summarized in Table 16

Table 16: Key Health Indicators in Bahi District

Indicator	District level	National Level
Supply of medicine, equipment and Diagnostic supplies	76%	100%
Condition of medical equipment at health facilities	71%	100%
Presence of drugs at health facilities	76%	100%
Maternal mortality rate	53/100,000	454/100,00
Neonatal mortality rate	1/1,000	26/1,000
Infant Mortality rate	1/1000	51/1,000
Under five mortality rate	1/1000	81/1,000
Referral system of patients from Health facilities	94%	
Proportion of Home delivery	350	
Proportion of obstetric complications		

Prevalence of communicable Disease		
Case fatality rate due to HIV/AIDS	2.4	5.3
Prevalence due to TB	15%	35%
Prevalence of mental health conditions	2%	11%
Prevalence of diabetic mellitus	42%	49%
Incidence of accidents leading to disability		
Incidence of Injuries	3%	
Prevalence of other non-communicable diseases	24%	
Prevalence of oral conditions	15%	
Prevalence of eye diseases in above five years	27%	
Prevalence of eye diseases among under-five	3%	
Proportion of Households with no toilets	20%	
Sanitation in food distribution and consumption areas	61%	
Quality supply of water in community	11%	
Levels of fluorosis in the community		
Living areas in Orphanage centers		
Proportion of disabilities caused by traffic accidents	2%	
Proportion of child abuses	8%	
Proportion of most vulnerable children	11%	
Incidences of Abuse and Neglect among elderly		
Proportion of management at Health Facilities	69%	
Proportion of Health facilities with 0 star	20%	
Health Facilities with 1 star	75%	
Proportion of Health Facilities with 2 stars	5%	
Proportion of Health Facilities with 3 stars	0%	
Availability of skill mix HRH	48%	91%
Incidence of outbreaks of Cholera	0%	
Information (Research) on epidemic occurrences		
Proportion of unregistered Traditional Healers	45%	
Proportion of Traditional Healers with poor quality medicines	90%	

Proportion of Health facilities with fair infrastructures	69%	
Proportion of health facilities with high degree of dilapidation		
Health facilities delivery	89%	
Prevention of HIV Transmission from Mother to child		
HIV/AIDS awareness	85%	
HIV/AIDS Prevalence rate	2.4	
Birth attended by skilled health Workers		
Life expectancy		
Access to safe water and Sanitation in Urban areas		
Access to safe water and Sanitation in Rural areas	11%	
People travelling long distance to seek medical services	25%	

Source: Bahi District Council, Health Department, 2016

2.2.6.1 The status of Health Department by units

Nursing Unit: the function of the unit is to oversee all nursing cadre in the District. Currently, there is critical shortage of nurses. Out of 129 required nurses, only 101 (78%) are available in the District.

HIV/AIDS Unit: This unit controls all the activities that are to be carried out on HIV/AIDS control; in terms of testing; medication; adherence to drugs administration, laws and Regulations and, policy implementation. This unit is, however, constrained by inadequate drugs for opportunistic infections such as septrine, antifungal and tropical drugs; lack of CD4 machine in the district and inadequate nutritional foods for patients.

Home-based Care Unit: With other stakeholders, this unit assists all sick people in their homes. This section is largely dependent on voluntary home-based care providers who visit the sick people in their homes and give them necessary assistance including drugs, nutritional assistance, and counseling. Challenges facing the unit include lack of motivation to home-based care providers such as transport fare and allowances.

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

Nutrition Unit: This unit oversees all nutritional issues in the District through conducting various activities such as vitamin “A” supplementations, de-worming of under-fives, nutritional supplements and nutritional assessments. Currently the prevalence of malnutrition is 19%. Vitamin A supplementation and de-worming is 99%. The Nutrition unit is facing the following challenges: lack of nutritional supplements for children and adults with malnutrition (F75, F100 and plummy meets) and, inadequate budget and personnel.

Environmental Health Unit: This unit deals with disease prevention and promotion of health interventions in the council. Areas of intervention includes sanitation and hygiene; food safety and hygiene; occupation, health and safety; vector and vermin control; disease surveillance and response; health promotion and education; healthcare; waste management and control of communicable diseases. Experts working under this unit are Environmental Health Officers, Assistant Environmental Health officers and Health Assistants. Currently accessibility of Households to sanitation is 90% and only 22% of the population has an access to improved sanitation. On the side of household water treatment and safe storage (HWTS), nearly 30% of the households are practicing HWTS. About 75% of households are accessible to improved water, sanitation and Hygiene services. Challenges facing this unit are inadequate health officers, transport for ward health officers, insufficient funds for monitoring disease prevention and health promotion Interventions, poverty, low knowledge of the people on access and improving of sanitation and hygiene facilities and inadequate access to safe and clean water.

TB/Leprosy Unit: This unit controls all activities related to Tuberculosis and Leprosy. It supervises all treatment regimes that are given day to day and regulates

the principles of the projects based on the laws and regulations and policy implementations. Some of the challenges facing this unit include outdated traditional believes and limited awareness by the community on TB/Leprosy

Traditional Medicine and Alternative Medicine Unit: This unit has the roles of registering all traditional healers and guiding them how to conduct their activities. There are 560 Traditional Healers, though only 55(10%) are registered. Common challenges include high registration fees, delay in registration at the national level, transport difficulties and low level of formal education by most traditional healers.

Public-Private Partnership Unit: The unit coordinates all stakeholders who are providing health services in the District. The District has 2 faith based health facilities. The major problems arise from the fact that the private facilities refuse to join the PPP for fear of the government that it may take their facilities and, unsatisfactory collaboration between the private health facilities.

Mental Health Unit: This unit coordinates all mental health conditions and their effects to the community. Currently, the prevalence of mental health conditions stands at 15%. Unavailability of important drugs, lack/shortage of staffs are among the challenges facing this unit.

Integrated Surveillance and Logistics Unit: This unit usually collects the HMIS data on weekly, monthly and annually. Currently, not all MTUHA registers are available all the time, there is also insufficient knowledge on data collection and reporting as well as utilization of data output.

District Health Secretary Unit: This unit controls Human resource for health and other DMOs functions. It deals with preparation of CCHP, Coordinating the budget preparation, report writing and send them to the respective authorities. The council has total number of 366 (48%) health workers. The Council has shortage of 389 (52%) health workers.

School Health Program Unit: The unit is responsible for coordinating all the school health activities that are done at school level. These include; inspection of both school premises and pupils with problems. Challenges facing this unit include shortage funds and transport facilities.

Eye Unit: The unit controls all eye problems in the District. Challenges facing the unit include lack of equipment, lack of district hospital and lack of eye staffs.

Community Health Fund Unit: The coordinator of this unit controls all the contributions of members who go to health facilities. Currently, there are 16,880 (33%) households who are members of the Community Health Fund.

Health Management Information System Unit: This unit receives data from various health facilities for the departmental use. Not all MTUHA registers are available all the time, insufficient knowledge on data collection and reporting as well as utilizing the data output are some of the existing challenges.

Immunization Unit: this unit serves as custodian of immunization, storages, vaccination, ordering, and foreseeing the vaccine requirements. This unit is facing some challenges such as insufficient storage facilities (fridges) to cover all facilities, lack of some essential vaccines such as HPV, MR, BCG and polio vaccines.

The major challenges facing the health department are as follows:

- Supply of medicine, medical equipment, medical and diagnostic supplies management systems
- Strengthening social welfare and social protection services
- Strengthening Human Resources for health management capacity for improved health services delivery
- Strengthening organizational structures and institutional management at all levels
- Traditional Medicine and alternative healing as Priority area

- Construction, rehabilitation and planned preventive maintenance of physical infrastructure of health facilities.

2.2.7 Community Development, Gender and Youth

The Department of Community Development, Gender, Social Welfare and Youth has the objective of empowering the community to realize their socio- economic status so that they can prioritize their needs and seek for possible solutions. It is playing a catalytic role in development process for improved living standard of the people. This is done by:

- i) Supporting communities to identify their problems and find out solutions by using available resources
- ii) Sensitizing community involvement in development programs in order to build sense of ownership and sustainability of the development programs.
- iii) Cooperating with other sectors towards development initiatives by using available financial and material resources.
- iv) Mobilizing the community on establishment of income generating activities
- v) Assisting the community to adopt and use simple and appropriate technologies
- vi) Encouraging communities to establish day care centers that will enable women to participate in development activities while at the same time preparing the children for primary education.
- vii) Sensitizing community to adopt new changes from bad cultural practices e.g. FGM, Women rights violation, early marriage, and early pregnancy.
- viii) Facilitating the practice of good governance and human rights such as children's rights, women's rights and other vulnerable groups rights
- ix) Empowering community on child growth, socialization and nutrition activities.
- x) Facilitating and coordinating Non-governmental organization activities.
- xi) Coordinating HIV/AIDs interventions in the District
- xii) Facilitating and supporting clients in the problem solving on social welfare matters.
- xiii) Improving the well-being of people with disability, the elderly and the most vulnerable children.

- xiv) Promoting effective mechanism of dealing with vulnerable groups.

The Department has 18 staffs out of which 12 are Community Development Officers, 2 Technicians and 4 are Social Welfare Officers and has a shortage of 44 staffs. Six (6) staffs are stationed at the Headquarters and 12 are working at sub-district level.

The department is divided into seven main sections namely Planning, Statistics and Research; Gender and women affairs, Children and Special Groups, Youth Development, Social Welfare, Civil Appropriate Engineering, HIV/AIDS Coordination.

2.2.7.1 Planning Statistics and Research unit

This unit assists the community to plan for their development, to write development project proposals and those to conduct development researches within the council. It also coordinates the Non-Governmental Organization (NGOs) in the district.

Currently, there are 11 NGOs of which 3 are implementing different development projects in the District. There are also 3 Faith-Based Organizations which implement different projects.

The unit is faced by some problems including; inadequate working facilities, inadequate financial resources, lack of transparency by some NGOs which make it hard to get their information.

2.2.7.2 Gender and Women Affairs

This section deals with gender balance and women economic empowerment. Currently, the district has gender imbalance in the area of political and executive leadership position. Culturally, patriarchy system is dominant which hinder women from participating in decision making. There are also cases of forced marriage, early marriage and sexual abuse. Furthermore, there exist Female Genital Mutilation (FGM) practices in the district. In relation to economic empowerment, the unit encourages and facilitates the formation and registration of women and youth economic groups. Currently there are 240 women economic groups and 105 youth economic groups. Only 16 and 11 Women and Youth Income generating groups respectively, received loans in the financial year 2016/2017

2.2.7.3 Children and Special Groups unit

This unit deals with marginalized groups of people who are isolated in the community and who see themselves as not human beings. Major problems facing this group are; isolation from family members, sexual abuse for children, physical abuse and psychological disturbance. In an effort to protect them, the government deals with maintenance, care and protection of marginalized groups. Bahi council has established 3 Village children council and 7 Wards council. There is also a District Child Protection Team which has introduced directives and policies that require the community to participate in care, protection and education on child growth and socialization so as to bring awareness to community and also to children. Insufficient knowledge among community members in children's rights cause them to abuse the children and deny their right to be listened and participate in making their decisions. Special groups have been receiving education on their rights such as to be appointed on leadership position, to be involved in community planning and decision making, supported by council to participate their national meetings and so forth.

2.2.7.4 Youth Unit

Youth development unit was established specifically to coordinate and supervise implementation of the youth development policy. The unit encourages youth to formulate economic groups and establish SACCOS and VICOBA as local sources of finance for self-employment and improved income generation. The unit is also responsible for coordinating Youth Development Fund. Currently, the district has only 1 youth SACCOS. Nevertheless, with all the efforts made by the Council, unemployment remains a big challenge which needs intervention of the District Council and other stakeholders.

2.2.7.5 Social Welfare Unit

The unit aims at a community that embraces rights, welfare and development for all vulnerable groups through provision of social welfare services to the subjects, especially marginalized groups with rational rights and equality. The unit provides services related to matrimonial and affiliation cases. As regards to matrimonial cases, 72 cases have been resolved. As for affiliation, the unit has resolved more than 3 cases which were referred to the court for further decisions. In improving its services, the unit works in collaboration with 11 stakeholders to rescue most vulnerable children. The district has 713 Most Vulnerable Children (MVC) who are being supported by the stakeholders within their families.

2.2.7.6 Foster care and adoption Unit

This unit coordinates the caretakers to the children who are lacking parental care and protection from parents, guardians or other relatives due to the different reasons such as death or neglect. Services provided include

- i) Communicating with International Social Services to get advice and suggestion from abroad for those guardians who are not Tanzanian citizens but wish to care the children.
 - ii) Permitting caretaking of the children to guardians legalized by the social welfare commissioner
- a) Day care centre:** The services provided by day care centers include; health, nutrition, defense and security, sports and games, entertainment, love and preparation for primary education. So far, the District has no daycare centers.
- b) Disabled people and elder's services:** in implementation of government policy on welfare of disabled and the elderly, the council has empowered the elderly and people with disability to participate in national festivals and exhibitions to enable them exchange ideas with others so that they can engage in economic activities for the betterment of their families. There are also participatory old age tribunals in 7 Wards where the elders meet and discuss issues of concern. About 153 elderly people (out of total 17,732) have been provided with identity cards for free health support.

Behavioral change and children rights services Psychological and physical services to street children and harassed children are also provided. In Bahi district, there are 4 total reported cases, whereas 1 was related to family neglect, 1 was physical abuse cases, and 2 were sexual abuse.

Among the weaknesses which affect implementation of planned activities of this unit include inadequate office accommodation and facilities which lead to unattractive working environment; lack of transport facility, and inadequate capacity to timely identify and address issues in the light of fast changing social and economic environment at local and global level. Other challenges include bad or out-dated traditions and practices that lead to oppression of the marginalized, discrimination of people with disability by their families and, inadequate staff (4 out 30 required staff).

2.2.7.7 HIV / AIDS unit

HIV/AIDS unit aims at coordinating activities and addressing the issues related to HIV/AIDS so as to improve related services and reduce the infection of the pandemic. In response to the HIV/AIDS problem the Council has made progress nearly in all areas including HIV AIDS prevention, care and treatment. Progress has also been made in impact mitigation through communication and community participation through multi-sectoral response. Although the government requires all departments to set budget for cross-cutting issues including HIV/AIDS, this is, not easy due to inadequate funds which largely depends on district own source.

The District has formulated appropriate interventions to prevent the transmission of HIV/AIDS and other sexually transmitted diseases, as well as to protect and support vulnerable people. The prevalence rate for HIV/AIDS in the district between 2011 and 2016 is given in table 17.

Table 1: HIV/AIDS prevalence rate 2011-2016

Year	Prevalence rate in percentage
2011	2.8
2012	2.7
2013	2.5
2014	2.5
2015	2.4
2016	3.6

Source: Bahi District AIDS Control report, 2016

The major issues affecting the department in meeting its objectives are:

- Inadequate mechanism to involve community in planning process
- Limited technology in rural areas for the community to apply new techniques.
- Lack of transparency among NGOs in their projects and reporting.
- Limited entrepreneurship skills and knowledge among youth, women, and vulnerable groups to run their small businesses
- Inadequate education on child growth and development
- Poor commitment by communities to take care of their children
- High cost of facilities for disabled people (assistive devices)
- Lack of education on child protection
- Inadequate funds
- Insufficiency/ inadequate working facilities
- Insufficiency community development/social welfare staff
- Poor working condition in rural areas
- Inadequate staff motivation

2.2.8 Primary Education

The Primary Education department has a role of providing high quality education, increase access and equity from Pre-Primary up to Primary level in the district. The specific roles of Primary Education Department are:

- i) To conduct enrolment of all units in the district in each academic year;
- ii) To monitor and evaluating education syllabus in collaboration with Education Quality Assurance Department;

- iii) To improve performance rate.
- iv) To coordinate National Examination, Mock Examination and other internal Competition Examinations within the wards and schools;
- v) To conduct Adult Education activities;
- vi) To conduct Special Needs programs;
- vii) To conduct Sports and Games in primary schools;
- viii) To conduct Seminars and workshops to teachers;
- ix) To collect, process, analyze and utilize data of primary schools;
- x) To disburse and monitoring financial activities in the department;
- xi) To supervise construction of infrastructure in primary schools;
- xii) To coordinate and supervise PEDP implementation in the council;
- xiii) To manage and prepare education department plans and budget;
- xiv) To conduct and supervise cultural, sports and games in schools;
- xv) To prevent and manage emergences and disasters in schools;
- xvi) To manage cross cutting issues concerning to education perspective;
- xvii) To mobilize community to participate in the construction of school buildings including classes and teachers' houses through School Committee.

The number of schools and other educational institutions under the Primary school Education Department in Bahi District is summarized in Table 18.

Table18: Number of Schools under Primary Education in Bahi District

SN	Type	Government	Private	Total
1	Pre-Primary School Classes	71		71
2	Primary Schools	72		72
3	COBET Classes	10		10

Source: Bahi District Council Primary Education Department, 2016

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

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

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

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

2.2.8.1 Situation of Pre - Primary and Primary Schools

According to Education Act 25, all Children aged 5-6 must be enrolled into Pre – Classes and others 7-10 years for standard One. This Exercise normally starts in the month of October immediately after Standard Seven leaves up to March each year. In 2016 enrolment was as shown in Table 19.

Table 2: Enrolment of Pre - Primary and Standard One in Bahi (2016)

Year	Owner	Projection			Enrolled			%
		Boys	Girls	Total	Boys	Girls	Total	
Pre-Primary	Government	5,123	5,255	10,378	4,170	4,335	8,505	82
	Non-Government							
	Total	5,123	5,255	10,378	4,170	4,335	8,505	
Primary	Government	5,279	5,309	10,588	4,423	4,489	8,912	86
	Non-Government							

	Total	5,279	5,309	10,588	4,423	4,489	8,912	
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Source: Bahi District Council: Primary Education Department, 2016

Bahi District had a total of 8,783 pupils in pre – primary schools, while in the Primary schools there were 33,605 pupils.

Table 3: Number of students in Pre – Primary and Primary schools

Type	Owner	Number of schools	Number of pupils		
			Boys	Girls	Total
Pre primary	Government	71	4,170	4,335	8,505
	Non – Government				
	Total	71	4,170	4,335	8,505
Primary	Government	72	15,947	17,658	33,605
	Non – Government				
	Total	72	15,947	17,658	33,605

Source: Bahi District Council Primary Education Department, 2016

School Teachers: In the year 2016, the district had a total number of 615 school teachers which is less than the required number of 1053 Teachers. This means, there is a shortage of 438 qualified teachers in pre – primary and primary schools. Table 2.21 shows the number required, available and shortage of teachers in pre- primary and primary schools in Bahi District Council.

Table 4: Number of Teachers in Pre Primary and Primary Schools

S/N	Teachers				
	Required	Available Teachers			Deficit
		Male	Female	Total	
1	71	15	30	45	26
2	72	317	253	570	412
Total	72	332	283	615	438

Source: Bahi District Council Primary Education Department, 2016

School Infrastructure and Furniture: The department is facing shortage of infrastructure and furniture in pre – primary and primary schools such as classrooms, teachers’ houses, pit latrines, tables, and chairs to teachers. It is expected that each school should have pre –primary classes. However, many Pre – primary schools use primary schools facilities causing acute shortage of infrastructures and furniture in primary schools. Pit Latrine ratio to boys is 1:44 instead of 1:25; Pit Latrine ratio to girls 1:45 instead of 1:20; Pupils Classroom ratio is 1:69 instead of 1:40.

Table 22 and 23 show the situation of infrastructure and furniture respectively in primary schools in Bahi.

Table 5: Number of Primary School Infrastructure in Bahi District Council

Type	Required	Available	Deficit	%
Classrooms	1053	502	551	52
Teachers’ House	1053	146	907	86
Head Teachers’ Office	72	65	7	10
Teachers’ Office	144	62	82	57
Teachers’ Latrines	244	90	54	22
Students’ Latrines	1521	751	770	51
Counseling Room	72	0	72	100
Libraries	72	0	72	100
Kitchen	72	72	0	0
Dining Halls	72	2	70	97
Stores	72	66	6	8
Water Tanks	144	20	124	14

Source: Bahi District Council Primary Education Department, 2016

Table 6: Number of School Furniture, Bahi District Council (2016)

Year	Required	Available	Deficit	% Deficit
Desks	14,037	11204	2833	20
Tables	1053	584	469	45

Chairs	1053	766	287	27
Cupboards	1053	177	876	83
Shelves	1053	77	976	93

Source: Bahi District Council Primary Education Department, 2016

The Pupils book ratio (PBR): The implementation of new syllabus has affected the current PBR since the supply of required books is on progress. The ratio varies from one subject to another ranging from 1:5 to 1:6

Examinations performance: The examination performance for standard seven in 2016 was **59%** instead of 90% of BRN goal.

The truancy and dropout: In the year 2016 truancy and dropout rate was 1.70 %. This is associated with poverty within the family, ignorance and pupils being involved in small businesses.

(i) Special needs education unit

Special Needs Education focuses on Society willingness to meet the learning needs of all its members in their locality. In the year 2016 special need education was implemented with a total of 101 pupils (59 boys and 41 girls).

The required teachers are 21 while there are only 14 teachers. The Special need education unit also conducts integrated schools and Inclusive schools. These are schools which register special needs students as well as normal students in the school but do not have special Needs Education Teachers. The disabled students are monitored by the special needs Education officers to address their needs.

The district has one inclusive school at Bahi Sokoni Primary School with 6 Pupils; and one Special Blind Needs School at Kigwe with 101 students (58 boys and 43 girls).

Special education unit is currently experiencing shortage of buildings, furniture, teaching and learning requirements. Table 24 shows status of buildings and furniture for special need students in the District.

Table 24: Special Needs Education Buildings and Furniture

Type	Required	Available	Deficit	% Deficit
Classrooms	12	10	2	17

Students' Latrines	12	22	0	0
Kitchen	1	1	0	0
Dining Halls	1	1	0	0
Stores	3	1	2	67
Desks	0	0	0	0
Tables	101	106	0	0
Chairs	101	106	0	0
Cupboards	24	8	16	67
Shelves	10	10	0	0

Source: Bahi District Council Primary Education Department, 2016

In the District, 315 Complementary basic education Training (COBET) students have being registered and attend different schools. Also, there are 1086 Integrated Community Basic Adult Education (ICBAE) registered in different groups. COBET program is being conducted in primary school's buildings after school hours. There are 10 primary schools conducting this program with 10 qualified teachers. After the program, students obtain qualifications to sit for Standard Four National Examination in the formal education system. The program experiences lack of qualified teachers, lack of fund for teachers' allowance, and teaching and learning materials. ICBAE groups conducted in 22 different centers in the district and perform different activities related to their skills and interest. These groups also are affected by lack of fund to conduct their activities. Table 25 shows the number of COBET and ICBAE students.

Table 7: COBET and ICBAE Students Enrolment

COBET I			COBET II			Total		
Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
200	115	391				200	115	315
Functional Literacy			Post Literacy			Total		
Male	Female	Total	Male	Female	Total	Male	Female	Total
601	890	1491	456	630	1086	1,057	1,520	2,577

Source: Bahi District Council Primary Education Department, 2016

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

There are 4 TRCs. *(This 4 TRCs Centers allocated in each Division (Bahi at Kigwe Primary School, Chipanga at Chipanga Ward Office, Mwitikira at Mwitikira Primary*

and Mundemu at Mundemu Primary School) programme offered in this TRCs is In-Srvice training for Teachers, but because of Insufficiency fund this TRCs does not function)

(iii) Vocational School

The school provides knowledge and skills by offering different courses such as needle work, cookery, masonry, carpentry, computer and arts work to the primary level students. The district has 2 Vocational schools but there was no Students due to lack of Qualified Teachers and teaching materials which needed for different courses

Table 8: Vocation School Buildings and Furniture

Type	Required	Available	Deficit	%
Administration Block	2	0	2	100
Classrooms	4	0	4	100
Dormitory	2	0	2	0
Workshop buildings	4	2	2	50
Students' Latrines	8	0	0	100
Kitchen	2	0	2	100
Dining Halls	2	0	2	100
Stores	4	2	2	50
Desks	0	0	0	0
Tables	96	0	96	100
Chairs	96	0	96	100
Cupboards	8	2	6	75
Shelves	4	2	2	50

Source: Bahi District Council Primary Education Department, 2016.

The major problems facing the Primary Education Department in Bahi District Council are: Poor learning environment, overcrowded classes, inadequate teaching and learning materials, inadequate buildings and furniture, poor or outdated school infrastructure, shortage of funds to secure enough teaching and learning facilities, unfavorable teacher - pupils ratio especially in remote areas, low morale of teachers due to low motivation and poor working conditions of teachers, students' truancy and drop-out and recurring

disasters which destroy school infrastructure in some wards particularly, floods Bahi dam area.

2.2.9 Secondary Education

This department is responsible for all matters related to secondary education. The department is headed by District Secondary Education Officer who is assisted by the District Secondary Academic Officer and the Statistics and Logistics Officer. The functions of this department are to ensure the implementation of education Policy for Secondary Education; to facilitate the provision of Secondary Education; to be liaison between LGA and other education stakeholders; to ensure proper use of funds received by schools from different stakeholders; to supervise construction of infrastructures in Secondary schools; to monitor the discipline of Secondary schools' staff members and, to ensure the availability of teaching and learning materials in secondary schools. Secondary Education Department has two units which are Statistic and Logistic, and Academic Unit.

a) Statistics and Logistics Unit: This unit is concerned with supervision of funds that are received by secondary schools, distribution of teaching and learning materials, data collection and presentation, supervise infrastructures in schools.

On November 27, 2015 the Tanzanian government issued Circular No. 5 which implements the Education and Training Policy of 2014. This circular directs public bodies to ensure that secondary education is free for all children. This includes the removal of all forms of fees and contributions. The Circular reads: "Provision of free education means pupils or students will not pay any fee or other contributions that were being provided by parents or guardians before the release of new circular." However, whilst most fees are covered, including exam fees, some indirect costs remain pending. For example, meals contributions for day scholars, school and sports uniforms and learning materials such as exercise books and pens. Schools in Bahi District Council receive funds for Free Basic Education since December 2015. The amount of funds varies from school to school due to difference in number of students. By April 2017 schools have received the total amount of Tanzania Shillings 112,607,000.

Number of students: the district has 20 Government Secondary Schools with a total number of 3594 students whereas 1875 are boys and 1719 are girls. There are no Non –

Government Secondary Schools. Thus, the total number of secondary school students is 3594.

Secondary School Teachers: The district has a total of 366 teachers, whereas 71 are Science teachers, 290 are Arts teachers and 9 are commerce and Book-keeping teachers. However, the District is facing shortage of 89 science teachers and 11 Commerce and Book-keeping teachers.

Buildings in Government Secondary Schools: The government schools' infrastructure and facilities are summarized in Table .27.

Table2.27: Government Secondary School Infrastructure and Facilities

Item	Required	Available	Deficit
Classes	160	153	7
Teachers houses	366	65	294
Laboratories	60	8	52
Toilets	168	144	24
Hostels (Dormitories)	40	6	34
D/Hall & Kitchen	20	2	18
Administration	20	7	13
Library	20	0	20
Guidance & Counseling	20	0	20
Student Tables	3594	3229	365
Student Chairs	3594	3229	365

Source: Bahi District Council, SEDP Jan – March, 2016.

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

Examinations Performance: in the year 2016, the performance of 61 students who sat for A' Level examination in Kigwe Secondary Schools was as follows: 2 students got Division I, 47 Division II, 12 Division III and - Division IV, thus 100 % of the students sat for this exam passed. On the other hand, out of 693 students who sat for Form IV examination in the year 2016; - students got Division I, 19 Division II, 72 Division III, 266 Division IV and 336 Division got 0, meaning that 51.5 % of these students passed the exam. Those who sat for Form II examination in the year 2016, out students, 787. 36

got Distinction, 75 Merit, 129 Credit, 79 Pass and 72 fail, indicating that 90.8 % of students who sat for this exam passed.

Enrolment 2016: The enrolment in Community Secondary Schools has increased from 1230 students in 2015 to 1247 students in year 2016. The enrolment for Form I depends on Standard seven performance in the district. Standard seven pupils who passed the examination in 2016 were 1247 and all of them were enrolled in secondary schools.

Number of Students in Hostel Schools: in order to minimize dropout in secondary schools for various reasons such as long traveling distances and pregnancies the district has decided to encourage community to build hostels in schools for girls. Until now the district accommodates a total of 169 boys and 168 girls in different secondary school hostels.

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

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

- Shortage of 7 classrooms
- Shortage of 89 science teachers.
- Shortage of funds to operate DEO's Office.
- Poor Environment and infrastructure in this "Dust Zone".
- Shortage of 2 teachers' houses. Most of the teachers are renting far from their working stations.
- Seven hostel Schools are running without Government Warrant of Fund for meals.
- Shortage of teaching and learning materials.
- Conflicts between schools and Community on school boundaries
- Poor meals contribution.
- Unfavorable environment for the student with special needs.
- Shortage of Hostel.
- Insufficient funds for leave allowance.

- Poor water supply.
- Unpaid teachers' claims like allowances and salary arrears.
- Budget ceiling below actual departmental needs.

2.2.10 Works

The Works department is responsible for the construction, maintenance and development of collector, feeder and community road networks in the district. The total classified road network in Bahi District Council is estimated to be 704.6 km comprising of 401.5 km of collector 279.5 km of feeder roads and 23.6 km of urban roads. It also deals with construction and maintenance of public buildings, repair and maintaining council motor vehicles, plants and equipments.

In order for the works department to operate efficiently 18 staff are required. However, the current number of staff in the department is only 8 with a deficit of 10 staff as depicted in Table 22.

Table 9: Staff Disposition in Works department

Category	Available staff	Shortage
Civil engineer	2	2
Architect	0	1
Quantity surveyor	0	1
Mechanical engineer	0	1
Road technician	2	3
Building technician	1	2
Mechanical technician	2	0
Electrical technician	1	0
Total	8	10

Source: Bahi District Council, Works Department, 2016

In terms of facilities, the department is faced by a significant deficit which hinders it to operate effectively and efficiently. Table 23 shows the status of facilities in the Council..

Table 10: Number of Facilities in the Works department

Description	Available	Shortage/New
Office chairs	11	4
Cabinet	1	2
Shelf	3	1

Table	7	8
Printer	2	1
Photocopier	2	0
Supervision vehicle	2	1

Source: Bahi district council, Works Department, 2016

Works department is divided into three units namely; roads, buildings and mechanics. The roads unit deals with all categories of roads. The district roads comprise rural and urban tertiary roads; unclassified community roads, tracks and paths. The works department strategic plan is fully integrated into, and consistent with, the National Transport Policy and the Transport Sector Investment Programme. The district has total classified roads network of 704.6 kilometres. 68.75 % of the network is earth surfaced and 31% gravel surfaced while 0.21% is paved road. The immediate priority is to improve earth roads such that the network provides reliable access to the prevailing means of motorised transport, typically a two-wheel drive pick-up.

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

2.2.10.1 Buildings Unit

The core responsibility of building unit is to enable construction and renovation of government buildings to the required engineering standards. The supervision of construction and renovation of government buildings in 59 villages has been conducted based on the funds disbursed to the respective location. Table 24 shows the status of various district council buildings at different categories.

Table 11: Number of public buildings at different category

Building category	Buildings Condition		
	Good (Needs minor maintenance)	Moderate (Needs major renovation)	Shortage
Headquarters Offices	4	1	2
Village and ward offices	7	7	67

Dispensary and health centers	9	3	18
Primary school classrooms	472	37	597
Secondary school classrooms	80	30	29
Headquarters staff residences.	7	1	5
Secondary teacher residences	40	20	274
Public toilets	90	25	9
Primary teacher's residences	97	49	960
Total	806	173	1,961

Source: Bahi district council, Works Department, 2016

2.2.10.2 Mechanical unit

Repair and maintenance of the council motor vehicles, plants and equipments is channeled through TEMESA who verifies maintenance of motor vehicles before being repaired. This is the requirement of Regulations No 137 (2) (a) of the Public Procurement Regulations, 2013 which clearly stipulates that “The agency shall carry out maintenance or repair of Government owned motor vehicles, plant and equipment, maintenance, repair and installation of electrical, air conditioning and refrigeration and electronics services”. Currently council workshop is responsible for preliminary motor vehicle inspection pre inviting Tanzania Electrical, Mechanical and Electronics Services Agency (TEMESA).

The workshop staffs are responsible for monitoring day to day proper use of council motor vehicles and Plants. Table 25 shows the list of motor vehicles and equipment available in the district council and their condition.

Table 12: List of district motor vehicle, plants and equipment

Machine type	Condition			
	Good (normal services)	Moderate (For repair)	Grounded (For disposal)	Shortage
Motor vehicles	10	4	4	8
Plants & Equipment				
1.Sorghum/Millet threshers	3	0	0	1
2.Sunflower Processing Plant	0	1	0	3
3.Tractor	0	0	0	4
4.Powertillers	0	0	0	22

Motor circle	14	16	2	85
Total	27	21	6	123

Source: Bahi district council, Works Department, 2016

The main problems facing Works Department include shortage of vehicles and fuel which are allocated full time for site visit at different level of construction, shortage of staff particularly Architects and Quantity surveyors, limited funds for administrative purposes (Stationary, ICT equipment's and office furniture), inadequate repair and maintenance of motor vehicle and plant equipment. .

2.2.11 Department of Solid Waste and Environmental Management

The United Republic of Tanzania has been making some structural changes in its Government particularly in Local Government Authority. In 2011 some new structures were formulated in order to improve social services provision for poverty reduction in the Community. In this regard, the Environmental and Solid Waste Management was formed as new Department in the District Councils. According to the Environmental Management Act No. 20 of 2004, the main objective of establishing the Department is to deliver sanitation services to the Local Government. The core functions of the department are: Cleanliness of the buildings, open spaces along the road and drainage; solid Waste collection and separation in the dumping sites (Sanitary Land Filling – Damp); prevention of pollution of: air, land, water and noise; conservation and beautification (reforestation; maintenance of greenish and supervision of building painting) and, to asses' environmental impact in different projects.

On staffing, the department is guided by the Environmental Management Act which directs each Ward and Village to have environmental management Officers. However, the Department of Solid Waste and Environmental management has not yet been established in Bahi District Council, thus there is no any staff working in that capacity.

2.2.11.1 Solid waste management unit

Management and disposal of solid waste in the Council is carried out by the District council itself through community owned groups. However the council has no damp site and transfer stations, this situation results into solid waste to be damped in at

household level waste pits and in a temporary area in Bahi town. *Currently no charges collected from households as there are no Solid waste management infrastructures in place.* Unavailability of litter bins and refuse bays around the urban areas and open market places, make solid waste management difficult.

Table 13: The Estimated Amount of Solid Waste Produced, Collected and Disposed

Status of Solid Waste collection	Amount(Tons)
Total amount of solid waste collected	5 tons/day
Amount of solid waste collected and disposed	4.8 tons/day
Amount of uncollected and disposed solid waste	0.2 tons/per day

Source: Bahi District Council Quarterly Reports, 2016

2.2.11.2 Environmental management unit

The Council has several projects that need to be subjected to Environmental Impact Assessment (EIA). Among the areas of concern include:

- Road constructions
- Mining activities
- Industrial activities
- Filling stations
- Network towers
- Irrigation schemes

Conservation and protection of Water Source: The world is facing global warming leading to environmental degradation (loss of biodiversity, disappearance of some of catchment areas, pollution, soil erosion and deterioration of aquatic system). The district has taken some measures to protect and conserve water sources, replanting trees in different areas of the District to reduce the amount of carbon dioxide in the atmosphere since they are carbon dioxide sink, as well as educating the livestock keepers to reduce the number of cattle so as to reduce erosion cases in collaboration with local leaders and stakeholders. About **20** % of water sources have been conserved by planting trees. Some remain unprotected due to lack of legal right (no land lease), lack of enough knowledge on application of environmental laws, policies and regulations.

Noise Pollution: Few urban wards in Bahi District Council experience noise pollution produced by human activities and settlements. The source of noise comes from social services such as religious institutions, economic activities (welding machines, grain milling machines). However, inspection has been done quarterly to detect the magnitude of noise pollution. Although the inspection has been done very hardly due to the fact that the council is missing the Environmental Inspector who has power to enter anywhere and report out environmental cases that have to be penalized or give out stop orders.

All in all, the department is constrained by shortage of staffs as well as working facilities that most of the time lead to failure to accomplish the targets.

2.2.12 Planning, Statistics, Monitoring and Evaluation

The Planning, Coordination, and Statistics Department operates according to the law and Act of Local Government Authority, whereby the department needs to have six staff - four economists/planning officers, two statisticians and one head of department. The core business of this department is planning and coordination. Other functions include.

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

The department has six staffs. According to the structure of Planning, Coordination and Statistics department six personnel are needed.

Table 14: Current Situation of the Planning Personnel

Category	Available	Required	Shortage
Head of Department	1	1	0
Planning Officer/Economist	5	4	0
Statistician	0	2	2
Total	6	6	2

Source: Bahi District Council Planning Department, 2017.

On equipment, facilities and tools; the department currently stands as shown in Table 30.

Table 15: Current Situation of Equipment and Facilities in Planning Department

Item	Available	Working Status	Required
Vehicle	0	0	1
Laptops	2	2	4
Desktop	2	1	1
Photocopy Machine	1	0	0
Printer	1	1	2
Office rooms	2	2	4
Office chairs	6	6	12
Office table	3	3	6
Scanner	0	0	1
Projector	0	0	1
Office shelves	0	0	6
Camera	0	0	3

Source: Bahi District Council Planning Department, 2017.

2.2.12 .1 Sources of fund for Development Projects

Currently, the council has various sources of funds used to implement community development projects. These sources include:

- Own Sources
- Health Sector Basket Fund - HSBF
- National Water Supply and Sanitation Program - NWSSP
- Constituency Development Catalyst Fund - CDCF
- Secondary Education Development Program - SEDEP
- District Irrigation Development Fund – DIDF

- Local Government Capital Development Grant- LCDG
- Road funds
- Other donors and special projects i.e. World Bank, JICA, TASAF, TACAIDS, Equipt Tz

The department is responsible for executing, monitoring and evaluating all projects financed by CDCF, CDG and Own sources. While other sources of funds are implemented by other user departments, the Planning department is involved in monitoring and evaluation of all these projects.

2.2.12.2 Project

Currently the District council has 4 major projects which are ongoing .These projects are as indicated in table below:-

No	Name of Project	Source of Fund	Amount of Fund allocated	Amount of Fund Released	Status
1.	Construction of water supply scheme/system at Bahi Town	Government	500,000,000.00	500,000,000.00	Ongoing
2.	Construction of water supply system at Mundemu	Government	546,000,000.00	546,000,000.00	Ongoing
3,	Construction of bridge at Chipanga	DFID-USAID (bottleneck removal)	2,118,370,275.00	2,118,370,275.00	Ongoing
4.	Construction of box culvert at Nghulugano	DFID-USAID (bottleneck removal)	1,525,487.50	1,525,487.50	Ongoing

Source: Bahi District Council Planning Department, 2016

Table 16: Status of Funds Allocated Against Funds Received for Projects Implementation in 2015/2016

Source of funds	Approved budget	Funds received	% Fund received	Funds utilized	% Funds utilized
Own Sources	653,325,000.00	541,346,000.0	45	366,711,893.00	68
CDG	806,634,000.00	0	0	0.00	0
TACAIDS	11,914,000.00	47,653,800.00	400	47,653,800.00	100
NWSSP	31,253,000.00	23,886,067.00	76	23,886,067.00	100
Road Fund	922,160,000.00	87,944,823.00	10	87,944,823.00	100
Basket Fund	363,432,000.00	363,432,00.00	100	363,432,00.00	100
SEDP	65,426,000.00	0	0	0.00	0
CDCF	50,319,000.00	50,319,000.00	100	50,319,000.00	100
Special Request	244,000,000.00	0	0	0.00	
Total	3,691,631,000.00	751,149,690.00		576,519,583.00	

Source: Bahi District Council Planning Department, 2016

Table 17: Status of Funds Allocated Against Fund Received for Projects Implementation in year 2016/2017

Source of funds	Approved budget	Funds received	% Fund received	Funds Utilized	% Funds utilized
Own Sources	875,871,000.00	948,735,497.00	108	570,923,288.00	70
CDG	986,646,000.00	328,951,000.00	33	328,951,000.00	100
TACAIDS	47,654,000.00	0.00	0	0.00	0
NWSSP	705,605,728.00	436,160,936.42	62	436,160,936.42	100
Road Fund	948,890,000.00	837,182,974.47	88	837,182,974.47	100
Basket Fund	588,227,000.00	588,227,000.00	100	588,227,000.00	100
SEDP	261,704,000.00	0.00	0	0.00	0
CDCF	50,319,000.00	48,956,000.00	97	48,956,000.00	100
Special Request	150,000,000.00	150,000,000.00	100	150,000,000.00	100
TASAF III	1,761,372,000.0	2,873,601,524.0	163	2,873,601,524.0	163
DIDF	413,000,000.00	8,000,000.00	2	8,000,000.00	100
WASH	11,500,000.00	13,000,000.00	113	13,000,000.00	100

Source of funds	Approved budget	Funds received	% Fund received	Funds Utilized	% Funds utilized
TOTAL	6,800,788,728.00	5,903,863,931.89		5,526,051,722.89	

Source: Bahi DC, November 2016

2.2.12.3 Monitoring and evaluation

(Explain how monitoring of projects is done: Planning staff alone? District monitoring Team? Frequency? Limitations?) Project Monitoring is done in a participatory way, by the following teams:-

- 1) District monitoring team which is composed of/made up of head of departments-done on quarterly basis.
- 2) Finance Committee which include councilors and Head of Departments- done on quarterly basis
- 3) District Engineer, staff from planning Department and Internal Auditor –monitoring done at each stage of the project implementation.

Limitations

- Shortage of funds
- Unavailability of reliable transport facilities

Despite the notable achievements, the department is facing various implementation bottlenecks such as financial constraints, late or lack of disbursement of funds, lack of centralized system of social economic data, lack of projects databank/database, unrealistic/unreliable data and non-utilization of investment potential areas in the council.

2.2.13 Finance and Trade

The Finance Department comprises of five main units;

- i) Revenue unit which deals with revenue collections from different sources;

- ii) Expenditure unit that deals with all expenditure incurred by the Council;
- iii) Salaries unit that deals with the preparation of payroll of the workers;
- iv) Final accounts unit that deals with the preparation of financial statements of the council and,
- v) *Trade unit* that deals with business matters.

The parent ministry of the Trade unit is the Ministry of Industries and Trade whose functions include Issuing of business licenses, economic empowerment, interpreting business laws and regulations to the business community, business license inspection, revenue collection and data management.

Bahi District Council has a total number of 400 businesses. According to the Business License Act No. 25 of 1972 all businesses are supposed to be licensed. Total number of 170 businesses has been licensed, while 330 are not. Trading without business license is an offence, hence frequent inspection is undertaken to ensure compliance. Translation of the Business Act and its regulations have been done, posters of the translated Act have been prepared and disseminated to traders through Ward Executive officers so as to let them be aware and adhere to. Business license is a major source of revenue of the council. In the year 2015/16, the Council targeted to collect Tanzania shillings 15,000,000/= but only Tsh 13,019,000./= was collected .

The Council promotes industrialization through sustainable improvement of trade infrastructure. Data on trades and industries and basic consumable goods have been collected, analyzed and reported to Ministry of Industries and Trade for national evaluation.

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

Bahi District Council is among the Council that uses systems in performing activities such as revenue collection system which is Local Government Revenue Collection Information System (LGRCIS). This system is connected directly to PORALG where the Sever is located. Each transaction entering into this system is accessed by PORALG. This system of revenue collection simplifies collection by using Point of Sale machine (POS) whereby payments at the point where operation is being carried. There are 26 POS machine in operation. LGRCIS is integrated with NMB Bank, where a customer is given an identification number for the purpose of making various Payments (like Service levy, Billboards fee, License fee, parking fee, and rental fee) at any NMB branch.

Total of Tshs 804,866,385/= has been collected by the Council from its own source which is 101.% out of the targeted Tshs 793,267,000/=. In order to improve revenue collection and reduce travel distance to the bank by tax payers, the NMB Bank has located its branch at Bah town near the District Council's Buildings where they offers all banking services. In dealing with expenditure, the Council is using Epicor Accounting system in making all payments, posting revenue receipts, bank reconciliation and issuing cheque through system. Epicor accounting system is also integrated with Bank of Tanzania (BOT) whereby all payments are processed through TISS.

Despite above achievements, there are some obstacles which affect the Finance and Trade Department which include:

- Inadequate working facilities particularly transport during revenue collection from various sources of income (Own source)
- Late remittance of 30% retention money from the Ministry of Land hinders council programs.
- Poor network infrastructure that causes delay in revenue collection and payments
- Lack of direct communication from LGRCIS to Epicor system whereby information from LGRCIS is transmitted through Excel then exported to Epicor. This often results into inaccurate information and statistics

- Shortage of funds for hosting trade conferences and training for both traders and staffs and collecting trade statistics.
- shortage of trade infrastructures;
- weak market conditions and challenging business environment;
- Untapped business opportunities;
- Absences of one stop window for agencies (TRA, TFDA, CRB) and,
- Multiplicity of charges and fees (license fees, income tax, refuse collection charges, medical examination fees, hotel levy);

..

The current staffing position of the Department is as shown in Table 33.

Table 33: Staffing Position of Finance and Trade Department

Category	Required	Available	Shortage
Accountants,	18	9	9
Accounts Assistants	2	2	0
Trade officers	4	2	2
Total	24	13	11

Source:

In terms of working facilities the department needs the following resources to perform its duties efficiently and effectively, 2 vehicles for office use and revenue collection, Points of sale (POS) machine 26 Computer Desktop 2, printers, 1, photocopy machine 1, External Disk 3, Flush Disk 10, Laptops 5.

2.2.14 Beekeeping

This Unit is responsible for coordinating development of Beekeeping Industry in the District. The unit has one (1) staff, to perform functions of disseminating beekeeping knowledge and ensuring there is a value added chain in bee products in 59 villages of the Bahi District Council. It needs 4 staffs (technicians). Currently the District Council has beekeeping groups and a total of 6,374 beekeepers who own 5,850 traditional beehives and 507 modern beehives.

The District Council has two zones/areas suitable for beekeeping that include: Protected forests zone (Mundemu Division) and protected wildlife areas zone (Mwitikira and part of Chipanga divisions). There are about 20 villages which are potential for beekeeping in the District. These are mainly found adjacent to the named protected areas and are characterized by flowering natural vegetations of biological diversity with plenty of water sources.

Beekeeping is done in small scale by individuals and groups. Provision of training and extension services on beekeeping has improved farmers' participation in beekeeping whereby the numbers of groups have increased from 523 groups in 2012/13 to 638 groups in 2016/17. The main product produced is honey which is used for food, medicinal and income generation through sale to the market. Most of Honey producers in the District have no reliable market to make them produce more, Only some few have been connected to the market and more initiatives are underway to make sure over 70% of bee products and particularly honey reaches the market with standards required. Bees wax production in the Council is very minimal mainly due to unreliable market and low quality production by lacking relevant skills. It is estimated that the District produces an average of 63,570 litres of honey and 4,238 kg of Bees wax annually.

Beekeeping in the District is affected by limited knowledge on modern beekeeping methods in the community, insufficient beekeeping equipment; unreliable market for bees' products and inadequate number of staff.

2.2.15 Internal Audit

The Internal Audit is one of the six units in the council. The main function of the audit unit is to ensure that the financial statements are free from material misstatement and also designed to include useful recommendations that may help Management to improve performance and to avoid weakness that could lead to material loss or material misstatement. It also helps the council to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The core functions of Internal Auditors are:

- To examine quarterly council revenue and expenditure.

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

Looking at the existing situation in performing the work of Internal Auditor in Bahi District Council, the unit has been able to prepare all quarterly reports and ensure that all raised queries are replied and closed. In terms of constrains, some revenue agencies are not complying with the implementation procedures and are not strictly adhering to laws and regulations. Other functions and their implementation status are given in the Table 34.

Table 18: Status of operations of the Audit unit

Descriptions	Achievement	Constraints
To audit Development activities under TASAF, ROAD FUND, WATER SECTOR, SEDP II, ROAD FUND	50% of the work done.	Project was behind time of completion. Some works were not performed.

Descriptions	Achievement	Constraints
Construction of road		
II. SEDP II Construction of teacher's house and Construction of latrine at secondary school.	Construction of teacher's house was well performed (75%) but latrine works are still pending	Some works were not stated in the BOQs eg fittings of conduit pipes. Windows and door frames were of poor quality. Latrine work not done.
III. WATER. Construction of water supply scheme.	All nine (9) project supported by world bank were audited	Funds from Central Government delayed to be disbursed.
IV. HEALTH. To audit 37 dispensaries, 6 health centers and District Hospital.	Only seven dispensaries and 4 Health centers were audited.	Transport and financial
To audit capitation grants to 72 primary schools at District level.	Only ten (10) primary schools were audited.	Transport and financial.
To evaluate system of Internal controls in place if are effective and strong	Only basic knowledge was achieved through theory but needed more practical work	Lack of skills required to evaluate the system in e.g Local Government Revenue Management Information System. (LGRMIS)

According to the Local Government Finance Act no, 9(1982), section 45(1) and 48 Revised in 2000, and the Local Authority Financial Memorandum Order 13-14 of 2009,a Council shall employ its own Internal Auditors under the control and direction of the council Director, who shall be responsible to carry out a review of financial statements and other related system of the council to ensure that the interests of the council are protected.

There are three staffs working in this unit out of the required 4 in accordance with the Council establishment. Currently the office is having 1 desktop computer, in good working condition. The department is also having 0 laptop and 1 cabinet .The Department needs 2 more laptops,

The major problems affecting smooth performance of the internal audit unit include: understaffing, limited capacity building to Audit staff and some of Heads of departments and, inadequacy of working tools (including knowledge on various systems like EPCOR, Lawson, LGRMIS by Internal Auditors).

2.2.16 Legal unit

This unit has the following core functions: To represent the council to the courts of law, to prepare bills of council's bylaws, to review village bylaw bills, to prepare and review contracts not exceeding One billion Tanzania shillings, To provide legal advice in various matters in the council as well as its agents and to facilitate the operation of ward tribunal. Up to April, 2017 there were only one case in Commission for Mediation and Arbitration (CMA) whereby win win situation is observed. The Unit has been able to prepare the following: District by-laws (bill) of 2017. The Unit has also prepare 5 Village by-laws for Land Use Management, The Unit has prepared and reviewed all contracts entered by the Council for the purpose of ensuring clarity and protecting Council's interests.

For the purpose of ensuring the rule of law, the Unit has continued to build capacity at village level by giving legal advice to village leaders. However, there is no proper training that has been given to the Ward Tribunals members, village leaders on legal matters except The Unit has continued to work hand in hand with all departments, wards and villages and the Ward tribunals in order to provide legal advice for purpose of ensuring the protection of Council and Community interests.

Regardless of the above achievements, the Unit is facing the problems of shortage of staff, insufficient funds, lack of transport facility and inadequate working facilities like computer and laptops. There was no budget allocated for stationeries making it difficult to run the training for tribunals. The Unit has one Legal Officers against the requirement of three Legal Officers.

2.2.17 Information and Communication Technology (ICT) Unit

Information and Communication Technology (ICT) unit comprises of ICT personnel and mass media personnel. The unit is guided by the National ICT policy (2003), and that of 2010 the council ICT Security Regulations and Procedures (2013), and Mass media Policy of 2004. The structural composition of ICT unit consists of Head of ICT unit, ICT Officers, Computer Operators and Information Officer and the unit reports direct to the district executive officer. The core functions of the ICT unit are:

- To prepare the ICT strategic plan and Policy of the council
- To prepare the council ICT budget
- To advice the council management on major ICT issues
- To prepare quarterly and annual reports and present them to the management
- To Support and maintain electronic systems running in the council i.e. Epicor Human Capital Management Information System-Lawson (HCMIS), Local Government Revenue Collections Information System(LGRCIS), Land Rent Management Information System(LRMS), Basic Education Management Information System(BEMIS), School Information System (SIS)
- To ensure the functionality and well-being of all computers and other IT resources i.e. printers, photocopiers, scanners and Point of Sales (POS) (Troubleshooting and Maintenance)
- To ensure the council website exists and is up to date
- To ensure the Government Mailing System is utilized effectively within the Council

The current situation of ICT facilities within the whole council of thirteen departments and six units in terms of available ICT resources and systems is given in a table 35.

Table 19: Existing situation of the ICT Working Tools and Resources

ICT Working Tools	Required	Available	Deficit
Desktop computer	2	0	2
Laptop Computer	4	0	4
Photocopier	1	0	1
Flash disk	4	0	4
External Hard disk	4	0	4
Printers	1	0	1

Scanner	2	0	2
Projector	2	0	2
Camera	2	0	2
Power Supply (UPS)	3	2	1
Computer Server	1	0	1

Source:

2.2.17.1 Running systems in various departments

There are nine (9) systems which function in nine departments within the council:

- i) ***Integrated Financial Management Information System (IFMIS/EPICOR 9.05)***
system which operate under Trade and Finance department. The system is used to process payments and produce various reports for management use. Therefore, it controls the use of council funds and helps the Management in decision making. The system functions well except in few cases when the power is cut off and when the main Server which is at PO-RALG is down.
- ii) ***Human Capital Management Information System (HCMIS/Lawson)***.The system is under Personnel and Administration Department. It is the database system of all district employees; it keeps staff's information and produces various reports concerning human capital. Therefore, it controls the payroll system of the council, staff movements, employees' loan deductions, helps management in decision making concerning human capital through the produced reports. The system functions well except in few cases of power cut off and when the main server is down (main server is at PO-PSM).
- iii) ***Local Government Revenue Collection Information System (LGRCIS)***.This works under all departments for revenue collection which are; Finance and Trade Department (used by Trade officers, cashiers, Revenue accountants), Land and

Natural Resources Department (used by valuers), Works departments (used by engineers). The core function of the system is to control the LGA revenue collection. The system functions well except in few cases when power is cut off, Ttcl services when are being cut off, and when main server is down.

- iv) ***Land Rent Management Information System (LRMS)***.It is under Land and Natural Resource Department where Land officers use it to collect land taxes for Central Government revenue sources. The system functions well except in few cases when power is cut off and server is down
- v) ***Productive Social Safety Net (PSSN)***: Works under TASAF office for Identification and selection of the poorest districts, wards and communities. Within the communities the system performs the community based targeting approach to prepare the list of extremely poor and vulnerable households for the purpose of supporting them. The system functions well except in few cases when power is cut off and server is down
- vi) ***Basic Education Management Information System (BEMIS)***.This system is under Primary Education and Secondary Education Departments. The system's core function is to keep the database of primary and secondary school's statistics i.e. number of schools, number of available teachers, number of pupils and students, number of classrooms, number of available toilets for control and planning purposes. The system functions well except in few cases when power is cut off and server is down.
- vii) ***Government Hospital Management Information System (Go-HoMIS)***.The system is under Health Department. It keeps the database of all registered patients with their movement within the hospital, keep the database of all medicines and medical equipments with their movements within the hospital, keep database of all staffs who attend the patients. The system functions well except in few cases when power is cut off and server is down.

- viii) ***District Roads Management System (DROMAS)***. Operates under Works departments to keep the database of all roads with their length within the district. The major function of the system is to control payments of road funds and reporting system for decision making. The system functions well except in few cases when power is cut off and server is down.
- ix) ***Management Information Systems (MIS)***. operates under Safe water and Waste water department. The system keeps records of major department activities for payment and reporting systems. It is the web based system which is available through internet connection. The system functions well except in few cases when power is cut off and the site is down.
- x) ***School Information System (SIS)***: This system is being used by primary education officer to manage pupils and teachers data status within the district.

Although there are significant performance improvements achieved by the nine systems in daily operations of the council's works, there is still a need of having more systems in order to improve the operations in other areas. Such is the case of File Tracking System to improve efficiency of records office operations; Biometric signature machine for control of staff movement; Off-site backup system for disaster recovery of data; Sound systems in the district meeting hall; Local Area Network (LAN) in health centers and dispensaries; Extension of Revenue Collection System by increasing number of Point of Sales Machines to cover all area of collection points; Extension of Government Hospital Management Information System by adding more computers to all available Health facilities and, installation of security systems like CCTV camera in the district offices especially to the Main Server Room.

In spite of achievements noted by ICT unit there are challenges which affect the performance of the unit and the Council at large such as:

- Lack of local area networks (LAN) to some offices which hinders use of electronic systems i.e. in health centers and dispensaries.
- Inadequate Points of Sales (POS) which hinders electronic means of revenue collection to some points of revenue sources (40 points of Sales are needed)

- Lack of Internet connection which hinders proper functioning of programs such as Antivirus software, DROMAS and LRMS system.
- Lack of biometric signature machine for control of staff movement
- Inadequate computers and its resources (2 Desktop computers, 1 Photocopier machine, 1 Printer machine, 2 Scanners, 2 Projector, 4 External Hard Drive, 2 Cameras, 4 Flash disks, 1 Uninterrupted Power Supply - UPS)
- Poor security systems
- Lack of good sound and video conference system in the district hall
- Lack of standby generator for system efficiency in case of power cut off
- Lack of main server, and backup server for systems efficiency
- Lack of Network Adaptor Storage (NAS) for data backup in case of disaster recovery
- Lack of File Tracking System at records office
- Limited GoT-HoMIS system
- Lack of fiber connection to the rest of the district offices especially health facilities, and schools both primary and secondary as per FYPII)
- Inadequate funds for the council ICT policy review

Currently the Unit has only 02 ICT staffs and only 01 information officer staff who is a member of mass media.

2.2.18 Election

Election is among the six units under Administration and personnel Department. It is operating by relaying on the National Election Commission (NEC) rules and regulations. Election section has 1 staff (Election officers) who deals with all matters of election. The major roles of the Election unit are:

- i) To ensure that all election processes are running in a free, fair and peaceful environment.
- ii) To facilitate, supervise and coordinating voter's registration and review of National Voters Register.

- iii) To facilitate, supervise, and conduct Presidential, Parliamentary and Local Authority elections.
- iv) To ensure that all levels of leadership have respective representatives.
- v) To review electoral constituencies' boundaries for the purpose of General and Local Governmental Authority elections.
- vi) To facilitate and sensitize the community on election matters and,
- vii) To monitor and evaluate all election processes within the Election Constituency.

The council coordinates election matters on the basis of the constitution of United Republic of Tanzania of 1977, and National Electoral Commission Rules and Regulations by ensuring there are free, fair, and peaceful multi-party elections. In 2015, 103,062 (Males 48,582 and 54,480 females) people were registered in National Voters Register. The general election conducted in 2015 elected one Member of Parliament, twenty 22. Councilors and 8 Women Special Seats Councilors were appointed. In the Local Government Authority election conducted in 2014, Village chairpersons, 59 hamlet *chairpersons* and 1,475 village council members were elected.

Despite the attained achievements, Bahi District Council is faced by problems which affect smooth running of election such as:

- Lack of permanent public polling stations and permanent public offices.
- Inadequate staff.
- Inadequate working facilities.
- Inadequate community awareness on election matters.

2.2.19 Procurement Management Unit

Procurement Management Unit (PMU) is hosted by the Department of Personnel and Administration. Its main objective is to provide expertise and services in procurement, storage, advisory and supply of goods and services to the Council. The core functions are as follows:

- Support functioning of the tender board
- Advise the Management on matters pertaining to the procurement of goods and services and logistics management;

- Ensure that the procurement process and procedures as stipulated in the Public Procurement Act No. 9 of 2011 are adhered to;
- Develop an annual procurement Plan for the Council;
- Implement the decisions of the tender board
- Act as the secretariat of the tender board
- Prepare tendering documents
- Prepare contract documents
- Procure, maintain and manage supplies, materials and services to support the logistical requirements of the Council;
- Ensure proper handling and storage, adequate and timely distribution of office supplies and materials;
- Maintain and updates inventory of goods, supplies and materials

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

Table 20: Working facilities in the Procurement Management Unit

Item	Required	Available	Deficit
Desktop	4	2	-
Laptop	2	-	2
Printer	2	1	1
External HDD	1	-	1
Flash disk	2	-	2
Photocopier machine	1	1	-
Motor vehicle	1	-	1

There are five (5) staff in the unit against the requirement of seven (7) Staff.

Working facilities are used for preparation of orders placed by User departments and tender documents. Therefore, user departments collaborate with PMU which acts as a link between suppliers and user departments for procuring the needed items. User departments are responsible for requesting the items to PMU, PMU in turn, prepare quotations or bid documents, finds someone to supply those items. PMU in collaboration with tender board and evaluation teams recommends the names of the bidder who can supply those items or services. After recommendation, the secretary of the tender board

submits the recommended names of the bidder to accounting officer, for approval and award of contract.

Frequent seminars for both councilors (30 members) and user department (19), are purposely conducted in order to increase knowledge and ability of making decision according to the requirement of the Act and regulations

The major problems facing the operations of the PMU are: inadequate working facilities, limited knowledge of Procurement Act and regulations among Finance Committee members and council staff, inadequate advisory services provided to grass root levels and inadequate staff

CHAPTER THREE

IMPLEMENTATION PERFORMANCE REVIEW OF THE RELEVANT SERVICE AREAS

3.1 Introduction

The performance review of Bahi District council is based on the implementation status of three consecutive annual plans (2014/15, 2015/16 and 2016/17). The performance review was conducted to assess social and economic service delivery in all key result areas. The review of the previous implementation of the objectives identified some achievements against targets set and some constraints as summarized in the following matrices.

Table 39: Review of the Department of Administration and Human Resource

Objective	Achievement	Challenges	Way Forward
A. Improve service s and reduce HIV/AIDS Infection	2 staff facilitated with Nutrition allowance	Few staffs report their status	More sensitization meetings needed.
B. Improve, sustain and effective implementation the national anti-corruption strategy	40 staff trained on corruption issues.		More sensitization seminars
E. Enhance good Governance and Administrative services	Training on good governance to village leaders conducted	Limited funds	Provide more education on good governance
	All legal meeting at higher level conducted, but very few at Village level	Limited funds and inadequate staff	Mobilize funds and recruit more staff

Table 40: Review of the Primary Education

Objective	Achievement	Challenges	Way forward
Increase Quantity and Quality of Social Services and Infrastructure	96 Pit latrines constructed 1250 Desks purchased 8 Classrooms constructed 15 Classrooms under constructions 3 Classrooms rehabilitated 2 Teachers' houses constructed	Funds shortages due to increase of some building materials	-To allocate more funds -solicit funds from development donors and stakeholders.

Table 41: Review of the Secondary Education

Objective	Achievement	Challenges	The Way Forward
Increase quantity and quality of social services and Infrastructure	3 houses-(6 multi-unit) teachers' houses constructed. 2 teacher's houses constructed. 5 classrooms rehabilitated. 20 pit latrines constructed. 5 classroom constructed 7 Secondary Schools laboratories constructed.	Delayed disbursement of funds. Insufficient funds. .	-To allocate and solicit more funds.

Table 42: Review of the Department of Health			
Objective	Achievements	Challenges	The Way Forward
Services Improved and HIV/AIDS Infections Reduced	<ul style="list-style-type: none"> Prevalence rate of HIV AIDS reduced from 2.4 to 2.3 	High prevalence of HIV/AIDS and STI by 15% Cultural beliefs Behavior change	Increase awareness to people on HIV/AIDS and use of condom
National Anti-Corruption Implementation Strategy Enhanced and Sustained	<ul style="list-style-type: none"> Reduction of corruption cases from 2 to 1 	Inadequate knowledge on corruption effects	Provide education on corruption
Access to Quality and Equitable Social Services Delivery Improved	<ul style="list-style-type: none"> Availability of medicine, medical equipment, hospital supply by 76% 	Shortage of medicine, medical equipment, hospital supply by 24%	Increase budget for medicine, medical equipment and hospital supply
	<ul style="list-style-type: none"> Maternal mortality rate reduced from 54/100,000 to 52/100,000 live birth. Immunization coverage increased from 97% to 98% 	Home deliveries Lack of knowledge on Family planning Shortage of qualified staff Low knowledge on reproductive and child health	Increase sensitization on the use of Family planning and provide training on reproductive and child health
	<ul style="list-style-type: none"> Increase in uses of treated net Increase in diagnosis of TB by 85% Increased urgent oral health care 	High prevalence of malaria by 13% Low diagnosis of TB patients Shortage of staff for provision oral health services Shortage of Equipment for provision of oral services	Increase awareness on Malaria and use of treated Nets

Table 43: Review of the Department of Water

Objective	Achievements	Challenges	The Way Forward
C. Improve access, quality and equitable social services delivery	Formation, registration and training of 26 COWSOs facilitated	Long procedures of COWSO establishment	Mobilise more funds
D. Increase quantity and Quality of social services and Infrastructure	2. Maintenance and repair of 52 defective water schemes and 15 shallow wells facilitated	Old age of water sources, pumping units and distribution networks. Lack of spare parts and working tools	Improve COWSOs management and increase budget
	3. Construction of 9 water infrastructures	Long process of design approval by regional & ministerial authorities; Long tendering processes	Approval process to be looked into

Table 44: Review of the Department of Planning,

Objective	Achievements	Challenges	The Way Forward
C. Improve access, quality and equitable social services delivery	O&OD Conducted in 42 Wards and 115 villages	<ul style="list-style-type: none"> • Late release of funds • Inadequate funds released. 	To be taken over in the new plan.

D. Increase quantity and Quality of social services and Infrastructure	Annual district plans and budget prepared as per issued guidelines.	Frequent changes of plan-rep system version and ceiling during preparation of budget.	Reminding responsible Ministry
	Data on revenue and development projects were collected compiled and applied.	<ul style="list-style-type: none"> • Lack of integrated data council bank. • Lack of statistician and IT specialist. 	<ul style="list-style-type: none"> • To establish council data bank. • To recruit skilled personnel (Statistician and IT specialists).

Table 45: Review of the Department of Works

Objective	Achievements	Challenges	The Way Forward
Increase quality and quantity of social services and infrastructure	<p>343.5 Km of road networks maintained with different interventions i.e. routine maintenance, spot improvement and periodic maintenance;</p> <p>Construction of 5 box culverts and 83 lines of concrete pipe culverts ;</p> <p>Rehabilitation of 2 solid drifts;</p> <p>Upgrading of 0.9Km of Bahi town roads and, Construction of Doctor's house at Mwitikira through TASAF (65,408,560) and Community</p>	<p>Insufficient budget</p> <p>Delayed disbursement of funds from Central Government.</p> <p>Insufficient number of staff for monitoring and supervision of projects.</p> <p>Insufficient funds hinders support of in house training to employees in need</p>	<p>To mobilize resource from other sources i.e Improve Rural Access Tanzania (IRAT), Development budget from Road Fund, US – Aid MIRVAF etc.</p> <p>improves staffing Level</p>

	contribution (Tshs 8,528,000/=)		
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Table 46: Review of the Department of Livestock and Fisheries

Objective	Achievements	Challenges	The Way Forward
C. Improve access, quality and equitable social services delivery.	Rabies vaccination in all villages.	Incorrect estimation of dogs' population which led to under-estimation of dose.	should be conducted a thorough Census of dogs in order to know their number
	Educated farmers on quality livestock production during Nane Nane exhibition.	Shortages of funds for transportation of some teaching aid.	Collaboration with livestock dealers in assisting farmers to produce quality livestock.
	Conducted various researches on improved animal products and survival of breeds.	Insufficient fund to buy for the remaining 6 villages.	Beneficiary farmers to distribute survival breeds to other farmers.
	Partial rehabilitation of Kigwe dip tank was done.	Shortage of funds	Solicit additional funds for completion.
	Control of livestock movement in 59 villages was done.	Shortage of funds	Establish 3 barriers to control animal movement
	Participation of Nanenane festival	Lack of transport to move fish species to point station. -Unconducive	To allocate more funds in order to facilitate education to fish farmers on

		environment for fish growth.eg, poorly fish pond design, lack of enough quality water source -Unhealthy fish species.	good aquaculture practice.
	Fish revenue collection has increased from 1,200,000/= to 3,600,000/=	Poor transport	To allocate more funds in order to facilitate education to fish farmers on good aquaculture practice.
Enhance good governance and administrative services	Formation of BMU,Beach Management Unit within the fishery community.	Lack of understanding within the community due to lack of education	Mobilizing the fishery community on how the organization could bring them together and solve their disputes in accordance with following fisheries act 2009

Table 47: Review of the Department of Agriculture

Objective	Achievements	Challenges	The Way Forward
D. Increase quantity and Quality of social services and Infrastructure	Mapping has been carried out and work still in progress for developing database for farm monitoring	Lack of funds to carry out the activity in other remained schemes	To continue writing proposals and submit them to LIC and other NGO's
	680 irrigation canals and drip irrigation infrastructure for 170 acres	Inadequate funds	Mobilize farmers' contributions and funds from other institutions (e.g. SSIDP – JICA).
	Rehabilitation of 2 Irrigation schemes	Shortage of funds	Request for more funds from the Government.
	Kongogo Earth Dam completed	Inadequate funds for construction of	Mobilize more funds

		conveyance infrastructures and irrigation infrastructures	
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Table 48: Cooperatives Unit

Improve access, quality and equitable social services delivery.	26 Cooperative Societies maintained; Training on Internal Control to 4 treasurers	Dominant use of volunteers Staffs	To sensitize VICOBA to transform into SACCOS. Encourage contract staff
Enhance good governance and Administration services.	10% of Cooperatives have been Inspected	Inadequate funds	Mobilize inspection funds

Table 49: Review of the Department of Lands and Natural Resources

Objective	Achievements	Challenges	The way forward
Increase quantity and Quality of social services and Infrastructure	1,636 plots surveyed and 600 plots distributed; 1 village Land Use Plan prepared	Inadequate funds Poor survey equipments Shortage qualified staffs	Survey the remaining plots and recruit new staffs To budget and secure more fund
	50 villages Surveyed; 30 villagers issued with customary title deeds	Shortage of funds Shortage of qualified staffs	To secure more funds To recruit new staff
Improve management of natural resources and environment	Two areas reserved	Outbreak of fire, tree cutting, Shift cultivation and Charcoal making	Close supervision and monitoring of reserved areas
	District tree nursery established	Inadequate funds and water	To secure more funds and drill shallow wells

	6 bee keeping groups established and 650 bee hives purchased	Limited funds of funds	Sensitize community to form beekeeping groups
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Table 50: Review of the Department of Community Development, Social Welfare and Youth

Objective	Achievements	Challenges	The way forward
Improve social welfare, Gender and Community Empowerment	60 students out of 150 were supported school fees, uniforms and scholastic materials to orphans.	Limited release of the allocated funds in the budget	Funds mobilization from other sources.
	Soft loans were provided to 32 women groups and 16 youth groups amounted 42,800,000 Conditional Cash Transfer to beneficiaries worth 2,791,835,000.00	Insufficient funds to meet women and youth loans demand	Funds mobilization from other sources

Table 51: Review of the Procurement Management Unit

Objective	Achievement	Challenges	Way Forward
Enhance good governances and administrative services	Procurement for goods, works, non consultancy and consultancy services conducted amounting to Tsh 15,569,760,085.00	Some funds for procurement were either not disbursed or late disbursed.	Close follow up with relevant authorities

Table 52: Review of the Internal Audit Unit

Objective	Achievement	Challenges	Way Forward
Enhance good governance and administrative services	During the 3 financial years, the Council achieved two Clean Reports and one Qualified Report	Inadequate funds for administration; Lack of transport facilities	Mobilise funds for the unit

Table 53: Review of the Information and Communication Technology Unit

Objective	Achievements	Challenges	Way Forward
Improve information and communication technology	The Council launched its Website (www.bahidc.go.tz) and Government Mailing; Local Area Network (LAN) to all buildings at main Campus; All Offices at the HQ have Intercom IPBX	Inadequate funds for administration; Lack of transport facilities	Mobilise funds for the unit

Table 54: Department of Finance and Trade

Objective	Achievements	Challenges	Way Forward
Improve access, quality and equitable social services delivery.	Registered 450 businesses.	Poor education to business man Lack of TRA office.	Poor education to business man Lack of TRA office.

	Conducted business Inspection	Unreliable transport facility.	Set funds for transport facility.
	Revenue collected exceeded the target	-Lack of enough revenue collector, -Lack of fuel and motor vehicles and -inadequate staffs	-Increasing number of staffs to combat the problem -Availability of fuel and motor vehicle.
	-Use of EFDs Machine increased revenue collection -Increased proper record keeping and control on revenue collection is highly increased	-Shortage of EFDs machine -Lack of skills to EFDs Machine users	-Increasing number of EFDs Machine -Provision of training to EFDs machine users to WEOs and VEOs
	New sources of revenue	-Identification of all communication towers available at Bahi District. -Small mining available at Bahi District	

CHAPTER FOUR: THE PLAN

This chapter provides the operational framework within which the District Council Strategic Plan of 2017/18–2021/22 stand upon. It presents the District Council's vision, mission, core values, strategic objectives, targets, strategies, and performance indicators.

4.1 Vision of the Council

The vision of Bahi District council is “to be the best Council in the provision of Socio-economic services to the community”.

4.2 Mission Statement

The Mission of Bahi District Council is “to facilitate high quality services to the community by partnering with Central government, Civil Society Organizations, Private Sector and other Development Stakeholders for sustainable community development”

4.3 Core Values

The implementation of this Strategic Plan will be guided by 5 core values. These values will guide the District Councils' internal conduct and the way it relate with outsiders. They will be the enduring beliefs of the District Council. These values are as given below:

i) Transparency

The Council's vision and mission will be displayed to the public so that all stakeholders know where the Council wants to be. All decisions will be made upon a common understanding through meetings and consultations. Building trust and knowing the individual rights is going to be our daily priority.

ii) Spirit of cooperation

We believe that the secret of our success is in working together as a team. Therefore we emphasize every one of us to embrace the team work spirit for

maximum achievement of the Council's goals, and strive to be at ease when working with others.

iii) **Accountability**

We are responsible and diligent in all our dealings. To be responsible to any actions or decisions taken by staff, Subordinates will be responsible but the head will be answerable.

iv) **Integrity**

All Council staffs have the obligation to be trustworthy, sincere, fair and consistent in all dealings. They are required to acknowledge persons dignity, and be thoughtful of people's needs and support them in ways that protect their self esteem and dignity. They are, by all means required to spend their time and energy to ensure that people are well served, without having to be involved in corruption practices.

v) **Client based**

We are client-driven entity in all our dairy conduct. The Council is sensitive and responsive to clients's needs and, has high commitment to customer care and satisfaction.

4.4 Strategic Objectives

- A. Services improved and HIV/AIDS infections reduced.
- B. Enhance, sustain and effective implementation of the National Anti- corruption Strategy
- C. Improve access, quality and equitable social services delivery
- D. Increase Quantity and Quality of economic services and Infrastructure
- E. Enhance Good Governance and Administrative Services
- F. Improve social welfare, gender and community empowerment
- G. Improve emergence preparedness and disaster management..
- H. Improve management of natural resources and environment..
- I. Improve information and communication technology..

4.5 Service areas, Strategic Objectives, Targets, Strategies and Indicators

4.5.1 Service Area 1: Personnel and Administration

The Personnel and Administration Department focuses on implementing the following four strategic objectives: A. Services improved and HIV/AIDS infections reduced; B. Enhance, sustain and effective implementation of the National Anti-corruption strategy; D .Increase quantity and quality of social services and Infrastructure, and E. Enhance Good Governance and Administrative Services

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	T01	Provision of nutrition food for HIV/AIDs affected Staff.	To allocate fund in annual plan and budget.	Amount of fund allocated in council plan and budget.
B. Enhance, sustain and effective implementation of the National Anti-corruption strategy.	T01	Knowledge on anti-corruption to 409 staff disseminated by 2022	<ul style="list-style-type: none"> - Establish Permanent committee on Ethics and Good governance - Close collaboration with PCCB on training and sensitization 	Number of staff trained on anti-corruption.
D .Increase quantity and quality of social services and Infrastructure.	T01	Construction of 3 Ward offices and 2 Village Offices every financial year.	<ul style="list-style-type: none"> -To allocate fund in annual plan and budget -secure fund to Development partners/Donors and participation of community to support construction of ward/village offices. 	Numbers of Ward/Village offices constructed
E. Enhance Good Governance and Administrative	T01	52 Statutory meetings conducted annually by June	<ul style="list-style-type: none"> - Avail all necessary resources - Close monitoring 	Number of meetings conducted.

Services		2022	of activities	
	T02	Statutory allowances for 31 councillors provided annually by June 2022	To allocate fund in council plan and budget annually.	Number of statutory payments made to councillors
	T03	Facilitate Conducive working environment in 13 Departments and 6 Sections annually by June 2022	<ul style="list-style-type: none"> - Establish fire and emergence rescue system - Avail working facilities – Training of 105 staff from different cadre - Purchase of Car and Computers. 	<ul style="list-style-type: none"> - Number of department and Units with improved working facilities. - Number of staff trained. - Fire and emergence rescue system in place.
	T04	Cleanness and security of Council facilitated annually June 2022	<ul style="list-style-type: none"> -To allocate fund in annual plan and budget. -Hire cleanness and security Companies. 	<ul style="list-style-type: none"> - Cleanliness company established - Security company in place.
	T05	Improve 1624 Council staff performance by June 2022	<ul style="list-style-type: none"> - Strengthen monitoring of employees. - Enhanced good working relations. - Enhance OPRAS management. - Establish staff incentive Scheme. -Establish Council Client Charter. 	<ul style="list-style-type: none"> - Number of staff meetings conducted - Number of facilities/systems purchased -Staff incentives scheme in place. -Council Client Charter in place.

Table 55: Planning Matrix for Personnel and Administration Department

4.4.2 Agriculture, Irrigation and Cooperatives

Objectives to be implemented under this service area include:

A. Services improved and HIV/AIDS infections reduced; B. Enhance, sustain and effective implementation of the National Anti- corruption strategy; C. Improve access, quality and equitable social services delivery, and D. Increase quantity and quality of social services and infrastructure

Table 56: Planning Matrix for Agriculture, Irrigation and Cooperatives
Department

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	T01	47 agriculture staffs to participate in HIV/AIDS prevention training by June 2022	To mobilize financial resources for training.	Number of agricultural staffs trained in HIV/AIDS prevention.
B. Enhance, sustain and effective implementation of the National Anti-corruption strategy	T01	47 agricultural staffs to participate in National anti-corruption strategy by 2022	To mobilize financial and human resources for training	Number of agricultural staffs trained in anti-corruption.
D. Increase quantity and quality of social services and infrastructure	T01	15 Traditional irrigation schemes in 12 Villages improved by June 2022	- Mobilize community participation in project management - Mobilize financial resources and improvement of traditional irrigation schemes.	Number of traditional Irrigation schemes improved.
	T02	122,000 farmers facilitated on the use of agricultural inputs by June 2022	- Sensitize 122,000 farmers on utilization of agricultural inputs. - Provide subsidized inputs to farmers through voucher system. - Establish Farmers Field School (FFS). - Training of farmers on use of farm Implements, organic and inorganic fertilizers. Link farmers to farm implements soft loans.	Number of farmers properly using Agricultural inputs.

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
	T03	15 Collection Centers of agricultural products in 10 Villages improved by June 2022.	<ul style="list-style-type: none"> - Mobilize financial resources - Sensitize community participation in project activities and implementation. 	Number of collection centers improved
	T04	Strengthen extension services by visiting 800 farmers at least 4 times per year by June 2022	<ul style="list-style-type: none"> - Recruitment of extension staff. - Provide transport facilities and working gears to extension staff. - Organize farmer groups for different trainings. - Establish Farmer Demo plots. - Formulate Farmers Forums 	<ul style="list-style-type: none"> - Number of farmers visited - Number of Demo plots
	T05	20 extension staff in 20 villages trained on food Value Chain by June 2022	Mobilize human and financial resources for the training	Number of extension staff trained .
	T06	204 farmer groups and 800 farmers trained on post-harvest losses and food Value Chain respectively by June 2022.	<ul style="list-style-type: none"> - Mobilize financial resources - Mobilize farmers' groups for training 	Number of farmer groups trained
C. Improve access, quality and equitable social services delivery.	T91	220 Farmers in 22 Wards trained on Alternative Crops production and Land use by June 2022	<ul style="list-style-type: none"> Mobilize farmers and financial resources Sensitize community on production of cassava, sunflower and sesame Conduct training on afforestation. 	Number of farmers trained on alternative crops production.
	T02	4 agricultural staff, and 5 staff in Master, first Degree and short	Mobilize financial resources from the Council and other Donors.	Number of agricultural staff trained in various

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		courses trained by June 2022		programmes.
	T03	28 horticultural groups formed by June 2022.	- Sensitize group formation- Mobilize financial resources.	Number of groups formed
	T04	Soil analysis conducted in 59 villages by June 2022.	Create awareness to identified villages. Facilitate soil analysis.	Number of villages with soil analysis.
	T05	59 Cooperative societies registered and strengthened by June 202	- Recruit cooperative staff. - Mobilize financial resources. - Conduct training to members - Conduct audit to cooperative societies	Number of cooperative societies registered

4.4.3 Land and Natural Resources

The Department of Land and Natural Resources is responsible for the implementation of the following strategic objectives;

- A. Services improved and HIV/AIDS infections reduced
- B. Enhance, sustain and effective implementation of the National Anti- corruption Strategy.
- D. Increase quantity and quality of social services and infrastructure
- H. Improve management of natural resources and environment

Table 57: Planning Matrix for Land and Natural Resources:

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	T01	10 staffs trained on HIV Infection by June, 2022	Mobilize resource	Number of staffs trained
B Enhance, sustain and effective implementation of the	T01	8 staffs trained on corruption issues	Mobilize resource	Number of staffs trained

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
National Anti-corruption strategy				
D. Increase quantity and quality of social services and infrastructure	T01	Develop 2 planned settlements to be satellite towns by June 2022	Acquire land to establish satellite town Plan and survey	Number of satellite towns developed
	T02	Households with legal ownership of land increased from 10% to 40% by June 2022	Mobilize resources Sensitize community on use of village land act No.5 of 1999 Prepare registered title deeds	Percentage of legal ownership of land.
	T03	Villages with operational Land use plans increased from 5%to 53% by June 2022	Facilitate formulation of village land management committees Facilitate preparation of village land use plans	Number of villages with operational land use plans.
	T04	Land use conflicts reduced from 20%to 5% by June 2022	Mobilize resources Sensitize community on the land use plan Establish village land tribunals	Number of land use conflict reduced
	T05	Establish land bank by June 2022	Mobilize resources Sensitize community on the importance of land bank	Existence of land bank
	T06	Integrated land management system established by June 2022	Mobilize resources	Operational land management system established
	T07	Infrastructure improved in five tourism attractions by June 2022	Mobilize resources	Number of tourism attractions whose infrastructure improved
	T08	Revenue from property increased from 0 to Tshs 50,000,000	Sensitize community Mobilize resources	Revenue collection increased

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		annually by June 2022		
H. Improve management of natural resources and environment	T01	Revenue collection from Land rent increased from Tshs 15,000,000 to Tshs 60,000,000 annually by June 2022	Mobilize resources Sensitize community	Revenue collection increased
	T02	4,500,000 trees planted in 59 villages by June 2022	Involve various stakeholders such as NGO, Community, Private and Government institutions Create awareness Mobilize resources	Number of trees planted
	T03	Revenue collection from forest products increased from Tsh. 3,000,000 to Tsh. 15,000,000 annually by June 2022	Mobilize resources	Revenue collection increased
	T04	Technical knowledge on sustainable utilization of forest in 59 villages disseminated by June 2022	Provide backstopping to Environmental Management Committees in villages Support villages in establishment of forest management by – laws Support villages to erect beacons on surveyed forest reserve boundaries	Number of villages provided technical knowledge
	T05	Forest cover increased from 40% to 75% by June 2022	Support village to set aside more land for forest reserves Awareness creation	Percentage of forests cover
	T06	Enhance community based forest	Establish of village forest management committees	Number of villages with community

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		Management in 20 villages by June 2022	Establish of village forest management by - laws	based forest management increased
	T07	Conduct 60 patrols against illegal forest harvesting in 59 villages by June 2022	Mobilize resources	Number of illegal forest harvesting reduced
	T08	Conserve water 16 sources by June 2021	Mobilize resources Sensitize Community	Number of water sources conserved.
	T09	Promote and Market on unique tourism attractions in 10villages by June 2022	Prepare brochures Develop website	Number of tourists
	T10	Tourism products in 10villages diversified by June 2022	Provide alternative attraction to enhance visitors experience Carry out an inventory and document all new attractions	Number of tourism attractions diversified

4.4.4 Health

The Department of Health implements the following strategic objectives:

- A. Services improved and HIV/AIDS infections reduced; B. Enhance, sustain and effective implementation of the National Anti- corruption strategy and, C. Improve access, quality and equitable social services delivery.

Table 58: Planning Matrix for Department of Health

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	T01	HIV/AIDS prevalence reduced from 2.4% to 2.1% by June 2021	- Conduct HIV/AIDS Campaign - Care and Treatment - Strengthen Prevention of HIV transmission from	Percentage of HIV/AIDS prevalence

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
			mother to Child(PMTCT) - Strengthen HIV Campaign - Strengthen Providers Initiated testing and Counseling(PITC)	
	T02	TB Prevalence increased from 15% to 17% by June, 2022	sensitization meeting on TB/HIV Sensitize community conduct supportive supervision Supervise TB DOTS Strengthen Home based care	Percentage of TB Prevalence
C. Improve access, quality and equitable social services delivery.	T01	Infant Mortality reduced from 1/1000 to 0/1000 by June 2022	Sensitize community on Early Antenatal clinic attendance Conduct infant mortality Discussion at all levels HIV Testing to infants	Number of infant mortality
	T02	Medicine, Equipment, Diagnostic supplies increased from 78% to 100% by June 2022	Procure medicines Rehabilitate stores Procure Medical Equipment Procure medical supplies Maintain Medical Equipment Procure Laboratory Reagents	Percentage of Equipment
	T03	Storage of Drugs at Health Facilities increased from 78.% 100% by June 2022	Rehabilitate Drug Stores Procure shelf/Pellets for drug storage Supervise Health facility Train Health workers on drug storage	Percentage of drug storage
	T04	Maternal mortality rate reduced from 53/100,000 to 5/100,000 by June 2022.	Sensitize Community on early attendance clinic to Antenatal Conduct maternal mortality monthly	Maternal mortality rate

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
			Conduct supervision to Health Facility Procure Drugs Procure Equipment Maintain equipment Train health workers Procure ambulances Conduct PPM	
	T05	Neonatal mortality rate reduced from 2/1000 to 0/100,000 by June 2022.	Sensitize community on Early Antenatal clinic attendance HIV Testing to infants Conduct PPM	Neonatal mortality rate
	T06	Infant Mortality rate reduced from 1/1000 to 0/1000 by June 2021	Sensitize community on Early Antenatal clinic attendance Conduct neonatal mortality Discussion at all levels HIV Testing to infants Conduct PPM Motivate staff Increase Medical Equipment	Infant mortality rate
	T07	Under five mortality Rate reduced from 1/1000 to 0/1000 by June 2022	Sensitize community on Early under five clinic attendances Conduct neonatal mortality Discussion at all levels HIV Testing to infants Conduct PPM Strengthen IMCI Strengthen Be MOC Improve FANC Motivate staff	Under-five mortality rate
	T08	Referral cases attended increased from 90% to 100% by June 2022	Procure Ambulances- Conduct PPM Procure tires and parts Pay insurances	Percentage of referral cases attended
	T09	Health Facility delivery increased from 88% to 98% by June 2022	Sensitize Community on Health Facility Delivery Sensitize community	Percentage of Home delivery

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
			on early Antenatal Clinic Attendances Conduct community meetings Increase number of Health Facilities Conduct Outreach services Motivate Traditional Birth Attendants Improve Working Environment Increase Number of Staff Houses Improve BeMOC	
	T10	Birth attended by skilled Health Personnel increased from 93% to 100% by June 2022.	Increase number of Health Facilities Train Health Workers Sensitize men to Accompany their spouses Motivate staff Improve Working Environment Increase Number of Staff Houses Conduct PPM	Percentage of Birth attended by skilled staff
	T11	Prevalence of mental disorder reduced from 2% to 1% by June 2022	Conduct supervision Train staff Sensitize community Procure drugs Conduct mass campaign counseling	Percentage of mental Health conditions
	T12	Number of Diabetic cases reduced from 42% to 20% by June 2022	Conduct Mass Campaign on Diabetic Complications Promote community on excises	Percentage of Diabetics

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
			Procure drugs Procure reagents Procure testing machine	
	T13	of management of Emergence disaster preparedness and response strengthened from 39% to 50%	Conduct mass campaign Procure orthopedic equipment Treat injuries Train community on Road traffic accidents Train motor cycle users on road use Expand Health Facility	Percentage of injuries treated
	T14	Access, quality and equitable distribution of urgent oral health care increased from 15% to 25% by June 2022	Conduct mass campaign Sensitize community Conduct outreach Procure Equipment Expand services to lower health facilities Supervise health facility	Percentage of Oral conditions
	T15	Prevalence of Eye Diseases in Above five years reduced from 3% to 2% by June 2022	Conduct mass campaign Sensitize community Conduct outreach Procure Equipment Expand services to lower health facilities Supervise health facility	Percentage Eye diseases in Above five years
	T16	Proportion of Households with toilets increased from 90% to 100% by June 2022	Conduct House to House Inspection Enforce laws and regulations Conduct mass campaign Sensitize community Conduct supervision Train PHAST Recruit Health Officers	Percentage of Household with toilets
	T17	Proportion of Households with	Conduct House to House Inspection	Percentage of households

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		improved toilets increased from 20% to 75% by June 2022	Enforce laws and regulations Conduct mass campaign Sensitize community Conduct supervision Train PHAST Recruit Health Officers	with improved toilets
	T18	Food safety and hygiene strengthened at all setting premises from 65% to 100% by June 2022	Conduct inspection Conduct mass meetings Enforce by Laws	Number of food Venders sensitized
	T19	Increased social welfare and social protection services from 20% to 75% by June 2022	Conduct inspection Enforce Laws Increase Social well fare staff Conduct Mass campaign	Number of Orphanage Centers Inspected
	T20	Shortage of skilled and mixed human resources for health reduced from 43% to 20% by June 2022	Procure disability Aids Construct use friendly infrastructures	Percentage of disability served
	T21		Conduct mass campaign Enforce laws Conduct meetings Conduct stakeholder's meetings	Percentage of child abused
	T22		Recruit More Health workers Pay subsistence allowances Train Health Workers Motivate Health Workers Pay statutory Purchase utilities	Number of Human Resources for Health
	T23	Health Facilities with qualification below 3stars increased from 0%	Train Health Workers on Big Results Now Improve working Environment at	Percentage of Health facilities with 3 stars

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		to 43% by June 2022	Health facilities Motivate staff Procure equipment Increase number of Health Staff Conduct Supervision Strengthen KAIZEN Supervision	qualification
	T24	Rate of patient with complications associated with traditional medicine and alternative healing practices reduced from 5% to 3%	- Conduct meetings = Enforce laws and Regulations - Conduct sensitization to traditional healers.	Percentage of Traditional Healers with certificate of quality medicine
	25	Shortage of physical infrastructure and staff houses at all level reduced from 56% to 30%.	Conduct meetings Enforce laws and Regulations Conduct sensitization to traditional healers.	Percentage of registered Traditional Healers
			Conduct regular preventive maintenances Conduct rehabilitation Strengthen cleanliness	Percentage of Health facilities with quality infrastructures
	T26	24% Health Facilities received Electronic Cash system by June 2021	Construct staff Houses Rehabilitate staff houses Pay electric bills	Number staff Houses constructed
			Allocate funds Sensitize community on community contribution.	Number of dispensaries constructed
			Allocate funds Sensitize community on community contribution.	Number of Health centers constructed
			Allocate fund to rehabilitate electric and solar systems	Number of electric systems rehabilitated

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
	T27	National Sanitation Campaign conducted to 59 Villages by June 2022	Sensitize community on quality Toilets Conduct Community Triggering meetings Commemorate Hand washing Day.	Number of Villages conducted National Sanitation Campaign
	T28	72 Schools Conducting Water Sanitation and Hygiene (WASH) program by June 2022	Allocate Funds Train school teachers Conduct school meetings Construct Quality Toilets	Number of Schools with WASH facilities

4.4.5 Primary Education

A. Services improved and HIV/AIDS infections reduced

B. Enhance, sustain and effective implementation of the National Anti- corruption strategy
C. Improve access, quality and equitable social services delivery.

Table 59: Planning Matrix for Primary Education Department

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	T01	10 seminars conducted to 72 teachers and 22 ward coordinators on preventing HIV/AIDS.	To allocate funds for seminars	Reduce of HIV/AIDS
B. Enhance, sustain and effective implementation of the National Anti-corruption strategy	T01	10 seminars conducted to 72 on ant- corruption practices	To allocate funds for seminars	Corruption cases decreased
C. Improve access, quality and equitable social services delivery.	T01	Standard Seven Pass Rate in National Examinations increased from 59% to 98% by June 2022	Improve teaching and learning materials and infrastructure and furniture. Improve teacher's welfare Motivate teachers training courses and seminars.	Primary School Leaving Examination Percentage of performance pass rate increased

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
	T02	Standard Four Pass Rate in National Examinations increased from 91% to 98% by June 2022	Improve 3R skills to the students Improve teaching and learning materials and infrastructure and furniture. Improve teacher's welfare Motivate teachers training courses and seminars.	Standard Four National Examination Percentage of performance pass rate increased
	T03	686 Teachers Houses in 75 Primary Schools constructed by June 2022	Mobilize contribution of financial and other building materials to the Government, Community, Donors. Sensitize community	Number of Teachers houses increased
	T04	464 classrooms in 75 Primary schools constructed by June 2022	Mobilize contribution of financial and other building materials to the Government, Community, Donors. Sensitize community	Number of classrooms increased
	T05	1,020 pit latrines in 75 Primary schools constructed by June 2022	Mobilize contribution of financial and other building materials to the Government, Community, Donors. Sensitize community	Number of pit Latrines increased
	T06	Pupils Book Ratio increased from 1:5 to 1:1 by June 2022	Encourage parents to buy pupils books Encourage Government to fulfill the target of PBR of 1:1 through 40% of capitation grant	Pupils Book Ratio improved
	T07	Access to 500 desks in 92 Primary Schools improved from 6,687 to 16,065 by June 2022	Mobilize contribution of fund to the council, Community and Donors. Sensitize community	Pupils Desk ratio improved
	T08	Teacher Pupils Ratio increased from 1:64 in rural areas to 1:72 by	Improve school infrastructure in remote areas Provide water and	Teacher Pupils Ratio increased

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		June 2022	electricity supply to teacher's houses Motivate teachers in remote areas. Reallocate teacher	
	T09	Students' truancy and dropout reduced from 1:70 to 0:47 by June 2022	Improve teaching and learning environment Provide school meals Sensitize community	Number of student's truancy and dropout decreased
	T10	infrastructures improved in 75 schools by June 2022	Community mobilization	Number of schools rehabilitation
	T11	10,000,000 trees planted in 75 School by June 2022	Encourage community to Plant trees	Number of tree planted
	T12	Learning and working environment for Adult Units in 22 Wards improved by June 2022	Mobilize contribution of financial and other building materials from the Government, Community and Donors. Mobilize community to Construct dormitories, kitchen, library, dining halls and workshop buildings	Number of Adults units improved
	T13	1 Special Need Education Units improved by June 2022	- Mobilize financial contribution and other building materials from the Government, Community and Donors. - Construct friendly classrooms, dormitories, kitchen, library, dining halls, teaching Provide learning materials and	Number of Special Need Education Unit Improved

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
			devices friendly to them.	
	T14	Sports and Games facilities improved in 75 schools by June 2022	Purchase Sports and games facilities in 92 schools Construct Sports grounds in 92 schools	Number of sports facilities purchased Number of Sports grounds constructed

4.4.6 Result Area: Secondary Education

Secondary Education Department implements the following strategic objectives:

- A: Services improved and HIV/AIDS infections reduced
- B: Enhance, sustain and effective implementation of the National Anti- corruption Strategy
- C: Improve access, quality and equitable social services delivery.
- D: Increase quantity and Quality of social services and Infrastructure
- E: Enhance Good Governance and Administrative Services
- F: Improve Emergency Preparedness and Disaster Management

Table 60: Planning Matrix for Secondary Education Department

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	T01	80 staff trained on on prevention of HIV/AIDS by June, 2022 .	Collaborate with institutions involved in HIV/AIDS prevention t	Number of staffs trained
B: Enhance, sustain and effective implementation of the National Anti-corruption strategy	T01	80 staff trained on anti-corruption practices by June 2022	- Formulate anti-corruption clubs in secondary schools - Conduct seminars concerning anti-corruption activities. - Publish and distribute poster	Number of staffs trained

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
			and brochures on all secondary education levels	
C: Improve access, quality and equitable social services delivery.	T01	200 staff provided with improved incentive package by June 2022	- Develop incentive package for staff, - Mobilize necessary resources	Number of staffs motivated
	T02	15 Secondary schools Provided with adequate working facilities by June 2022	Mobilize resources Improve the working facilities	Number of schools with facilities.
	T03	64 new secondary school employees given orientation on work ethics and work environment by June 2022	Provide training to the new employees Provide orientation course to new employees	Number of employees trained
	T04	Dropout in Secondary schools reduced from 50 % to 31% by June 2022	- Sensitize community on student's attendance to school. - Use legal measures to stop truancy Improve school extra curriculum activities	Percentage of dropout reduced
	T05	Examination performance improved from 30% to 50% by June 2022	- Improve motivation package to teachers and students - Provide adequate teaching and learning materials.	Percentage of performance improved
D: Increase quantity and Quality of social	T06	12 classrooms in 6 secondary school	Mobilize resources from	Number of classrooms

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
services and Infrastructure		constructed by June 2022	the community, Donor's and Government	constructed
	T07	103 student tables and chairs for 86 secondary school made by June 2022	Mobilize resources from the community, Donor's and Government.	Number of tables and chairs made
	T08	50. Laboratories in 20 secondary schools constructed by June 2022	Mobilize community and financial resources	Number of Laboratories constructed
	T09	12 Latrine pits in 6 secondary schools constructed by June 2022	Mobilize resources from the community, Donor's and Government. Create awareness to the community.	Number pits Latrine constructed
	T10	16 teachers' houses in 20 secondary schools constructed by June 2022	Advocacy Mobilize resources from the community, Donor's and Government.	Number of teacher's houses constructed
	T11	Boundaries in 20 secondary schools set by June 2022.	Compensate land owner nearby schools	Number of boundaries set
	T12	4,000 students provided with school meals by June 2022	Mobilize community for food contributions	Number of students provided with school meals
	T13	20 secondary schools provided with adequate and clean water supply by June 2022	Mobilize community, financial and technical assistance.	Number of schools
	T14	10 hostels	Mobilize	Number of

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		constructed in 20 secondary schools by June 2022	resources from the community, Donor's and Government.	hostels constructed
	T15	Disabled infrastructure system in 20 secondary schools Improved by June 2022.	Sensitize community Construct systems to support disabled	Number of schools improved
	T16	Sports and games environment in 20 schools Improved by June 2022	- Mobilize community for school sports development	Number of schools with improved sports environment..
E: Enhance Good Governance and Administrative Services	T01	64 science teachers from 20 secondary schools employed by June 2022	Request for employment of more science teacher's.	Number of science teachers employed
F: Improved Emergency and Disaster Management	T01	40 teachers trained on emergency and Disaster Management by June 2022	- Prepare a training programme on emergency and disaster management - Establish school clubs for emergency and disaster management.	Number of teachers trained

4.4.7 Water

The Department of Water is responsible for the implementation of the following strategic objectives;

A. Services improved and HIV/AIDS infections reduced

B. Enhance, sustain and effective implementation of the National Anti- corruption strategy

C: Improve access, quality and equitable social services delivery.

D: Increase quantity and Quality of social services and Infrastructure

E: Enhance Good Governance and Administrative Services

Table 61: Planning Matrix for Water Department

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	T01	Train 17 staff on HIV/AIDS infection	To design training in collaboration with HIV/AIDS institutions	Number of staff trained.
B. Enhance, sustain and effective implementation of the National Anti-corruption strategy	T01	Train 17 staffs on Anti-corruption practices	Conduct training in collaboration with PCCB	Number of staffs trained.
C: Improve access, quality and equitable social services delivery..	T01	Population with access to clean, safe and affordable water increased from 40 to 90 % by June, 2022.	Construct new water projects. Rehabilitate/ extension of existing water schemes	-Number of water projects constructed -Number of water schemes in operation/workin g -Percentage of population with access to clean, safe and affordable water

E: Enhance Good Governance and Administrative Services	T01	59 COWSOs established and strengthened by June, 2022.	-conduct village Government meetings for awareness creation on formation and registration of COWSOs - Conduct village general assembly. meetings for approval of COWSOs constitution and selection of leaders -Formation and Registration of COWSOs. -	Number of COWSOs formed and registered
	T02	30 water projects monitored and evaluated by DWST by June, 2022	- Train DWST on monitoring and Evaluation. Mobilize resources	Number of water projects monitored and evaluated
	T03	Incentive package to staffs improved annually by June, 2022.	Facilitate staffs with working facilities and an opportunity to attend short courses training.	-Number of staff trained. -Established incentives scheme

4.4.8 Livestock and Fisheries

Livestock and Fisheries Department is responsible for implementing the following strategic objectives: A. Services improved and HIV/AIDS infections reduced; B. Enhance, sustain and effective implementation of the National Anti- corruption strategy; C. Improve access, quality and equitable social services delivery and, D. Increase quantity and Quality of social services and Infrastructure

Table 62: Planning Matrix for Livestock and Fisheries Department.

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A. Services improved and HIV/AIDS infections reduced	T01	Train 27 staff on HIV/AIDS infection	To design training materials in collaboration with HVI/AIDS institutions	Number of staff trained.
B. Enhance, sustain and effective implementation of the National Anti-corruption strategy	T01	Train 27 staffs on Anti-corruption practices	Conduct training with collaboration with PCCB	Number of staffs trained.
C. Improve access, quality and equitable social services delivery.	T01	27 Extension staffs trained by June 2022.	Involve other stakeholders. Mobilize resources.	Number of Staffs trained
	T02	200 farmers trained on improved livestock production by June 2022	Sensitize community. Involve other stakeholders.	Number of farmers trained
	T03	10 fish farming groups established by June 2022	Sensitize Community. Involve other stakeholders.	-Number of groups established
	T04	10 Skilled personnel employed by June 2022	Requesting employment permits.	-Number of skilled personnel employed.
D. Increase quantity and Quality of social services and Infrastructure.	T01	Livestock infrastructure established and improved by June 2022.	Mobilize resources. Construct 5 Cattle dips, 1 Charco dams, 1 Slaughter houses 2 ternaries industry; Improve 5 livestock markets, renovated livestock and fisheries office.	Number of infrastructure and facilities.
	T02	203,000 cattle identified	Mobilize resources.	Number of cattle registered.

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		registered by June 2022.	Sensitize Community.	
	T03	Livestock census in 59 villages conducted by June 2022.	Community sensitization.	Number of villages where Livestock are counted.

4.4.9 Works

The Works Department implements the following strategic objectives:

- A: Services improved and HIV/AIDS infections reduced; B: Enhance, sustain and effective implementation of the National Anti- corruption strategy D. Increase quantity and Quality of social services and Infrastructure
E. Enhance Good Governance and Administrative Services

Table 63: Planning Matrix for Works Department

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A: Services improved and HIV/AIDS infections reduced	T01	Train 15 staff on HIV/AIDS infection	To design training materials in collaboration with HVI/AIDS institutions	Number of staff trained.
B: Enhance, sustain and effective implementation of the National Anti-corruption strategy	T01	Train 15 staffs on Anti-corruption practices	Conduct training with collaboration with PCCB	Number of staffs trained.
D. Increased quantity and quality of social services and infrastructure	T01	907km of collector and feeder district roads maintained by June 2022	Community participation & Public-private partnership	Number of km of collector and feeder roads constructed
	T02	104 Bridges and 378 culverts constructed by June 2022	Mobilize fund. Construct bridges and culverts standards.	Number of bridges and culvert
	T03	Quality control of government	Strengthen	Number of quality buildings.

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		buildings in 59 villages improved by June 2022	supervision of construction of standard buildings	
	T04	26 motor vehicles, 85 motor cycle and 30 plants/equipment timely Serviced and maintained by June 2022	Mobilize funds to service all council motor vehicles and equipment	Number of vehicles and plant equipment serviced
E: Enhance Good Governance and Administrative Services	T01	Conducive working environment for 12 works staff enhanced by June 2022	Develop incentive package for staff. Facilitate staff team work and working facilities	Number of staff Serviced

4.4.10 Community Development, Social Welfare and Youth

The Department of Community Development Social Welfare and Youth implements the following strategic objectives:

- A. Services improved and HIV/AIDS infections reduced.
- B: Enhance, sustain and effective implementation of the National Anti- corruption strategy
- C. Improve access, quality and equitable social services delivery.
- E. Enhance Good Governance and Administrative Services
- F. Social welfare, Gender and Community Empowerment Improved

Table 64: Planning Matrix for Department of Community Development, Social Welfare and Youth

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A. Service improved and HIV/AIDS infection reduced.	T01	HIV testing and counseling services in 6 Health centers improved by June 2022	Community awareness campaign.	Number of health centers with improved health services on HIV testing and counseling.
	T92	New HIV /AIDS in	- Establish of	Percent of new

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		22 wards reduced from 25 percent to 2.1 percent by June 2022	VMAC and WMAC committees - Train home based care providers - Community campaign on eradication of bad cultural practices.	infection reduced
	T03	Social support for 1,770 PLHIV, MVC, and Widows in 22 wards facilitated by June 2022	Community mobilization	Number of PLHIV, MVC and Widow facilitated.
	T04	28 IGA groups of widows and PLHIV in 22 wards strengthened by June 2022	- Sensitize Community - Mobilize funds	Number of IGA supported
	T05	Reduced new infection among youth from 2.5% to 2.1 % by June, 2022.	- Train youth on risk behaviors. - Awareness campaign - Engage youth in sport and games.	Percent of new infection among youth reduced 1 percent
	T06	Mother to child infection reduced 1% to 0.5% by June 2022	Pregnant women sensitization Promote pregnant women to attend clinic	Percent of mother to child infection reduced.
F. Social welfare, Gender and Community Empowerment Improved	T01	96 women groups empowered with loan, entrepreneurship skills by June 2022	-Mobilize fund -Make follow up and -Identify IGA groups and Create awareness	Number of women groups empowered
	TO2	MVC, elderly and disabled in 22 wards, identified and supported by June 2022	-Create awareness and sensitization -Identification of OVC/MVC, elderly people	Number of OVC/MVC, Elderly people disable identified and supported

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
			and disable Cooperate with other stake holders	
	T03	Social work services in 22 wards strengthened by June 20122	Awareness campaign Involve various stakeholders	Number of people served
	T04	One Processed dairy/welding established by June 2022	Mobilise resource Market research Area of the industries located	Number of industries established.
C. Improve access, quality and equitable social services delivery.	T01	59 villages encouraged to establish Day Care by June 2022.	Sensitize and mobilize Community and other stakeholders	Number of day care centres established
	T02	22 wards empowered to control communicable diseases by June 2022	Create awareness campaign Involve other stake holders	Number wards served
E. Enhance Good Governance and Administrative Services	T01	59 villages sensitized to participate in development programs by June 2022	Introduce awareness creation campaign Sensitization sessions	Number of villages sensitized
	T02	59 village council members from 22 wards trained against bad cultural behaviours e.g. FGM, Women violation by June 2022.	Create community awareness campaign Involve other stakeholders Advocacy	Number of village council member strained
	T03	10 meetings on Public - Private Partnership (with NGOs, FBOs and CBOs) coordinated by	- Identify other development stake holders - Collaborate with partner in project	Number of the NGOS identified and collaborated

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		June 2022	implementation	
	T04	Low cost housing knowledge in 59 villages facilitated by June 2022	- Create awareness Involve other stake holders	Number of villages
	T05	22 wards empowered in child development and socialization by June 2022	- Create awareness - Follow up - Involve other stake holders	Number of wards empowered
	T06	22 wards facilitated good governance, human rights, children rights and the rights of the vulnerable groups by June 2022	- Sensitize on human rights - Facilitate good governance - Identify vulnerable groups	Number of wards facilitated
	T07	25 villages provided with rain water harvesting technology by June 2022	Awareness creation Involve other stake holders Resources mobilization	Number of villages facilitate rain water harvesting technology
	T08	30 villages sensitized on good land use planning by June 2022	Awareness creation on land rights for all	Number of villages sensitized

4.4.11 Planning, Coordination and Statistics Department

This Department is responsible for the implementation of the following strategic objectives: A. Services improved and HIV/AIDS infections reduced; B. Enhance, sustain and effective implementation of the National Anti- corruption strategy; C. Improve access, quality and equitable social services delivery; D. Increase quantity and Quality of social services and Infrastructure; E. Enhance Good Governance and Administrative Services and, F. Social welfare, Gender and Community Empowerment Improved.

**Table 65: Planning Matrix for Department of Planning, Coordination
and Statistics Department**

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A: Services improved and HIV/AIDS infections reduced		Train 10 staffs on HIV/AIDs Infection.	Conduct training in collaboration with the relevant HIV/AIDS institutions	Number of staffs trained
B: Enhance, sustain and effective implementation of the National Anti-corruption strategy		10 staffs trained on effects of corruption at work place.	Conduct training in collaboration with PCCB .	Numbers of staff Trained.
D. Increase quantity and Quality of social services and Infrastructure		237 investment projects developed by June 2022	- Prepare an investment plan - Secure institution(s) for Private-Public Partnership (PPP),	Number of investment projects established.
		Community efforts supported to construct development 237 projects in 22 Wards facilitated by June 2022	Mobilize Communities for contribution of development projects Strengthen community Project Management and supervision	Number of development projects completed.
		Council contribution in donor-funded projects in 22 wards improved by June 2022	Mobilize Community, Participation	Number of donor-funded projects completed.
E. Enhance Good Governance and Administrative Services		Quality Council plans and Budget approved two months before end of each financial year by June 2022	Train Heads of Department (HODs) and Units in the preparation of plans	Approved Council plans and budget in place.
		Approved projects implemented effectively in 59 Villages by June 2022	Strengthen Monitoring and resource mobilization efforts	Number of smooth running projects.
		Projects databank/databas	Prepare inventory of all development	Existence of Council

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		e established by June 2022	projects and their related data	database.
		Data collection in 22 wards improved by June 2022	Train data collectors	Availability of reliable data
		131 lower level staff capacitated in planning process by June 2022	Train lower level staff and leaders on participatory planning	Number of lower level staff trained
		Planning staff facilitated with Improved incentive package by June 2022	Design and Facilitate staff with improved benefits	Availability of improved benefits.

4.4.12 Solid Waste and Environmental Management

This department is not yet established! I think one of the key activities in this plan is to establish it, in terms of staffing, tools & office and then go to key/basic activities of the department

4.4.13 Finance and Trade

The Finance and Trade Department deals with the implementation of the following key

Strategic objectives;

- A: Services improved and HIV/AIDS infections reduced
- B: Enhance, sustain and effective implementation of the National Anti- corruption Strategy
- C. Improve access, quality and equitable social services delivery.
- E. Enhance Good Governance and Administrative Services

Table 66: Planning Matrix for Department of Finance and Trade

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A: Services improved and HIV/AIDS infections reduced	T01	Train 15 staffs on HIV/AIDs Infection	-designing of 100 brochures/leaflets on HIV/AIDS -Conduct training to 15 staff on HIV/AIDS	-Number of brochures/leaflets designed -Number of staffs trained
B: Enhance, sustain and effective implementation of the National Anti-corruption strategy	T01	Train 15 staff on Anti-corruption practices	To conduct training on Anti-corruption practices to 15 staffs.	-Number of staffs trained
C. Improve access, quality and equitable social services delivery.	T01	265 entrepreneurs trained in skills for entrepreneurship by June 2022	- Develop training programme - Mobilize resources for training..	Number of entrepreneurs trained.
	T02	35 markets Centers constructed by June 2022	Mobilize funds.	Number of market Centers constructed
	T03	25 Trade officers and Accountants will be trained on Local Government Revenue Collection System by June 2022	Mobilize funds.	Number of trade and Accountants trained.
	T04	Increase revenue collections (own source) from 90% to 100% by June 2022	-To allocate funds for procurement of more POS machines. -To outsource some of the revenue sources.	-Increased revenue collection -Amount of fund allocated -Number of revenue sources outsourced.
	T05	One stop window for agencies (TRA, TFDA, CRB) established by June 2022	Intergraded operation system. Building constructed for agencies. Negotiated between council and agencies.	Number of one stop Centers established

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
			Establish collection Centre.	
	T06	12 charges and fees should not exceed 5% of the cost of the goods/service charged	Advise central government. To reduced trade embargo and restrictions.	Number of charges and fees reduced.
E. Enhance Good Governance and Administrative Services.	T01	Clean audit certificate obtained in every financial year by June 2022	Promote team- work spirit for timely closing of final Accounts	Type of Audited certificates and number of audit queries

4.4.14 Procurement Management Unit

The Procurement Management Unit is responsible for the implementation of the following strategic objectives:

A: Services improved and HIV/AIDS infections reduced

B: Enhance, sustain and effective implementation of the National Anti- corruption strategy
E. Enhance Good Governance and Administrative Services

Table 67: Planning Matrix for Procurement Management Unit

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A: Services improved and HIV/AIDS infections reduced	T01	Train 5 staffs on HIV/AIDs Infection	Collaborate with Local HIV/AIDS institution to conduct the training	-Number of staff
B: Enhance, sustain and effective implementation of the National Anti-corruption strategy	T01	Training 5 PMU staffs by 2021	Collaborate with PCCB for the training	Number of staffs trained
E. Enhance Good Governance and Administrative Services	T01	Working facilities for the unit procured by June 2022	Mobilize the needed resources	Number of working Facilities
	T02	35 councilors, 13 heads of department and 6	Allocate fund Procure utilities Acquire consultants	Number of councilors, heads of

		unit heads trained on Procurement act and regulation by 2022		departments and units trained
	T03	67 VEOs, 27 WEOs and 67 extension staff trained on procurement Act and regulation by 2022	Mobilize funds and collaborate with local institutions to conduct the trainings	Number VEOs, WEOs and extension staff trained
	T04	Procurement service provided to 13 departments and 6 unit by 2022	Collaborate closely with user departments	Number of Departments/ units served

4.4.15 Internal Audit

The Internal Audit Unit is responsible for implementation of the following strategic objectives: A: Services improved and HIV/AIDS infections reduced; B: Enhance, sustain and effective implementation of the National Anti- corruption strategy and, E. Enhance Good Governance and Administrative Services

Table 68: Planning Matrix for Internal Audit Unit

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A: Services improved and HIV/AIDS infections reduced	T01	Education 5 staff on HIV/AIDS awareness provided by June 2021	Conduct training on how to prevent HIV/AIDS infections in collaboration with relevant institutions	Number of people trained
B: Enhance, sustain and effective implementation of the National Anti-corruption strategy	T01	Education 5 staff on National Anti-corruption provided by June 2021	Collaborate with PCCB for anti-corruption training	Number of people trained on ant-corruption
E. Enhance Good Governance and Administrative Services	T01	59 Villages audited by 2022	Mobilize resources for large scale auditing.	Number of Villages audited
	T02	72 primary schools audited by 2022	Conduct periodic audit in financial transactions to ensure value for money.	Number of Primary schools audited

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
	T03	22 secondary schools audited by 2022	Conduct periodic audit in Financial transactions and value for money	Number of secondary schools audited
	T04	37 Health facilities audited by 2022	Ensure value for money is attained for Health projects. Compliance on store procedures. Audit CHF collected.	Number of Health facilities audited
	T05	Working environment for 5 Audit staffs improved by 2022	Increase budget for Audit staffs. Train 5 Audit staffs on various operating systems such as, Lawson, EPICOR, LGRIMS Acquire working tools for audit staffs.	Number of Audit staff served
	T06	Council clean audit report acquired annually by 2022	Carry out intensive audit on council revenue and expenditure; Strengthen internal controls system	Council clean audit report .
E. Enhance Good Governance and Administrative Services	T01	Auditing queries in 13 Departments and 6 units reduced from 79 to 0 by year 2022	Strengthen internal controls. Build capacity of heads of Units and departments and Audit committee members.	Number of audit queries.
	T02	75 Youth and 125 Women audited by 2022	Mobilize resources and group members	Number of Youth and Women groups audited.

4.4.16 Result Area: Legal

The Legal Unit deals with implementation of three Council objectives namely:

A: Services improved and HIV/AIDS infections reduced; B: Enhance, sustain and effective implementation of the National Anti- corruption strategy; and E. Enhance Good Governance and Administrative Services

Table 69: Planning Matrix for Legal Unit

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A: Services improved and HIV/AIDS infections reduced	T01	3 staffs trained on HIV/AIDS infections by June 2021	Conduct seminars in collaboration with local HIV/AIDS institution	Number of staff
B: Enhance, sustain and effective implementation of the National Anti-corruption strategy	T01	3 staffs trained on ant- corruption practices by June 2021	Conducting seminars concerning anti-corruption practices in collaboration with PCCB	Number of staff trained
E. Enhance Good Governance and Administrative Services	T01	By-laws in 14 Villages review by 2021/2022.	Mobilize the society to establish by-laws	Number of villages with established by-laws.
	T02	Working facilities for 3 legal staff improved by 2021/2022.	Improve budget allocation and resource mobilization	Number of facilities bought.
	T03	Capacity and Working facilities for 22 Ward Tribunals improved by 2021/2022.	Mobilize funds to facilitate training and facilities for Ward Tribunals.	Number of Ward Tribunals trained and supplied with facilities.
	T04	Rule of law improved in 59 villages by 2021/2022.	Educate the community on good governance through meetings and mass media.	Number of villages adhering to rule of law.

4.4.17 Information and Communication Technology

The Internal Audit Unit is responsible for implementation of the following strategic

Objectives: A: Services improved and HIV/AIDS infections reduced; B: Enhance, sustain and effective implementation of the National Anti- corruption strategy; G. Improve emergence preparedness and disaster management and, I. Improve information and communication technology.

Table 70: Planning Matrix for Information and Communication Technology Unit

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
I: Improve information and communication technology.	T01	Health management system (GoT-HoMIS) at Bahi health center Improved by June, 2022	Mobilize funds for Local Area Network (LAN) and train users	Number of health centers are using electronic system
	T02	Revenue system (LGRCIS) extended to 64 points of revenue collection by June, 2022	Mobilize funds to procure the Point of Sales (POS) Machines and train operators and users	Number of POS used in revenue collection
	T03	The council website and Government Mails Systems (GMS) are hosted by 2022.	Mobilize funds and train staff on how to utilize websites and mails for Official purpose	Number of staffs mails hosted
	T04	Internet connection accessible to all departments and units by June 2022	Mobilize Funds for Installation of Local Area Network (LAN)	Number of departments/ units accessing internet service
	T05	Computers and accessories available in all departments and units by June 2022	Mobilize Funds for procurement of computers and accessories	Number of computers and accessories procured
	T06	File tracking system, Sound system and biometric	Mobilize funds for Data mining and Installation of the systems	Availability of installed systems in use. .

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
		signature system installed at district head office by June 2022		
	T07	ICT policy reviewed yearly by June 2022	Mobilize funds for Conducting the review	Reviewed policy in place
	T08	Fiber connected to 22 schools and 6 health centers and 24 dispensaries by June 2022	Mobilize fund Connect the points	Number of schools, health centers and dispensaries connected with fiber.
G. Improve emergence preparedness and disaster management	T01	Backup system installed by June 2022	Mobilize funds to configure Network adaptor storage (NAS)	Number of backup systems
	T02	Main and exchange servers installed at the council's head office by June 2022	Mobilize Funds for Procurement of servers	Number of systems in place
	T03	Standby generator installed at the council's head office by June 2022	Mobilize funds for standby generator and its configuration	Number of standby generator in place
	T04	Security systems installed at the head office by June 2022	Mobilize funds for procurement of the systems	Availability of security system

4.4.18 Beekeeping

The Department of Beekeeping deals with the following strategic objectives: A: Services improved and HIV/AIDS infections reduced; B: Enhance, sustain and effective implementation of the National Anti- corruption strategy and, D. Improve Quantity and Quality of economic services and Infrastructure

Table 70: Planning Matrix for Beekeeping Department

Strategic Objective	Target No,	Target	Strategies	Performance Indicators
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A: Services improved and HIV/AIDS infections reduced	T01	5 members of staff trained on HIV/AIDS infection prevention by June 2022	Organize training on HIV/AIDS in collaboration with relevant HIV/AIDS local institution	Number of Staffs trained
B: Enhance, sustain and effective implementation of the National Anti-corruption strategy	T01	5 members of staff trained on Anti- Corruption strategy by June 2022	Organize training on anti-corruption strategy in collaboration with. PCCB	Number of Staffs trained.
D. Improve Quantity and Quality of economic services and Infrastructure .	T01	Knowledge on modern Beekeeping disseminated to 20 potential villages by June 2022	Capacity building training on modern beekeeping Methods to the community	Number of villages .
	T02	All sets of Beekeeping equipment for 10 villages acquired by June 2022	Allocate budget to purchase beekeeping equipment for staff and groups	Number of villages with sets of Beekeeping equipment.
	T03	Capacity of Beekeeping Unit enhanced through staff recruitment from 1 to 5 by June 2022	Allocate budget and liaise with relevant authority	Number of staff

4.4.19 Election

The Election Unit is charged with the responsibility of implementing the following strategic objectives: A: Services improved and HIV/AIDS infections reduced; B: Enhance, sustain and effective implementation of the National Anti- corruption strategy and, E. Enhance Good Governance and Administrative Services

Strategic Objective	Target No.	Target	Strategies	Performance Indicators
A: Services improved	T01	One staff trained	Organize training	

and HIV/AIDS infections reduced		on HIV/AIDS infection prevention by June 2022	on HIV/AIDS in collaboration with relevant HIV/AIDS local institution	Staff trained
B: Enhance, sustain an effective implementation of the National Anti-corruption strategy	T01	one staff trained on Anti-Corruption strategy by June 2022	Organize training on anti-corruption strategy in collaboration with. PCCB	Staff trained.
E. Enhance Good Governance and Administrative Services		1,505 leaders elected at all levels of leadership by June 2022	Mobilize community and review National Voters' register.	Number of leaders in position.
		Community members in all 22 wards sensitized on election matters by June 2022	Mobilize funds and facilitators to design, prepare and disseminate information through meetings, posters and mass-media	Number of wards sensitized
		1,475 Village Councils and 30 Councilors capacitated on election issues by June 2022	Provide leaders with guidelines and conduct Councilors' and village Councils' meetings.	Number of VCs and Councilors.
		Election office facilitated with working facilities and consumables by June 2022	Timely preparation and submission of annual budgets.	Quantity and quality of facilities

CHAPTER FIVE

IMPLEMENTATION, MONITORING, EVALUATION, REVIEW AND ASSUMPTIONS

5.1 Implementation

For the purpose of implementation, this strategic plan will be the basis of Medium Term Expenditure Framework. The objectives and targets developed in this Strategic Plan should be used to prepare activities and budgets. This will ensure that resources are allocated according to the priorities stipulated in the Strategic Plan. The District Executive Director (DED) will be responsible and accountable for the implementation of the 2017/2018 – 2021/2022 Strategic Plan.

With support of the District management team, the DED will regularly report on Plan implementation and its overall performance to the respective organs of the District Council (including Council's Committee meetings and the Full Council). For coordination purpose, the Planning Statistics and Monitoring Department will play a key role in providing oversight on the implementation, monitoring and evaluation. On the other hand, all Departments and Units with assistance from other stakeholders will take charge of the implementation of daily activities reflected in this plan through the Medium Term Expenditure Framework.

5.2 Monitoring

Monitoring will be carried out throughout the implementation period, as a way of ensuring that the District implementation team is on the right track and that, the management and Councilors are fully informed of the successes and challenges facing the implementation of this Strategic Plan. More specifically, the Bahi District Monitoring Framework is set to achieve the following objectives:

- To guarantee that, all planned activities are implemented and that, if there is any divergence, correct actions are taken on time;
- To facilitate feedback to the management to enable it make necessary decision at the right time;
- To make sure that financial discipline and use of the District scarce resources is sustained;
- To make sure that activity implementation are always in line with respective objectives and targets of this Plan;

- To ensure implementation is focused on realization of the vision and mission of the District Council;
- To facilitate review of the implementation process;

Practically, the monitoring exercise will start with individual staffs assigned to implement certain activities. These staffs are responsible for ensuring that the Monitoring objectives are realized. Once assigned to perform these activities, they will be informed of objectives, targets and performance indicators they are to achieve. Such information will keep them alert of the implication of whatever they do for the success or failure of the District Strategic Plan. As monitoring tool, each staff will be required to write activity implementation report and submit it to their respective supervisors.

Another level of monitoring is at the supervisor's level, where heads of units and departments fall. At this level, supervisors are responsible to write monthly reports and present them to respective organs (heads of units present to heads of departments, and head of departments present to District Management meeting). At this level, even before the monthly management meeting the District Executive Director may summon individual officers or group of officers to require them to provide implementation progress if there is a need to do so. This level of monitoring is followed by District Management Team reporting to the Councils oversight Committees and Full Council. This will be done quarterly, whereby all heads of departments under the supervision of the District Executive Director, inform councilors on what has happened in a period of three months with regard to the implementation of the District Strategic Plan. Councilors, during respective committees will question the validity of the report and provide recommendations on what to be done for the next quarter. The Full Council will approve all the reports and emphasize on implementation resolutions provided by Councilors oversight Committees and those by the Full Council.

It is important to note that, monitoring report at all levels should be clear and reflect the monitoring objectives of this Monitoring Framework. During data collection and reporting, Table 41 will provide a useful guide.

Table 21: District Monitoring Framework

Strategic objective	Planned targets	Planned activities	Implementation status	Planned budget	Actual expenditure	Remarks

With the useful guide provided by Table 41, the head of department responsible for Planning and Monitoring, will prepare a reporting format, to further guide the implementation of this Monitoring Framework.

5.3 Evaluation

A systematic and objective assessment of this Strategic Plan will be carried out twice for the whole period of this Plan. The first assessment will be the midterm evaluation to be carried out after two and half years of the Plan. The assessment will be carried at the end of the planned period to aid Plan review, draw various lessons and re-planning for the future. The main aim is to enable the District Council Management and other stakeholder obtain a deeper and larger perspective on what effects and impacts have been achieved after the implementation of the Plan.

Specifically, the evaluation of this Strategic Plan shall focus on the following issues:

- Establishing whether the Plan objectives, targets and activities as implemented in the District were relevant in terms of having addressed issues of priority and importance to Bahi District Community.
- Establish whether in the first place the implementation of the Plan was effective in terms of ascertaining the extent to which the Plan objectives, targets and activities have been achieve
- Determine efficiency of the implementation of the Plan in terms of whether the Council has mobilized adequate resources and the use of such scarce resources was justifiable.
- Assessing the reasons given with regards to success or failure in achieving implementation targets

- Understanding whether the Plan implementation is achieving desired impact in fulfilling the Council vision and mission.
- Assessing whether the interventions made through the Plan objectives, targets and activities can be sustained for the benefits of the community to avoid repeating doing the same things every year.

Apart from the above issues, the Head of department responsible for Planning and Monitoring will prepare terms of reference to clarify objectives, scope and activities of the evaluation task to evaluators. The terms will clarify whether the evaluator will come from within or outside the District Council.

5.4 Plan Review

This Plan will be reviewed on three instances: the first instance will be min plan review to be done at the end of each year; medium plan review to be done after two and half years; and a major Plan review done after five years of implementation. The whole purpose of doing the reviews is to make sure that the District Council is still focused on what it has committed to do, and that what is being done is still relevant, taking into consideration the internal and external environment. The review will finally question or validate the Vision and Mission statement of the District Council.

5.5 Assumptions

The smooth implementation of this Plan is a function of the existence of the following assumptions which need close monitoring and timely response from the District Council management.

- Continued good leadership at the District council level
- Improved conditions for effective staff retention and motivation
- Timely disbursement of fund from Central government
- Continued provision of technical support, policies, guidelines and financial support from respective ministries
- Continued stability and improved economic growth of the country
- Continued conducive political and socio-economic environment in the District

- Continued willingness of stakeholders to support and respond effectively to the needs of District Council in implementing this Strategic Plan