

THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE

REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

IFAKARA TOWN COUNCIL



FIVE-YEAR STRATEGIC PLAN (2018/19-2022/23)

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LIST OF ABBREVIATIONS

CMT	- Council Management Team
HIV/AIDS	- Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome.
ICT	- Information and Communication Technology
M&E	- Monitoring and Evaluation
PO-RALG	- President's Office Regional Administration and Local Government.
RAS	- Regional Administrative Secretary
SWOC	- Strength, Weakness, Opportunities and Challenges.
IFTC	- Ifakara Town Council
IFUWASA	Ifakara Urban Water and Sanitation Authority
VEO -	Village Executive Officer
WEO	Ward Executive Officer
SDGs	Sustainable Development Goals
SWOC	Strength, Weakness Opportunities and Challenges
TARURA	Tanzania Rural and Urban Roads Agency

PREFACE

The Ifakara Town Council Strategic Plan takes into account the new environment after its establishment in year 2015. The Plan formulation lies within the implementation of the Second National Five Year Development Plan 2016/17-2020/21 and it is therefore developed within such National Framework and commits to achieve social and economic development within the Council context in medium term to arrive to Tanzania Development Vision 2025.

Ifakara Town Council (IFTC) Administration would like to thank all those who contributed to the formulation and completion of the Plan. We are obliged to extend our sincere gratitude to Regional Secretariat team who provided advice and a guide; and Honorable Councilors for valuable inputs and approval of the document. The ideas and opinions from different stakeholders who attended a special meeting for discussing the draft document were useful for this Plan.

As foresaid, this is the first Council Strategic Plan and is going to be framework for 2018/19 Annual Plan and budget and subsequent annual plans and budgets.

STATEMENT OF TOWN CHAIRPERSON

The development of IFTC Strategic Plan for 2018/19 to 2022/2023 is in line with requirement of law particularly in ensuring function of provision of social and economic services to the communities.

The IFTC Vision is stated as Community with improved social and economic wellbeing while managing the environment sustainably.

The vision will be achieved through Mission statement which states: *“Democratic participation of the community in development process and ensuring they have access to basic social and economic services and infrastructures through effective and efficient utilization of resources.”*

This plan is formulated in the period when the Nation is striving to become an industrial nation within the Tanzania Vision 2025 framework. This Framework has been adopted at a Council level, main focus being creating conducive environment for private sector’s investments.

Promotion of local community development is also an area where the council is determined to deal with; that will include the skill development and promotion of self-help spirit for peoples’ own development. In short, this plan is based on the needs and priorities of the people of Ifakara rather than centrally determined priorities and plans.

Hon. Bernard M. Mbilinyi
TOWN CHAIRPERSON

STATEMENT OF TOWN DIRECTOR

The preparation of IFTC Five Years Strategic Plan has been a process since the establishment of IFTC as a new administration area. The Council broader development perspective of 2016/17-2018/19 was the first official document which provided the Council development outlook for three years. It was an interim Council document formulated out of the bigger document “Kilombero District Strategic Plan 2013/14-2018/19” to guide the planning exercise with regard to the position of IFTC as a new Council. This was a working document formulated by the management team. It was useful and a guide for formulation of the first Council Plan and budget 2016/17.

The Local Government Act of 1984 and Constitution of United Republic provide for mandate and function of Local Government. In order to fulfill all these, one of the prerequisite is for the Institution to have a formal plan that guide the institution development direction in medium term, This has been a driving force to the formulation of Council strategic Plan of 2018/19-2022/23 as a basis for mobilization of resources for development from various different sources including donors and development partners to support a framework for planning of social and economic development.

The production of this document is an effort of the Management Team and different stakeholders who participated in the formulation process. We are obliged to extend sincere thankfulness to them.

Mr. Francis Ndulane
IFAKARA TOWN COUNCIL DIRECTOR

EXECUTIVE SUMMARY

Tanzania Development Vision of 2025 and the Second National Development Plan of 2016/17 -2020/21 are among the national development frameworks that have been instrumental for formulation of The IFTC strategic Plans in order to achieve the Institutional vision and contribute to national development outcome as outlined in Vision 2025.

The document is divided into five chapters. Chapter one contains background information, covering purpose of the plan, the method used in preparation of the plan and the layout of the plan. Chapter two presents the Council profile describing such aspect as area covered by IFTC, climatic conditions and demographic characteristic. Ifakara is a strategic location and potential in terms of social and economic services and infrastructure. Chapter three provides situation analysis covering current status and challenges facing the performance of different sectors and departments/sections It goes further to assessing the operating environment of IFTC by using two analytical tools namely stakeholders' analysis and Strength, Weakness, Opportunities and Challenges (SWOC analysis). Critical issues to be immediately considered in the plan have been analyzed

The Council Vision, Mission Core Values and objectives are addressed in chapter four. They have described the Council development perspective in medium term and the means to achieve it. Besides the chapter is about strategies and targets that are linked to address each sub -sector, or departmental challenges.

The monitoring and evaluation framework is explained in chapter five to indicate how the performance will be monitored and evaluated. The indicators are developed for this purpose in order to track the progress at any specified time.

CHAPTER ONE

BACKGROUND INFORMATION

1.1 Introduction

Ifakara Town Council (IFTC) was established with effect from 25th September, 2015 through Government Note number 220 of August 2015. It received its certificate of establishment on 4th December, 2015 and became fully operational with effect from January 2016.

For the first year of its establishment the IFTC had formulated and operated her interventions without internal institutional framework to guide future development perspective.

On the circumstances, the IFTC Strategic Plan is a useful tool geared towards achieving the Council Vision and ultimately contributes to realization of Tanzania Vision of 2025.

1.2 Purpose of the Plan

The purpose of this plan is to provide information to stakeholders on what the Council has planned to do in the coming five years and provide a base for accountability and transparency in service delivery. Moreover it is a term of reference for preparation and implementation of Council annual plans. In summary it will be used as a Management tool for IFTC when conducting its business.

The plan will cover a period of five years from 2018/19 to 2022/23 and is in line with requirement of National Development frameworks on the need for local Authorities to have a medium term development perspectives for developing their annual plans for achieving local priorities focusing on a wide range of results spelt in Tanzania Development Vision 2025. Strategic plan itself is a tool to operationalize such long term perspective plan and a means for monitoring and evaluation of plans developed within the medium term context.

1.3 The Approach and Methodology

The approach used to develop the plan was a participatory one involving the management team, staff and stakeholders at higher and lower Government levels of the local government Authorities. There were also a

number of internal sessions and interactions within the Council management team and outside especially with the Morogoro Regional Secretariat team (Planning and Coordination). Representatives from all development actors operating within the Council were involved during this exercise. In order to align the plan document with national development initiatives, the reviews of deferent publications were done. Such documents included Tanzania Development Vision -2025, Strategic Development Goals (SDGs); an International development goals, Ruling Party Election Manifesto (2015-2020), The national Second Five Years Development Plan 2016/17-2020/21, the Long Term Perspective Plan (LTPP) and other sectoral policies and guidelines.

1.4 Organization of Strategic Plan Document

This strategic plan is divided into four chapters. Chapter one background information that covers the purpose of the plan and methodology used in preparation of the plan. Chapter two presents Council profile indicating the geographical location and demographic characteristics.

Chapter three is about situation analysis, describing mandate and functions of the Council, the current situation and challenges facing the performance of different sectors and departments/sections as well as assessment of ITC operating environment.

On chapter four the Council Vision, Mission Core Values and objectives to achieve the vision are addressed. The Strategies to achieve the objective and targets are addressed.

The monitoring and evaluation framework is explained in chapter five to indicate how the performance will be monitored and evaluated. The indicators are developed for this purpose in order to track the progress at any specified time.

Additionally, two annexes are included in this document. Annex one carry the new organizational structure of IFTC and Annex two is a combined Implementation, Monitoring and evaluation framework indicating the objectives, strategies, Targets and performance Indicators

Annex three indicates the Monitoring Plan

CHAPTER TWO

IFAKARA TOWN COUNCIL PROFILE

2.1 Geographical Location

Ifakara Town Council is one of the nine Local Government Authorities in Morogoro Region. It borders Kilombero District Council to the North, South and South west. The Council, also, borders Ulanga District to the South East (along Kilombero River) and Kilolo District in North West.

2.2 Area and Physical Characteristics

It has an area of 3,893 km sq with its topography mainly being flat. It is situated in a vast floodplain of Kilombero and Lumemo Rivers in the South-East and the Udzungwa Mountains in the North-West.

It is conveniently accessible by all-weather roads and rail (TAZARA) from Dar es Salaam and neighboring towns of Morogoro Regions. The council is reached from Morogoro Region Headquarter using about 190 km of tarmac road and 45 km of earth road. The area lies along the Kilombero Valley, which is a part of the Rufiji Basin and Selous Game Reserve which extends to the Udzungwa Mountains National Park. The Lumemo River which originates from Udzungwa Mountains (about 1,700 meters above sea level) passes through the town towards the Kilombero River.

The Council lies within one main agro-ecological zone called “Central zone” that suits the cultivation of crops such as paddy, maize, cassava and vegetables. The soil types are loamy, clay, sandy, and sandy – loamy. From the nature of its situation of being in flood plains of Kilombero and Lumemo rivers, the Council faces frequent floods during rain seasons.

2.3 Climatic Condition

The rainfall pattern is bi-modal whereby short rains begin towards the end of November and end in January or February while long rains start in March and end in May or June. The average rainfall ranges from 1200 to 1600 mm. Many areas experience seasonal flooding that cause destruction of infrastructures; roads, bridges and housing structures and farms.

Temperature in the council varies with altitude. An average annual temperature in the Council is 26°C with coldest month being July and hottest month being December (32°C).

2.4 Demographic Characteristics

2.4.1 Ethnic Groups

The indigenous people of Kilombero District are mainly of Bantu origin. There are three major ethnic groups of Bantu origin namely the Ndamba, Mbunga and Pogoro. Other minor ethnic groups include Ngindo, Hehe and Bena. However, in recent years, there is influx of immigrants like Masai, Sukuma, Barbaigs and Chaga.

2.4.2 Population size, Growth and Density

According to population and housing Census of 2012, the population of Ifakara Town was 106,424 people (52,148 males and 54,276 females) with the population growth rate of 2.7% per year. By December, 2017 the estimated population is 121,806 people of which 58,526 are males and 63,280 are females. The average household size is 4.3 persons higher than 4% observed in 2002 population census. The regional figure is 4.4 persons per households, while the National figure is 4.8 persons per households. The sex ratio is 99 (meaning that there is 99 males per 100 females). The figure is higher compared to other Councils in the region with exception of Kilosa that has sex ratio of 99. This means that there are more females than males in the Council.

The population density is 27 people per square km higher than 22 persons per square km reported in 2002. Kibaoni, Ifakara and Viwanja Sitini wards are the most heavily settled amongst the existing nine (9) wards because they have attracted immigrants for trading and agricultural opportunities and availability of social facilities that are found within and out of Ifakara Town Council.

According to Population and housing census of 2012, the age distribution showed that Kilombero District (Ifakara Town Council inclusive) have a working force (age between 15 and 64 years) of about 56% all population; a potential human resource for productive interventions. Table 1. presents population by wards in the Ifakara Town Council.

Table No. 1: Population by Ward.

WARD	POPULATION		TOTAL
	MALE	FEMALE	
Kibaoni	9,865	10,268	20,133
Mbasa	4,281	4,455	8,736
Katindiuka	1,934	2,012	3,946
Viwanjasitini	8,330	8,671	17,001
Mlabani	5,360	5,578	10,938
Lipangalala	5,301	5,518	10,819
Ifakara	6,493	6,759	13,252
Lumemo	6,703	6,976	13,679
Michenga	3,881	4,039	7,920
Total	52,148	54,276	106,424

Source: Planning Department; (Extracted from the Census book -2012

The distribution of population by age groups shows that, the workforce of 15 – 64 years of age is much high compared to the young group and the old age group (dependant group) (Table 2). This indicates that there have been enough workforce to contribute towards the Council's economy if this workforce would be well utilized.

Table No. 2: Percentage Distribution in Broad Age Groups for Ifakara Town Council

Age Group	No	Percentage (%)
0 – 14	42,398	39.84
15 – 64	59,527	55.93
65+	4,499	4.23
Total	106,424	100

Source: NBS 2012 Population and Housing Census, Volume II An Extract from Kilombero District figures that included IFTC)

2.4. 3 Socio-economic activities

There are various socio-economic activities which are being carried out by different people. Agriculture is the main stay of many of the households. Trading of raw and processed products particularly rice, manufactured commodities, livestock and fishing are among other economic activities. Transportation sector is now growing due to existing economic potential in the area on productive sector.

The development actors such as religious institutions and civil society organizations have been engaging in provision of social infrastructures and services such as education, water and health in order to improve the community welfare..

2.4.4 Administration Set up

Administratively, there is one division which has been divided into nine (9) wards, 11 villages, 33 Mitaa and 64 Sub villages (See Table 3). The IFTC is a mixed urban and rural council. Out of nine wards, five are urban wards, while the remaining four are rural wards. The IFTC is under Kilombero constituency that also covers part of Kilombero District Council.

2.5 Mandate of IFTC and Core Functions

As described above, the IFTC mandate is derived from the *Local Government Urban Authority Act No.8 of 1982, (Cap 288 RE 2002)* and the *Constitution of the United Republic of Tanzania, (Article No.145 and 146) and among its basic functions are:*

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

CHAPTER THREE

SITUATION ANALYSIS

3.1 IFTC Management Set Up and The Current Status

The operations of IFTC as institution are managed by the existing structures as indicated in the organization chart (Annex 1). The performance and current status of different departments/sectors in service provision are examined below.

3.1.1 Water Department

The main role of the Department is to supply adequate, clean and safe water to all residents of Ifakara Town and disposal of waste water in line with water policy of No.12 (2009)

Water supply services are operated and delivered by Ifakara Water Supply and Sanitation (IFAUWASA) which was established in November 2006. A Board of directors was established and become responsible for managing the IFAUWASA.

About 47% of Ifakara Town Council's population is served with water from public hand pumps and water-pipe network extracted from underground water. Water pipe networks extend to about 25.7 km and currently 1,116 customers have been connected with pipe network. The Pipe network covers only 20% of the town. Besides that, the remaining population is served with private owned water sources especially the shallow wells fixed with hand pumps.

Existing Water Situation

Water demand has been estimated to be 4,900m³/day, while the current production capacity is 1,079m³/day, which is, about 22% of total demand. However, due to various challenges including frequent power cut off, the present production is about 1,079m³/day for motorized pumps and gravity water supply only.

Staffing Level

The department is comprised of 7 permanent employees and 11 temporary employees as shown in Table No. 4. However, 11 employees are under the IFAUWASA. There is a shortage of 11 staff

Water Sources

There are two major water sources namely surface and underground water in IFTC.

i) Underground Ground Water

Ground water is derived from 687 boreholes whereby 30 are deep wells and 657 are shallow wells. Out of the existing 687 shallow wells, 375 are operating and the remaining 312 are not operating. For the existing 30 deep wells, 19 are fitted with hand pumps and 7 with motorized pumps and the water is injected into the Ifakara town water network system. Four (4) boreholes (deep wells) are not operational.

Out of 7 boreholes fitted by motorized pumps, one is operated by Ifakara Secondary school. Other 6 boreholes fitted with motorized pumps are managed by IFAUWASA and located at Viwanja sitini, Lumemo, Kibaoni, Nduna, Site, TAZARA and Kiungani areas.

All shallow wells are fitted with hand pumps but at present 165 are working while the remaining are not working due to most of water pumps are not in good condition.

Table No.2 The Production Capacity of Boreholes fitted by Pumps (for underground source)

S/N	Water Source	Design capacity M ³ /h)	Production capacity M ³ /h	Production capacity M ³ /d	Actual Production M ³ /d
1	Kiungani Borehole	18	16	320	210
	Kibaoni Borehole	18	16	320	190
2	Viwanja 60 borehole	18	10	200	100
3	Site borehole	10	5	100	40
4	Nduna Borehole	15	7	130	64
5	TAZARA shallow well	10	5	100	35
6	Bomani Borehole	10	5	100	35
7	Lumemo Borehole	33	18	360	120
	TOTAL	134	82	1630	794

ii) **Surface water source**

In terms of Surface water there is water spring source (from Udzungwa mountain ranges) that supplies water by gravity to three villages namely Kilama and Kikwawila. Water supply is about 16m³ per hour.

Lumemo River is the surface potential water source that has not been developed. The river flow from the top of Udzungwa forest reserve ranges. According to information from Rufiji Basin Office stationed in Ifakara, the river flow varies from 8m³/s to 200m³/s during dry season and rainy season respectively. Therefore, there is enough water for present and future demand.

Environmental sanitation

Sanitation in Ifakara Town is critical. It is estimated that 80% of the population uses pit latrines, 5% uses Ventilated improved (VIP) latrines and 15% uses flush toilets. The latrines are of poor structural qualities. Septic tanks are mainly used in the new residential houses, institutions' offices and commercial buildings. Ventilated improved latrines (VIP) have been introduced in public institutions especially schools.

Besides there is a tendency of drilling shallow wells without control that affects the quality of the underground water source by infiltration of pit latrine waste water. This can easily be detected by the salty taste of the shallow wells in different areas or the increase of salty taste of different water sources.

Waste Water Disposal and Treatment

There is no means of dealing with waste water from toilets particularly overflows from pit latrines and soak pits which are common in all areas. However the District Council has not yet constructed structures for the treatment of the wastewater and sludge from the septic tanks and latrines.

Major challenges of water supply and sanitation

- The majority of population have limited accessibility to water services and sanitation facilities. Only 30% of population are accessing pipe water.

- Underutilization of existing water sources potentials (especially the Lumemo river water) due to funding problem. The project requires massive funding
- Water infrastructures are dilapidated and the existing water sources and equipment lack maintenance. All these cause loss of water
- Limited water production and distribution capacity. Power cuts have regularly influenced water production and distribution capacity since it lowers voltage in water pumping stations.
- Low pressure in the distribution main caused by little water reaching the tanks or pumps taking too long to fill storage tanks (some areas taking up to 12 hours a day) hence limiting hours of supply to be 1 to 2 hours a day.

Development Programmes

A plan is underway to develop water supply project that will use Kiburubutu water Intake (situated about 12 km away from Ifakara Town Centre) to cover about 80% of IFTC area. The Project was initially designed in 1981 and updated in 2009 with cost estimate of Tshs 2.8 billion,

Three Water projects are going to be implemented in financial year 2017/2018 and will increase water production from current supply of 1079m³/day to 2092m³/day.

Repair of 351 hand pumps for 351 shallow wells will also increase water production by 702m³/day

3.1.2 Health Department

The National Health Policy is aimed at reducing the incidence of morbidity, mortality rate and increase life expectancy of Tanzanians through the provision of quality health services. In this regard, it spells out the need to:

- Ensure self-sufficiency in qualified medical personnel
- Sensitize and involve stakeholders in the health sector development
- Improve primary health care and environmental sanitation
- Increase number of health facilities (each ward to have a health center and each village to have a dispensary)

- Ensure enough medicine, medical supply, medical equipment and laboratory supply in all health facilities
- Ensure accessibility to health facilities should not be above 5 km from the target population
- All Health Centers should provide CEMONC Service (Comprehensive Maternal Obstetric and Neonatal Care)
- Increase of more funding in health sector.

3.1.2.1 Health Situation

Human resources

The required number of Health staff is 215 and the available number is 119. The shortage of staff most affect the skilled/professional staff namely the Medical Officers, Assistant Medical Officers and Bio Medical Technologists. Radiographer technologist, Health Laboratory Technologist, Occupational Therapist, Physiotherapist, Pharmaceutical Technologists

Health Services and Facilities

Health services are provided in 12 health facilities including one Hospital (Privately owned), one Health Center (Government) and 10 Dispensaries (1 public and 9 private owned). Accessibility of such facilities in terms of distance is in average 7 kilometers. Such facilities especially those owned by the government need minor repair.

The council has one vehicle "Hard Top" which is used as an ambulance. With regards to staff's houses, there are two houses which need rehabilitation. The availability of medical equipment at health facilities is at average.

Major Health Problem/Health Status

Malaria is among top ten diseases leading in OPD diagnoses commonly affecting both under 5 and over 5 years. The cases are 23.3 % for under five and 48.8 for over five years of age. The disease occurs almost throughout the year and becomes more prevalent during rainy season.

Other health challenges/problems are as follows;

- Maternal Mortality rate is 454/100,000 higher than the Regional and National level figure. The Regional and National figures are at

125/100,000 and 302/100,000 respectively. Delay of pregnant women to attend at Health facilities during delivery is one of the underlying reason for the high maternal death.

- Infant Mortality rate is 51/100,000, while the regional figure is 10.5/100,000 and National figure is 26/100,000
- Under five Mortality rates is 81/100, 000, while the regional and national figures are registered at 19/100,000 and 9/100,000 respectively.
- Shortage of medicine and medical supplies by 40%

Development Actors

The key partners/stakeholders in the Council who support health survives provision include SAUTI, RESTILESS DEVELOPMENT, SIGHT SEVER, MWANZO BORA, HPSS, Community, Training Institutions, TTCIH, Ifakara School of Nursing, St. Francis Medical University Institution (IHI), Tanesco, Faith Based Organizations (Catholic Church (Ifakara Diocese), Bakwata), NGOs/CBOs (Plan Ifakara, Tunajali, Marie Stopes, Engender Health, PSI, World Lung Foundation), Donors/Agents (IHI, I-Tech, Engender, PSI, USAID Boresha Afya and KNCV).

Current development initiatives

The council is currently carrying out preventive maintenance for available essential equipment and procurement of some delivery kits to effectively deliver the intended services. Procurement process for an ambulance and rehabilitation of infrastructures at Kibaoni Health Centre's have started and it is expected to be effected in 2017/18 financial year..

In improving health services, every health facility has Health Governing Board/Committee. The Board or Committee have the mandate of monitoring the provision of services as per policies and guidelines issued by the Ministry of Health and Social Welfare.

3.1.3 Education

Introduction

Education and Training Policy is aimed at guiding and promoting the development and improvement of education in Tanzania. It encourages and promotes the acquisition and appropriate use of literacy, social, scientific, vocational, technological professional and other forms of

knowledge, skills and understandings for the development and improvement of man and society. The IFTC carries out its responsibility in line with such policy to ensure the community within the Council jurisdiction is developed and improved through knowledge and skills acquired.

3.1.3.1 Pre-primary Education

There are **39** Pre- Primary schools, out of them, **33** belong to government and **6** are private schools. Government schools have the total number of **3871 pupils**, including **2033** boys and **1838** girls. Non-government organizations' schools (Private Schools) have the total number of **361** pupils, out them **193** boys and **168** girls.

3.1.3.2 Primary School Education

There are **39** Primary Schools, **33** are owned by Government and **6** under private ownership. The enrolment of pupils in all Government Primary schools is **20,622** including **10,341** Boys and **10,281** Girls. Non-government schools, have the total number of pupils **1950** including **1002** boys and **948** girls. Tables 12, 13 and 14 present summaries of number of schools, ownership and enrollment.

Primary School Performance

General performance has been improving in recent years in terms of increasing enrolment rates, and improved teaching and learning environment.

i) School Enrolment **Pre-Primary**

The target group for enrolment into Std. I of primary education is between five and six years of age. The number of pupils enrolled in pre-primary in 2017 was **3,871** pupils (**2033** boys, **1,838** girls) against the projected **2,579** pupils (**1,331** boys, **1,248** girls). The enrollment rate is 150.1%. This is tremendous increase from 98.77% in 2014, 101.7% in 2015, and 149% in 2016..

Primary School

The number of standard one pupils enrolled in 2017 was **3980** pupils (**2079** boys, **1901** girls) against the projected **2770** pupils (**1395** boys, **1377** girls). This is about 44% lower than 46% registered in 2016.

ii) Teaching and Learning Environment

There are some remarkable improvements in teaching and learning environment. The Ratio of pupils per basic facilities has been improving compared to the past.

Currently the Teachers table ratio and teachers chairs ratios stands (both) at 1:1 Some challenges are manifested in number of areas such as the following; pupils classroom ratio (1:65 against the required 1:40), Students book ratio(1:7 against the required 1:1)

iii) School Performance

According to National Standard seven examination results of year **2016**, there were **2415** pupils who sat for the examination. Out of them **1577** pupils (**65%**) passed. For standard four national assessments, there were **2805** pupils sat for examination, among them **2725** pupils passed the examination, which is equal to **97%**.

Primary school dropouts

Pupils dropped out in primary school are mainly due to truancy, pregnancy and death, Truancy being the leading cause. However, there is declining trend which is largely due to impact of free education programme that has been recently introduced.

Primary school facilities

The assessment conducted by Primary Department in August, 2017 shows that in average the availability of basic facilities is about 57% of the requirement. The facilities (selected) include Classrooms (58%), staff houses (92%), toilets (57%), offices (59%) and desks (0). The most affected areas are staff houses and latrines

3.1.3.3 Special Education

There are four centers that provide special education to the pupils with special needs. These are Bethlehem Center which is under private ownership; Lipangalala (for hearing impairment), Lumemo (For Intellectual Impairment) and Mapinduzi unit (for intellectual impairment) which are owned by government.

There are a total of **215** pupils in these centers as follows:

- Lipangalala-37 pupils (11 girls and 26 boys); Lumemo-36 (11 girls and 25 boys); Mapinduzi-46 (18 girls and 28 boys) and Bethlehem centre-96 (46 girls and 50 boys)

3.1.3.4 Adult Education (MUKEJA) and COBET Centres

There is only one Adult illiterate's class with **33** Adult learners who are engaged in economical learning activities while getting non-formal education. There is **1** facilitator who is volunteering. **In terms of COBET, there are 6** centers with a total number of **71** students, **49** males and **22** females. They are located at Kikwawila 10 students (3 girls and 7 males); Jongo (Ifakara)-10 (2 girls and 8 males); Lihami (Katindiuka)-5 (1 girl and 4 males); Ihanga (mahutanga)-10 (2 girls and 8 boys); Lipangalala-29 (12 girls and 17 boys), Mlabani-7 (2 girls and 5 boys). The pupils in these classes are aged from 9 years to 13 and above

3.1.3.5 Vocational Training

There is two centers which is providing initial vocational training skills. These are Folk Development Centre (FDC) located at Mbasia Ward and Mlabani Post primary school which is located in Mlabani Ward. FDC have a total of 69 students (30 male and 39 female). The Mlabani Post Primary School have a total of 43 students (29 boys and 14 girls) and 6 teachers (4 Males and 2 female. Training offered are masonry, Carpentry, Tailoring and welding

3.1.3.6 Culture and Sports Section

Ifakara area is a multicultural area with a mixture of people from different parts of the country motivated by its economic potential.

Globalization has negatively affected the conduct and preservation of culture and norms of the society such that they are not practiced effectively compared to the past. This situation need to be addressed so that traditions and customs that have positive impact to social and economic development are sustained and promoted. The indigenous population is rich in traditional customs' that can uphold their social and economic status. There are also cultural heritages and attractions that includes; historical buildings and sites as well as art that also need to be preserved.

About 8 cultural groups have been formed and 5 of them have been registered by BASATA and 3 are not yet registered. In terms of cultural and sports activities the envisaged interventions are geared towards implementing the culture and sports Policy of 2016-2020 which among other issues is the establishment of cultural and sports centers within the Council. Marketing of the existing opportunities investment are being carried out.

Currently the following five (5) sports associations of different categories have been formed and are operational:

- Kilombero Football Association(KDFA)
- Kilombero Netball Association(CHANEKI)
- Ifakara Boxing (IBO)
- Kilombero Athletics Association(KAA)
- Kilombero Volleyball Association(KVA)

The sports associations have the role to support and manage different clubs. There are about forty (40) different clubs including five football clubs under Third Regional division, twenty two (22) football clubs under fourth District division, six (6) netball clubs, two (2) boxing clubs and five (5) volleyball clubs

Youth program and Sports academy

In ensuring youth's Talents are developed the schools have been participating in different competition events such as as UMITASHUMTA, UMISSETA and AIRTEL RASING STARS. Moreover there are two registered sports academies, which are Techfort sports academy and Kilombero soccer-net sports Academy. Seven primary schools have been earmarked as sports and culture centers for different sports activities specifically football, handball, athletics, arts, Volleyball, netball and basketball.

Sports Infrastructure

There are about 78 sports grounds which are 37 football grounds, 24 netball grounds, 3 Basketball grounds, 2 Volleyball, 1 athletics and 11 Social halls

Existing Challenges

The most challenge is mobilization of resources for investing in sports and culture particularly in building modern sports playgrounds, establishment of

more sports academy in different sports, entertainment halls and promotion of traditional dances and develop sports activities.

Secondly is transform the mindset, encourage and create awareness to Ifakara people (natives) especially the young generation on the importance and need to revive and value their culture

3.1.3.7 Secondary Education

There are 14 Secondary schools, 7 schools being owned by the Government and the rest are non- governmental schools. Among the Government Secondary Schools there is one Advanced level Secondary School commonly known as Ifakara Secondary School

The total number of students in all Secondary Schools is 6,630. Out of them 5,005 are in the Government Schools and 1,625 students are in the Private Schools.

Staffing level

The Government owned schools have **280** teachers among them **146** are males and **134** are females. The actual number required is **225** teachers, where **133** are arts subject teachers and **92** science subjects' teachers. There is a deficit of 28 Science Teachers.

School Performance

Out of 1,603 students who were registered for National Form Two examination in 2016, 86.4 % passed the examination. The figure was greater compared to regional and national target of 73% and 80% respectively.

Besides, performance in Form six examination recorded at 99.39% against the regional figure of 90% and 85% for National target

Secondary school dropouts:

Students dropped out are mainly caused by truancy, pregnancy, and lack of basic requirement. Truancy is the leading cause of school dropouts . However there is declining trend of drop out which is largely due to impact of such programme as Free education and Performance for Results (P4R) where the programs focus on improving Quality and relevance of education and improvement of teaching and learning environments.

Secondary Education Infrastructure and Facilities

Despite the efforts made by different development stakeholders to contribute to education development, facilities such as staff houses, laboratories and toilets are not adequate.

Existing Challenges

The following are summary of education challenges

- Inadequate number of teachers both in Primary and Secondary Schools (Specifically there are shortages of science subjects Teachers in Secondary Schools)
- Inadequate school infrastructures and furniture such as classrooms
- Poor participation of parents in development activities such as construction of teacher's houses and classrooms
- Inadequate teaching and learning materials like textbooks and teacher's manuals.
- Lack of in-service training to teachers

3.1.4 Administration and Human Resource Management

The core function of Administration and Human Resource Management Department is to provide a friendly working environment to the staff and ensure their affairs in order to deliver services to the public. All these are in line with the Public Service Act Cap 298 of 2002, Public Service Standing Order third Edition of 2009, Employment Act and Labor Relations Act of 2004 and other Development Policies. However By laws of the Council and Council Standing Orders are used to provide internal guidelines.

Organization Structure of Ifakara Town Council

The decision making structure consists of the Full Council with 14 members and the Town Council Director and 4 standing Committees at the Higher Local Government Authority. At the lower Local Government Authority, the decision making structure has the Ward Development Committee at Ward level, Mtaa Committee at Mtaa level and Village Government Council at Village level. IFTC's executive arm consists of twelve departments and six sections at the Higher Local Government

Councilors and other elected leaders

Like other LGAs, IFTC constitutes elected members (Councilors), one from each ward (elected councilors), councilors appointed through special seats and two members of Parliament (one as a constituent Member of Parliament and one special seat member).

Leaders at lower level administrative units are elected in an electoral meeting conducted in accordance with the electoral procedures prescribed by the Minister responsible for local government in a regulation under the provision of the Local Government (Urban Authorities) Act No. 8 of 1982 and Local Government (District Authorities) Act No. 7 of 1982.

Standing Committees

Standing committees consist of members elected by the council from their own ranks. It is the Council, which decides the number of committees and specifies the mandate of these committees. There are two main types of committees at council level: standing/ sectoral committees and adhoc committees. With respect to standing/sectoral committees the members of the committees have to be members of the council and are elected by the council. Local government legislation provides for the formation of three Standing Committees in Urban Local Authorities as follows;

- The Finance and Administration Committee
- The economic Affairs, Education and Health Committee
- The Urban planning and Environment Committee

The Aids Control Committee is another committee which are formed with regard to its crosscutting nature.

In addition to the three Standing Committees, the IFTC is allowed to establish up to three more Standing Committees as a maximum. Legislation provides the Minister responsible for local government to approve proposed addition Standing Committee.

Besides these Standing Committees, the council may decide to appoint sub-committees under the Standing Committees for specific task to be done.

The LGA law provides also the mandate to Councils to form service boards within the major sectors with delegated powers but referring to the council. The boards may consist of persons who are not Councillors.

Roles and Mandates of Standing Committees

The Council is the decisive political body of a local government authority. The committee is thus not a body with political decision-making powers, but it is supposed to oversee the implementation of council decisions, that is efficient and cost effective management of local government affairs. The Standing Committee is therefore an organ between the Council and the ITC Administration. It oversees the work of the administrative departments, but it is not itself an administrative body, since it is composed of political leaders.

In conducting Council business, departmental plans go through the three standing committees before reaching the Council.

The council forms ad hoc committees when a particular problem requires a political attention. According to regulations, ad hoc committees are given specific mandates to avoid mixing up issues.

The Ward Development Committee

The IFTC has 9 Wards. At the Ward level, there is a Ward Development Committee (WDC). The WDC membership includes all chairpersons of Mitaa/Village Governments in the Ward and all VEOs/MEOs. The Councilors of the Ward are the chairs of the WDC and the WEOs are the Secretaries. The WDC is just a committee responsible for coordinating development activities and planning in the Ward and linking with the district level. Unlike the District and the Village level Councils, the Ward Development Committee does not have legislative powers that could enable them to formulate by-laws because they do not have that legislative role. However they can house a Ward Tribunal to implement the village level and district level by-laws.

The IFTC Administrative Structure

As provided for by legislation (Acts No. 7 and 8 of 1982) the councilors, who are representatives of the people own the Council. Members of staff offer technical support to the Council and they serve as secretaries of the various committees of the councils. Because of their professional and technical knowledge and capacity the staff has considerable power and influence in relation to preparing technical reports, planning and budgeting as well as management of Council affairs including personnel matters. The IFTC Director is the Accounting Officers for IFTC. (ANNEX 1 shows the structure of IFTC.

Staffing Level

Currently IFTC have about 984 staff working in different departments and sections. This is about 81.7% of the required staff to perform different

functions within the Council jurisdiction. Inadequate number of staff has affected to some extent the provision of services to the public

The following are some causes of the existing shortage:

- Retirement of 22 staffs
- Termination of 22 staffs due to lack of relevant academic certificates.
- Transfer of staffs 23-to other council/districts

Table. 3 Staffing level

No	Department	Needed	Available	Shortage.
1	Human resources and Administration	80	31	49
4	Finance and Trade	8	4	4
3	Urban Planning	9	7	2
4	Works/Construction	6	2	4
5	Planning	4	3	1
6	Community Development	13	8	5
7	Primary Education	554	524	30
8	Secondary Education	228	260	28
9	Health	198	118	80
10	Agriculture, irrigation and Cooperative	13	9	4
11	Livestock & Fisheries	13	9	4
12	Water	19	9	10
13	Environment and Sanitation	1	1	0
	TOTAL	1206	985	221

The IFTC is focusing to address the shortage to at least 10% on areas of priority such as

Health, Community Development, Human Resource and Administration, Secondary education and Primary Education. However, this is a subject to approval of Council staff recruitment request from President's Office-Public Service Recruitment Secretariat.

Existing Challenges

- Shortage of staff in number to support development activities due to restricted permission to employ.
- Shortage of offices for council staff to execute their functions.
- Inadequate facilities such as vehicles and computers.
- Shortage of houses for staff.
- Poor Governance practices at Council and lower level like insufficient transparency, poor records management, Poor reports and minutes writing
- Ifakara Council of workers not yet formed.

3.1.5 Election Section

Election Unit aim at enhancing good governance and administrative services in IFTC area of jurisdiction. It is responsible for the following

- Coordination of all election activities/issues within IFTC
- Coordination and supervision of the establishment of villages, Mtaa and Wards as per designed law..
- Information sharing with political party leaders on issues related to political affairs conduct during election exercise.

Political entities

There are about 8 political parties; Chama Cha Mapinduzi (CCM), Chama cha Demokrasia na Maendeleo (CDM), Civic United Front (CUF), ACT Wazalendo, UPDP, UDP, Tanzania Labour Party (TLP), NCCR). According to the Certificate of Establishment, Ifakara Town Council deserves to have its own constituency; despite the fact that currently is under Kilombero constituency.

Existing Challenges

- Political frictions especially during elections due to lack of trust between stakeholders especially political parties during elections.
- Inadequate civic education among the community
- Existence of political vacancies at lower levels that have not been filled due to shortage of fund to conduct by elections.

Future Expectation

The proposal is underway to increase the number of Wards in IFTC from the current 9 to 13 wards. The number of Mitaa will also increase to 44 from the current 33, by transforming 11 villages to Mitaa

3.1.6 Information, Communication and Technology (ICT)

Introduction

Information, Communication and technology is important for Community development as it provides access to relevant information and knowledge which improves efficiency and productivity; enhances social services delivery; increases access to market opportunities and improves government performance..

ICT Core functions is to communicate internally and externally with the Public and Stakeholders on the Council matters in the right perspective and inform them the impact of services provided to the stakeholders and the community.

Other functions include;-

- a. To coordinate Publications on special features, journals, brochures and news both mechanically and electronically for the purpose of publicizing and marketing the services offered by the Council.
- b. Supervising and repairing of Information Technology applications, software and hardware in the council
- c. To serve as a link between media and Council on one hand, Council and public on the other hand through website and press conferences.
- d. To assist in elaborating various government policies through publications, interactive interviews or discussions with stakeholders.
- e. Supervising ICT guideline and policies if are adhered by all staffs and providing some technical support where needed.
- f. To coordinate classification and storage of information about government events, preferably using special computer applications in pictorial form, for easy access and retrieval
- g. To facilitate preparation and airing of various awareness campaigns in the Town Council.

Existing Situation

In terms of communication there are number of communication networks such as mobile phones and radio channels which are privately owned. There are four (4) operating cellular phone companies namely Vodacom, Airtel, Hallo Tel and Tigo. The average coverage of the mobile phone services is 88 %, the leading telephone company for wide coverage being Tigo, followed by Halotel, Airtel and Vodacom.

There are 3 Community Radio services including radio Pambazuko, radio Ulanga and radio Kilombero. Furthermore, other Mainstream Channels such as TBC, ITV, Clouds TV and other Television and radio channels operated outside the Council are available through Satellites decoders including Azam, Zuku, Star times, Continental and Digital Satellite Television (DSTV).

The council does not have internet services in Peripheral areas but the council headquarter is the only area which has an access to internet services. The Council headquarter is served with National Optical Fiber Backbone. The remaining 9 Wards have no access to internet services.

Current Development and Initiatives

The establishment of Council's Website (www.ifakaradc.go.tz), Council's social Media such as Facebook page (www.ifakarakwanza/facebook) and youtube@ifakara24 as well as the presence of community Radios; Pambazuko, Ulanga and Kilombero Radios, supported by mainstream media have enabled dissemination of information to the public and contributed a lot to the community development as it increases awareness for people, community participation in development activities, decision making, knowledge sharing and their behavior change and life style.

The strong relationship built between the Council and media stakeholders which are found outside the Council jurisdiction has also enabled council information to be aired out through different programs.

The Council is in the process of preparing the Information and Technology Policy that will manage and supervise Information Technology applications, software and hardware at Council level.

Currently there are about 15 Information technology application systems in the Council which are; Lowson, Epicor, Human capital management Information system (HCMIS), LGRCIS, PREM, BEMIS, GMS, GSPP, FFARS, PLANREP, IMIS and LAN

Existing Challenges

The following are existing challenges

- Poor access of Council information to the general Public due to inadequate access of internet services, illiteracy and poverty
- Lack of modern and sufficient tools for production and storage of Council's promotional materials such as Professional cameras and computer with huge capacity (Marc Apple)
- Low awareness of ICT policy and its role to staff and the general Public

3.1.7 Legal Section

Legal Unit was established by the Government Secular of 2009 and is charged with responsibility of advising and assisting the Council on legal related matters including representing the Council in all cases where the Council get involved, either as complainant or defendant in various courts of law. Currently there are two solicitors, as per existing Council's staffing level.

Moreover, the Legal Unit has a duty to provide legal advice to the council, vetting contracts by scrutinizing all contracts whose value is below one billion Tanzania shillings before being signed by the Council, with a view of ensuring that such contracts comply with relevant laws and take into account interests of the council and the general public at large. Drafting and reviewing council by-laws and coordinating and supervising Ward Tribunals.

Legal services are being provided to the Council as and when needed in line with core functions stated above. Up to the end of July, 2017, a total of **10 contracts** have been vetted, 08 court cases have been attended and advice has been given to Council meetings. The performance of legal unit is hampered by various reasons which include:-

- Some Cases and complaints resulting from violation of laws due to some employees and leaders taking decisions without considering the laws which govern that particular issue which result into the council being unnecessarily being sued or entered into disputes.
- Inefficacy of the Ward Tribunal in dispensing justice to the general community. Ward Tribunals are charged with duty of determining disputes in their areas of jurisdiction as per Ward Tribunal Act, Cap

206, R.E 2002 and The Courts (Land Disputes Settlements) Act, 2002 but there are complaints from different people in the community about the performance of Ward Tribunals.

- Lack of legal knowledge to some of the members of the Audit Committee.

3.1.8 Planning, Statistics and Monitoring

Department has 3 sections namely Planning, Statistics and Monitoring.

The Department is responsible for the following:-

- Resource Mobilization for social and economic development that includes coordination of budget formulation process, its implementation, monitoring and evaluation.
- Visioning of the Institution development perspective specifically by facilitating the formulation and preparation of Council Strategic Plan.
- Monitoring and evaluation of development interventions
- To collect, consolidate and interpret social and economic data for different users and uses.
- Facilitate and promote the Private sector involvement in development process with regards to existing policies and regulations.
- To identify priority areas for social and economic development.
- Promotion of local economic development by focusing the local people in order to raise their standard of life.

Current Development Initiatives

Customarily most of the Councils including IFTC have been depending on Central Government subventions and Development partners' fund and grants to carry out recurrent and development interventions. With the Government budget constraints and unavailability of donor funds most of the development projects initiated by the Community and council have not been started and completed as planned.

In order to overcome this situation the Council through Planning Department has embarked on the following:

- Marketing of development potentials and promoting the private and public partnership. Through this a number of development interventions based on the Council Priorities can be initiated and implemented to generate employment and income. In investing in profitable investments the council can have reliable source of income in future to fund planned projects.

- **Identification of community initiatives:** This is a new approach whereby the projects formulated and implemented by the community itself can bring impact to the community rather than those formulated by external agent/force. From this background support to these projects; moral, technical and financial can be extended to these projects by Council to achieve the intended objective. The support given will be minimal contrary to be implemented and funded will be those initiated by the Community as will require little finance from the Council. Documentation of such projects have been done and the community has been encouraged to continue to implement such projects.

3.1.9 Works Department

Works department consists of two (2) sections namely: buildings and roads sections. **Building Section is concerned with** supervision, construction and rehabilitation of public and other buildings in order to ensure that construction standards are observed. **Roads Section** is responsible for supervising construction and rehabilitation of road network and preparation of road inventory survey.

Ifakara Town Council has a total of 128.95 Kms of road networks as described below:-

- 2.4 kms of the roads are tarmac,
- 43.3 kms gravel roads
- 83.2 kms earth roads.

Functions of Works department are as follows:-

- To prepare bill of Quantities and supervising all public buildings construction
- To give advice to community on how to construct their houses by following building rules
- To improve urban roads by maintaining the existing roads
- To construct a storm water drains of the urban roads
- To approve all building plan and to provide building Permit prior to constructions
- To develop the feeder roads to gravel standard
- Streets lights development

- viii) Survey/feasibility study options to come up with different options to halt the negative impact of floods
- ix) To construct earth retaining embankment to obstruct the flood water
- x) Improvement of Road network in industrial areas

NB: Currently 95% of Ifakara Town Council Road Networks is under supervision of Tanzania Rural and Urban Roads Agency - **TARURA**

Existing Challenge

- i. Shortage of staff
- ii. Most of infrastructures (roads, drainage structures and buildings) are of low standards that causes failures to withstand anticipated calamities as well as accessibility problem for most of roads during rainy season
- iii. Low community awareness on rules and regulations with regards to construction activities and roads managements.

3.1.10 Urban Planning and Environment Department

Urban Planning Department has been governed with several acts and laws, such laws and act are: Urban Planning Act No.8 of 2007, Survey Ordinance cap no. 390 of 1999, Land Act No.4 of 1999, Land Regulation Act of 2001 and Valuation and Valuers Registration Act No. 7 of 2016. The Urban Planning and Environment Department is divided into four sections as described below:-

i. Urban Planning Section.

Urban Planning Section concerned with the preparation of general Planning Schemes, Detailed Planning Schemes, and Upgrading Settlements (Regularization). About 25% of Town Council area falls under planned area while the remaining 75% is unplanned area.

Urban planning section stands for planning and designing a settlement which includes Town Planning. It deals with preparation of Town Planning Drawings (T.P DRAWINGS) whereby these drawings are used as

a directory for survey section; on how to allocate the boundary of the land parcel/blocks.

Currently the Urban planning section has already prepared about 32 Town Planning drawing out of the targeted 60 drawings. All Planned areas fall within these 32 drawings.. Urban Planning activities are carried out by using Urban Planning Act Number 8 of 2007 and other related land laws and guidelines. The urban planning drawings which were prepared under this section seemed to be very low compared to the total area of the Town council. This is due to insufficient budget which cannot support the preparation of the required drawings. This leads to the high number of squatter areas within the Town Council.

ii. Land Administration Section

This Section deals with management and administration on land by granting the Certificate of Right of Occupancy on the approved plots of land to the individuals and institutions or organizations applying to acquire ownership of their plots. Land section also deals with collecting land rent and other levies/rent related to land matters. During the financial year 2016/2017 the total amount of Tshs**144,715,335.54** has been collected since 5th of August 2016 to 30th June 2017, This amount collected exceeds the target set by Ministry which is Tshs **100,000,000** per financial year mentioned.

For the financial year 2017/18 the Land and Administration section is planning to grant about 500 Certificate Of Rights of Occupancy relevant to the urban planning drawings as well as surveyed plots, but the total number of Certificate Of Rights of Occupancy granted is 2,430 which is 63.4% out of 3,830 surveyed plots. Failure to provide the Certificate Of Rights of Occupancy for the remaining 1,400 plots was due to several reasons such as land conflicts and disputes, prevailing of unplanned and surveyed land. This section tries to find out the solutions on how to solve those conflicts in order to increase the number of granted certificates right of occupancy from 2,430 to 3,830 of all plots which was surveyed.

Table below shows number of right of occupancy certificates which were granted within Town Council in nine wards:

Table. 4 Number of Certificates of Rights of Occupancy Offered in Town Council

S/NO	WARD NAME	EXPECTED	TITTLE DEED	DIFFERENCE
i.	VIWANJA SITINI	481	203	278
ii.	LIPANGALALA	150	65	85
iii.	MBASA	18	00	18
iv.	KIBAONI	2010	1659	351
v.	IFAKARA MJINI	703	327	376
vi.	LUMEMO	00	00	00
vii.	MICHENGA	00	00	00
viii.	KATINDIUKA	429	159	270
ix.	MLABANI	39	17	22
JUMLA		3830	2430	1400

iii. Valuation Section

This Section deals with the Valuations of land and other development on it for different purposes e.g. valuation for transfer, renewal, compensation, land rent assessment, administration and probate purpose. The compensation based on Land Act No.4 of 1999 with its Regulation of 2001, Valuation and Valuers Registration Act No.7 of 2016 and other Guideline on Valuation for compensation purposes.

Total of five (5) Valuation reports has been prepared for different purposes of which this is 10.6% (2 Valuation reports for Compensations. 2 Valuation reports for transfer of ownership, 2 Valuation reports for revocation purposes). This reports is part of 47 Valuation reports which supposed to be prepared. This number of pending compensation is due to insufficient budget as well as shortage of land for replacement. In order to reduce this number, Town Council is planning to set out in its annual budget 5% of Own Source Collection in order to address compensation issues.

iv. Surveying and Mapping Section.

The Survey and Mapping Section deals with surveying planned land parcel as per Town Planning (T.P.) drawings. During the survey,

boundaries are placed physically on the ground by placing beacons and iron pins.

About 25% of Ifakara Urban area is planned while the rest is unplanned area. However 15% of planned area have a total of 3,830 fully surveyed plots in which the respective survey plan(s) has been approved by the Director of Survey. The number of surveyed plots is very low compared to the targets of surveying 500 plots planned in the Town planning drawings. This situation is normally caused by having several conflicts within those planned areas and lack of education on importance of observing the plan drawings. Squatters' settlement is also the underlying reasons.

In order to overcome the above challenges a need arise on increasing the number of surveyed plots by pursuing the National land Policy which require each parcel of land to be surveyed and measured in order to improve the quality of that land and increase the economical welfare of the owners. Emphasis is on collaboration of Different stakeholders; The Council, the private sector and Ministry of Land, Housing and Human Settlements. It is targeted that number of surveyed plots will increase annually to 500 plots This can result into improving the number from 13% to 65.% by the year 2023.

Constraining Factors to Sector Performance

- Insufficient budget which can support the acquiring land from the member of the public for planning purpose.
- Prevailing of land conflicts and disputes within the planned areas.
- Inadequate tools and equipment for work.
- Inadequate professional staffs

3.1.11. Natural Resources

The Natural resource department is divided into three Sectors namely Forest, Beekeeping and Wildlife. The main responsibility of the department are to protect, develop, reserve and ensure sustainable use of Natural resources for present and future generations

The Current Situation

Forest sector carries out its responsibilities under Forest Act, 2002 and forest regulations 2006. The main responsibilities are to enforce forest

laws, orders and regulation as well as management of Forests and open lands for sustainable use for present and future generations. There are 3 Forest Natural Reserves namely: Ihanga (3,468 Ha) owned by IFTC, Nanganje (18,988.1 Ha) and Iwonde (14,748 Ha) which are under the management of Central Government).

Harvesting of Natural Forest reserves is highly restricted according to Forest Act No. 14 of 2002 Regulation No. 56.

Harvesting of Forest products is taking place in general and public lands through special permits and licenses. Examples of products which are harvested include firewood, charcoal, timber, poles, bamboo trees and grasses. The products are important for income generations, building materials, bricks burning and source of fuel. Most of households use firewood and charcoal as source of energy. The use of these sources of energy can lead to destruction of Forest Reserves.

There are fifteen (15) timber yards and sawmills industries registered which are all privately owned.

Current Development Initiatives

Ever since Ihanga Forest Nature reserve is highly deforested, the council is engaging in resurveying and installation of new boundaries. A questionnaire survey will be carried out in the area in order to acquire important information and data which will help to improve management of the forest sustainably.

Meanwhile patrols are taking place in the natural forest reserves in collaboration with with Tanzania forest service (TFS) and the community around the forest reserve.

About 847,000 trees was planted in different areas in year 2016/2017. The council aims at establishing Central tree seedlings nursery where about 45,000 tree seedlings will be raised annually.

Beekeeping Sub Sector

Currently there are 2 beekeeping groups; one is in Machipi village which is composed of 25 females and other one is in Kibaoni which is formed of 16 males and 5 females with total of 21.

Machipi group has 10 beehives while Machipi has 6 beehives. There are 3 individuals identified in Kilama village who are engaged in beekeeping activities who own 56 beehives.

3.1.12 Agriculture, Irrigation and Co Operatives Department Agriculture And Irrigation Section

Policy Objective Of Agricultural sector is to enhance food security and nutrition and raised income level of the community (Agricultural Policy, 2013). The general sector objective is to ensure that, the socio economic status of the community is improved through sustainable use of the available resources.

The Current Situation

Staffing Level

Currently, the Department has a total number of 27 staff of which there is a deficit of 13 experts of different professionals including irrigation engineer and technician, agro-mechanic technician, agronomist and cooperatives officer.

Agricultural activities especially crop farming is the backbone of the household economy whereby about 80% of the population depends on it as their main occupation. Major crops grown are categorized as food crops (paddy, maize, cassava, bananas, sweet potatoes), cash crops (simsim, coconut, sugar cane, groundnuts and sun-flower) and horticultural crops.

The arable land within the Council is about **38,149 ha** of which **23,587.3 ha** is cultivated. Paddy production is at average of 1.5t/ha against 3.5t/ha which is intended per hectare. The low productivity is due to insufficiency and improper use of agricultural inputs and failure of most farmers to apply proper agronomic practices and new technologies provided by the extension workers, agricultural stakeholders and researchers.

The trend of production of food, cash and horticultural crops for the year 2015/2016 to 2016/2017 and its projection for year 2017/2018 is as shown **in table below.**

Table. 5: Area cultivated and actual Production for selected major crops:
Food crops

Types of crops	Target Ha 2015/2016(Ha)	Actual Ha	Production - projection(Tons)	Actual production	Target (Ha) 2016/2017	Actual (Ha)	Production projection(Tons)	Actual production (tons)	Productivity/Ha	Target(Ha) 2017/2018
Maize	5517	3195.7	16551	9587.1	4,568	8492.2	13,704	25476.6	3	3628.8
Paddy	14003	7226.6	49010.5	25293.1	10,977.8	14318.8	38,422.3	50115.8	3.5	11354.3
Cassava	688	492	13760	9840	1,040.8	540	20,816	10,800	20	689.5
Sweet potato	437	112.9	5244	1354.8	774.2	224.2	9,290.4	2690.4	12	542.4
Banana	333	241	9990	7230	504.9	309	15,147	9,270	30	374
Sub-total	20978	11268.2	94555.5	53305	17,866	23884.2	97,380	98352.8		16,589

Cash-crops

Simsim	74	59.7	81.4	59.7	382.9	140.3	282.9	149.8	1.1	149.0
Sunflower	147	23.4	220.5	35.1	218.6	38.7	327.9	54.4	1.4	70.8
Coconut	176	75	1232	525	135.7	92.0	949.9	644.	7	117.7
Cocoa									1.0	0.7
Sugar cane									80.0	7.9
Ground nut									2.7	52.1
Sub-total	397	158.1	1533.9	619.8	737.2	271	1560.7	848.2		398.2

Horticultural Crops

Chines cabbage	57	22	495.9	157.5	127.1	66.1	1,588.75	828.8	12.5	105.1
Tomatoes	90	26.9	787.5	235.4	129.9	70.9	1,136.6	623.9	8.8	229.2
Onions	5	1	100	20	13.6	0.1	272	2	20	8.3
African egg-plant	83	39.2	622.5	294	146.6	84.3	1,099.5	628.4	7.5	142.2
Okra	77	31.8	770	318	149.9	57.3	1,499	573.0	10	165.2
Mango	102	94	1540.2	1410	132	82	1,992	1,230	15	149.1
Orange	86	37.6	1290	564	150.9	38.60	2,263.55	579	15	165.9
Watermelon	154	43.6	3080	654	358.1	18.6	5,371.5	297.0	16	374.5
Legumes	114				290	135.3	232.48	156.6	1.2	200.8
Egg-plant									60.0	8.8
Sub-total	768	296.1	8686.1	3652.9	1498.1	553.2	15,455.38	4918.7		1540.3

Source: I FTC Agriculture department.

Potential Areas for Irrigation

The potential area for irrigation is **1,560ha** of which **300ha** is irrigated mostly by traditional method This indicates that the hectares recently practiced for

irrigation method is only 19% of the total potential area for irrigation. The major reason behind is the underutilization of the existing potential

Tradition irrigation is undertaken from three permanent rivers, which are Lumemo, Kilombero and Kilama. Lumemo and Kilama rivers flow from Udzungwa Mountain down to Kilombero river. Kilombero river which is the main boundary of IFTC, Ulanga and Kilombero District Council flows down to Rufiji river and ends to the Indian Ocean.

Agricultural infrastructure and services

i) Agro-Mechanization

There are 83 tractors, 29 Power tillers, 92 Disc Ploughs, 216 pairs of draught animals, 54 ox ploughs, 57 trailers, 149,368 hand hoes 12,275 sprayers, 1 planter, and 5 shelling machines. These agro-mechanics are owned by private farmers and farmer groups. Farmers use these agro-mechanics for easy land preparation and for opening new areas/land for agricultural production, hence increase acreage for agriculture as well as productivity. Mostly they use hand hoes

ii. Storage facilities:

There are seventy eight storage facilities with capacity of storing 4,160 owned by village government, Cooperative Unions and private people These storage facilities are important to ensure proper post-harvest and hence reduces risk to the commodity. However they are underutilised. Provision of education on proper storage of commodities is still provided by the extension staff to farmers so as to ensure food security.

iii. Processing facilities:

There is an average of total number of 155 Processing facilities/plants, 95 are rice processing and 60 are both rice and maize processing facilities which are owned by private people .

iv. Strengthening agricultural extension services

- The IFTC through agricultural department provides extension services by disseminating new agricultural technologies to farmers through Farmer Field School and Quality Declared Seeds (QDS) in order to meet the demand of rice improved seeds to farmers currently there are eight (8) Farmer Field Schools and QDS fields established in nine(9) villages

namely Lungongole, Kilama, Kikwawila, Mbasa, Lumemo, Mahutanga, Michenga and Ihanga and Lipangalala ward.

- Dissemination of new technologies to farmers has been through Nanenane Exhibitions and on fields

v. Urban Agriculture

There is plan to start establishment of Urban Agriculture with more emphasis on horticultural produces along Lumemo, Kilama and Kilombero rivers for commercial purposes and for household uses. Different types of urban horticultural practices like **key gardens**, **Kichanja** and **kiroba** are now trained and practiced under the household levels.

Marketing of Agricultural Crops at Ifakara Town Council

Market facilities and availability of market:

The Council has only three permanent markets located at Kibaoni and Ifakara wards which are operating and Michenga market which is still under construction.

Such market facilities are not enough and there is plan of constructing other six markets including one for horticultural crops as a collection centre.

Existing Challenges

- Some farmers are not ready to receive and apply new agricultural technologies which are being disseminated by extension staff.
- Pest and disease infestations to crops for example armyworms.
- Availability of substandard inputs from some agro dealers
- Unreliable rainfall
- Inadequate extension services due to shortage of enough extension staffs

Co-Operative Sector

Cooperatives have been an important sector for community development for over 75 years. Cooperatives have struggled to compete with the private sector and many have not been able to provide their members with services they need. In order to address this challenge the Government introduced a new

Cooperative Development Policy (2002) to help cooperatives to regain their importance in the economic lives of the people.

A policy and laws require cooperatives to behave in a democratic and business way. Therefore stakeholders are provided with rights and responsibilities of management within the organization. The government wants cooperatives in Tanzania to operate according to a set of ideals applied in many countries of the world. These are called the International Cooperative Principles, which are:

- Open and Voluntary membership
- Democratic
- Members benefit according to their business with the cooperative
- Cooperatives are independent
- Cooperatives provide education, training and information
- Cooperatives work together
- Cooperatives work for their communities

Cooperatives and Development

For a few years the Government of Tanzania has been implementing a number of strategies including Poverty Reduction Strategy which recognizes the importance of organizations like cooperatives that bring together people with common interests to improve their welfare. In this regard the government would like to see the expansion of cooperatives in different sectors other than agriculture: such as finance, housing, industry, minerals, livestock, fishing, bee keeping and transport.

Cooperative Organisations

In the past, there have been many levels of cooperatives including primary societies, unions, apexes and the Federation. In certain cases some secondary societies lost touch with their primary societies and started businesses that had nothing to do with what the primary societies wanted. In future the plan is to make the primary society the main cooperative level and ensure they are all independent and viable. Higher-level cooperatives should facilitate networking for member societies, provide market information, conduct lobbying and advocacy and act as the main link of co-operators to partner organizations in cooperative development.

Government require to:

- Encourage citizens to form various types of cooperatives in accordance with their needs
- Recognise and support the formation of pre-cooperative groups.
- Help small business groups to become registered cooperatives.
- Encourage the formation of financial cooperatives.
- Encourage cooperative societies to build up their capital base.
- Help cooperative societies to get loans from banks and/or guarantee certain loans from banks to societies.
- Encourage joint business ventures among cooperative societies in order to increase efficiency and incomes.

3.1.13 Livestock and Fisheries Department

Introduction

The Department has two Sectors of Livestock and Fisheries. There are 11 staffs among them 9 are Livestock staffs and 2 are Fisheries staffs.

Livestock Sector

Livestock Policy of 2006 promotes Livestock Production by improving Animal breeds and Productivity, Diseases and mortality reduction, improving Livestock infrastructures and environmental preservation.

Livestock sector aims to link Livestock farmers with other stakeholders like Livestock Services Providers and Private Partnerships in improving Poultry Breeds and production, Meat Markets.

The suitable land for grazing is **12,340 Hectares** located in **2** Villages of livestock Lungongole **10,755 Ha**, Kikwawila **1,585.19Ha**. The main Livestock kept are; **10,669** indigenous cattle, **1,068** Dairy cattle, **1,824** goat, **1,308** sheep, **9,037** pigs, **2,449** Dogs, **558** Cats, **4** Donkeys, **24,215** chicken, **134** Guine fowl, **895** Ducks, **134** Quails and **635** Rabbits.

There are three main Livestock production systems practiced:

- Free range system
- Semi intensive system
- Intensive system (zero grazing).

The most systems practiced are free range and semi intensive system. The free range system is used by farmers (communal grazing) and largely they keep local breeds.

In order to improve the performance of livestock sector the following are planned:

- Livestock infrastructure developemnt.
 - Completion of Kikwawila Slaughter House
 - Construction of Pigs Slaughter Slab at Kibaoni Ward
 -
- To improve extension services delivery
 - Conducting HFS for 3 Poultry keepers groups in 3 wards.
 - To facilitate running of Livestock office
 - To provide Livestock staffs with necessary working facilities.
 - To facilitate technological transfer to farmers and livestock department staff through Nanenane exhibitions.
- To improve Animal Health and Animal Disease control
 - To conduct vaccinations for control of zoonotic and Trans-boundary diseases.

Livestock Infrastructures /Facilities

The following infrastructures and facilities are available' one cattle abattoir, Hides and drying facilities(1), one livestock market, 54 meat shops and 4 vet shops.

➤ Supporting Institutions

Institutions which supports Livestock production in our council are;-

- Sokoine University of Agriculture (SUA) and LITI Naliendele facilitate in Chick Genetic Gain Projects in Poultry.
- Tanzania Livestock Research Institute and Livestock Training Agency (LITA) Morogoro Campus Supports in Training and Research Programmes.
- Animal breeding East Africa Supports in Artificial Insemination Programme in Dairy Cattle.

Livestock products

Livestock products includes Meat, Eggs, Milk, Hides and Skin, The production is shown in the table 6.

In the real situation the supply of livestock products does not need the domestic and external demand and hence the need to improve the productivity and production in general.

Table. 6 Livestock Products production - 2017

Product	Production/animal	Number of animals/poultry	Total production/year
Meat	120 Kgs/Animal	5,400	648,000 kgs
Eggs	72 eggs/chicken	18,215	1,311,480 eggs
Milk	1,080 litres/cow	1046	1,129,680 litres
Shoats at	18 kgs/animal	1,800	32,400 kgs
Pig meat	50 kg/pig	4032	201,600 kgs

Existing Challenges

- The indigenous Livestock with low genetic potential in production.
- Disease resistances.
- Drought and scarcity of water during dry season.
- Low quality and quantity production of meat, milk and eggs.
- Lack of knowledge on Livestock husbandry among Livestock keepers.

Fisheries sub sector

The Fisheries Policy of 1997 aims at promoting conservation, development and management of Fisheries resources to sustain present and future generations. The Fisheries activity is the third economic activity in Ifakara after agriculture and Trade. It contributes about 25% of income generating activity for Ifakara people though most fishermen conduct their activities outside the Council jurisdiction. In addition to generating income, fisheries activity is a source of food and nutrition. Fishing activities are conducted along Kilombero River, natural ponds and constructed fish ponds located in different areas.

There are three main types of fishing methods used which are; Nets (mainly gill nets), Hooks (long line) and Traps. There are about 230 small-scale fishermen with inferior fishing gears and facilities who carry out fishing activities mainly for local consumption and income generation. The majority of the fishing vessels are small and paddle-powered. There are about 205 fishing vessels; 2 powered engine Canoes, 200 Non-powered engine Canoes and 3 boats.

The domestic production is inadequate to meet the increasing demand such that it has necessitated the internal market to depend on fish supply from other places like Mwanza, Tanga, Bagamoyo, Dar Es Salaam and Kigoma. The

major reason is the failure to exploit the existing fishing and fisheries opportunities

Fishing infrastructures and facilities

There are a total of **89** of different sizes, of which **53** are natural ponds and swamps while **36** are constructed ponds and 3 fish shops. There are eight fish landing sites currently used by fishermen which are sometimes used as market sites and are located at Lumemo, Lipangalala and Katindiuka

Fish Production, handling, preservation and processing techniques

There is increase in fish production in terms of tonnage and value from 2010 to 2015 as indicated in the table below. Three main types of fish handling, preservation and processing techniques used are Smoking, deep frying and icing

Fisheries Development Opportunities

There are a number of investment opportunities for income generation and improvement of community welfare, such as:

- Investing in fish farming activities.
- Investing in improvement of fisheries activities (using modern technologies)
- Investing in improvement of fish landing sites and fish markets construction.

Existing challenges in performance of fisheries sub-sector,

- Increasing rate of Fisheries resource destruction due to anthropogenic activities.
- Lack of awareness among fisher folks towards sustainable fishing.
- Illegal fishing methods such as, beach seine, river damming, poisoning and under mesh size nets.
- Lack of knowledge to fishermen on improved fishing practices.
- Use of inferior fishing equipment/gears.
- Lack of Aquaculture knowledge to the community.
- Lack of modern processing techniques
- Poor standard fish markets and marketing strategies.

3.1.14 Finance and Trade Department

Finance sector is crucial sectors in any economy as it promotes the economic growth through enhancing revenue collection and financing different programmes.

The major challenge is inaccessibility of financial services and Transparency on Public fund expenditure report by most members of community. Finance and trade department is responsible for collecting revenues and financing different Council development priorities. Finance and trade department is comprised of four (4) sections namely Revenue, Expenditure, Final Accounts and Trade.

Specifically the department functions are as follows:-

- To supervise financial and procurement regulations
- To ensure that Council revenue is effectively collected and used as planned for service delivery.
- To prepare and maintain books of accounts and other supporting documents.
- Preparation of Council Final Accounts and submission of the same to the National Audit Office in accordance with Finance Act 1982.
- To ensure that effective internal control is in place.
- Creating conducive environment for investment activities (medium and small scale industries

Revenue Management and Collection

The Council is currently using Local Government Revenue Collection Information System (LGRCIS) to collect and manage revenues. Installation of Integrated Financial Management System (IFMS) EPICOR for recording all accounting transactions and revenue collection has been done.

In terms of promoting business and entrepreneurs IFTC has extended support to informal sector in terms of extending loans and training the entrepreneurs groups in collaboration with other development actors; NGOs and financial institutions/intermediaries such as Plan international (CODET), Tunajali (SILCK) and. In order to effectively manage and collect revenues to enable the council perform its role of service delivery the following have been done:-

- Provision of training for accountants to enable them implement their duties effectively

- Establishment of Revenue registers and management of vote books.
- Engage in Revenue enhancement exercise whereby new sources of revenue have been identified and review of bylaws has been done.

Trade and Industries

Industrial sector is not well developed in Ifakara. Industries are categorized into medium and small scale industries. There is only one medium scale industry known as Kilombero spring water industry and a wide range of *Small-Scale Industries that include pottery pots making units, milling machines, tailoring, carpentry workshops, brick making and timber factory are found* scattered within Ifakara. Paddy Processing plants are widely distributed in the area.

Industries serve large part of the population through provision of employment and various services they provide. A total of 1,208 people have been employed by the existing industries.

The production capacity of existing industries is 824,000 Tons per year, but the production level is 813,945 Tons per year

Existing Challenges

The problems arising from industrial sector are mainly related to poor infrastructures, accessibility to reliable markets both for raw materials and processed agricultural products as well as entrepreneur skills. Industrial development is also constrained by availability of capital.

Strategic interventions

Investing in processing and packing rice is viable in terms of availability of raw materials, reliable energy, communication, water supply and internal as well as external market. Other small scale factory/processing units like pottery industries can be established. Provision of institutional support services like credit facilities, availability of plots/land for industrial establishment, training and researches will generate considerable amount of individual income as well as contribute to the Council and National economy.

Besides, the growing population of Ifakara Town provides a wide range of needs in terms of goods and services. In this aspect establishment of business activities like establishment of shopping mall is strategic project that will generate employment and income to the population.

3.1.15 Internal Audit Unit

Internal Audit Unit undertakes its functions in accordance with the Local Government Finances Act of 1982 section 45 (1) which requires all Local Government Authorities to employ its Internal Auditor.

Duties and responsibilities of the Internal Audit are highlighted in the Local Authorities Financial Memorandum (LAFM 1997) as revised in 2009 orders number 13 and 14. It is the responsibility of the Council to create conducive environment to enable internal auditors perform their work independently and without interference.

Internal Audit Unit of IFTC is staffed with one auditor possessing appropriate qualifications to perform quality internal audit activity.

Following diversification of internal audit responsibilities, the Central Government has taken several initiatives to improve efficiency of internal audit units including provision of Other Charges (OC) grant to all internal audit units with effect from financial 2006/2007. The internal audit OC was initially fixed at shillings 6 million per annum and thereafter raised to 18 million from financial year 2009/2010. Secondly, provision of training to staff as well as the head of Internal Audit Units being given status of Head of Department.

Responsibilities of Internal Audit Unit:

- Review of accounting system and related internal controls to ensure that laws and regulations are observed.
- Inspection of Development Projects, carry out Performance audit (Value for Money Audit) and review of contracts related to procurement and revenue collection.
- Verify if money and other resources of the Council are used appropriately to achieve the goal of providing quality services to the community.
- Verify implementation of resolutions, policies and plans of the Council.
- Verify if money and other resources of the council are used to meet intended activities.
- Verify that revenue and all funds received by the Council whether are properly acknowledged, banked and used in accordance with financial regulations.
- Verify if the Council takes appropriate action on the advice and recommendations provided in the internal audit reports.

Existing Challenges

The following are challenges that affect the performance:

- Inadequate working facilities such as transport, Office space and others
- Inadequate knowledge and access to some systems used by the Council such as; LAWSON, PLANREP, LGMD and LGRCIS,.
- Shortages of manpower as per standard requirement of 5 Staff maximum and a minimum of 3 staff.
- Lack of knowledge by different stakeholders on the Internal Audit unit.

3.1.16 Community Development and Social Welfare Department

Community Development department is responsible for coordination and promotion of community development initiative in order to further social and economic development on the bases of different policies and strategies. It aims at building self-confidence to the community in order to attempt and effectively take part in effort to foster their sustainable development.

The department has been implementing all the mandatory responsibilities using the community development officers. However on the bases of staffing level, there are 8 staff and a shortage of 5 staffs. Such shortage has led to inefficiency and ineffectiveness in performance of the planned activities. The shortage of staffs has also lead to low coverage of community development services and customers who are in need of services in time.

Formation and supporting Income generating activities (IGA) groups

The department has been putting enormous efforts in mobilizing the formation of Income Generating Activities (IGA) groups in the Council. The groups help communities to undertake different economic activities focusing on improving communities' living standard both socially and economically. Currently there are 178 IGA groups both for male and female. However, most of the groups have no adequate capital to run the initiated activities.

The council has been supporting some of IGA groups by providing them loans with simple terms and conditions so that, the activities undertaken by those groups are sustained. For the year 2016/17, the total of 45,000,000/= Tshs were given to 5 Youths and 17 Women IGA groups (12% of all IGA groups in the council). For Financial year 2017/18, a total of 371,747,700/= Tshs have been budgeted for loan for 52 IGA groups (29% of all IGA groups in the

Council). The source of these loans is from 10% of Council's revenue collected from internal sources.

Promoting Communities' Initiatives

There are some development initiatives undertaken in the community including small and medium entrepreneurship including blacksmith, matting, pottery making, horticulture and agricultural activities. In spite of communities' initiatives, the communities are not well promoted to sustainably perform the initiated interventions. This is due to lack of community empowerment forums especially in past years.

In order to promote community initiatives, the Council facilitated the formation of one (1) woman economic empowerment forum at a council level and 9 forums in ward levels under the National Economic Empowerment policy of 2003. The forums are expected to encourage women to meet, share and discuss economic opportunities and arrange how to utilize them for social and economic benefits of women and National at large.

Provision of Services to vulnerable groups

Community development department has been coordinating and implementing a number of National policies and International agreements in order to deliver quality and equitable services to vulnerable groups including old people, people with disabilities, orphans and most vulnerable children (MVCs), and widows.

i. Provision of services to old people

Currently there are 6,624 old people in the council; 3,973 being female and 2,651 males. Based on their age, old people face some challenges most of them being on inconsistency income to accommodate old people's basic needs. Majority of Old people also faces health problems.

In order to improve services to the old people, the council facilitated the formation of 9 old people councils in 9 wards. These councils simplify the availability of data necessary for planning and implementation of both social and economic services for the old peoples including free medical treatment (Old people policy, 2003). These councils also help old people to meet and discuss their challenges and find out solution to the identified challenges.

ii. Care and support to Orphans and Most vulnerable children (MVCs)

There are 1,122 Orphans and most vulnerable children (primary school children), of who, 551 are boys and 571 girls (data collected from the selected sample of 24 out of 33 Government primary schools, July 2017). The data makes an estimated average of 46 Orphans per school. Majority of the Orphans and MVCs have been cared with guardians from poor households hence make the MVCs lack some basic needs due households poor living standards. The council has been supporting some of the MVCs especially in education requirements. In the year 2016/17 a total of 51 from 6 Government Secondary Schools were supported by being provided with school uniforms and scholastic materials. In the year 2017/2018 the council is estimated to support 111 MVCs with in the same way like previous year. In spite of this support a large number of the needy MVCs are not covered.

iii. Care and support to disabled people

The department has been given the responsibility to guard and arrange all necessary services to people with disabilities. The number of disabled is 913 (434 female and 479 male) with different type of disabilities. The services are well arranged through existing disabled associations. Currently there are about 5 associations/Societies based on the type of disabilities as follows;

- Tanzania league of the Blind (TLB) in Swahili translation ‘Chama cha Wasioona Tanzania’
- Chama cha Viziwi Tanzania (CHAVITA)
- Chama cha Walemavu wa Viungo (CHAWATA)
- Tanzania Albinism Society (TAS) in Swahili translation ‘Chama cha Walemavu wa Ngozi/ wenye Ualbino’
- Tanzania Mentally for Hand capped (TAHM) in Swahili translation ‘Chama cha Watu wenye Ulemavu wa Akili Tanzania’

Several efforts have been undertaken to mobilize the disabled people to form their IGA through which the Council could provide financial and social supports. In the year 2015/16 and 2016/17, 2 groups of the disabled (1 from CHAWATA and 1 from CHAVITA) were supported soft loans.

Coordinating the fight against HIV and AIDS in the council

The council has been facing high rate of HIV prevalence. Current situation indicates that, the rate of HIV prevalence is 6.7% (data from people tested between January – December, 2016). This situation is said to be led by inflow and interaction of business men and women in the Council for business purposes. Low income level among the communities, presence of fishing camps

and risky behaviors among communities, lack of employment due to lack of permanent production and processing industries are among the causes of high rate of HIV prevalence.

Among the negative effects of AIDS is deaths, the presence of orphans and vulnerable children, reduction of man power and an increase of dependants in the Council

The council has been undertaking a number of measures based on the National Multisectoral Strategic Framework III (NMSF) of 2013/14 – 2017/18 which contain some thematic areas as guideline in the fight against AIDS as follows;

- Testing and treatment
- Counseling and HIV testing services
- Prevention of HIV transmissions from Mother to Child
- Provision of Education on sex, gender and health
- Provision of condoms and improving strategies so that condoms reach the targeted population

Other areas include;

- Proper and voluntary male Circumcisions services especially in areas with low level of circumcisions
- To improve the programs for availability of safe blood
- Treatment of Sexual transited Diseases (STIs)
- Behavioral change
- Care and support to People living with HIV/AIDS (PLHIV) in the community
- Strengthening HIV and AIDS programs in all sectors and on work place

According the NMSF III, implanting there thematic areas will lead to three (3) zero as an outcome;-

- i. Zero new transmission of HIV
- ii. Zero stigma
- iii. Zero deaths caused by AIDS

The Council in collaboration with stakeholders has been providing education to the communities and leaders on how to participate in the fight against HIV and AIDS. The education is provided to the target via meetings and through local radio (Pambazuko radio FM).

People living with HIV and AIDS (PLHA) also have been supported by grants through the PLHIV IGA groups so that they can invest in income generating

activities hence sustain the daily life and meet the necessary requirements. In the year 2016/17, three (3) PLHA IGA groups from three (3) different wards were supported by the total of TZ shs 3,000,000/=

To support poor households under Tanzania Social Action Funds (TASAF)

The council via community development department has been coordinating the financial support to poor households under TASAF project. For the purpose of insuring health services, TASAF beneficiaries has been advised to join the health care programs especially Community Health Fund (CHF).

Successfully, a total of 808 households that are under TASAF have joined and registered as the CHF members.

Problem/Challenges

The following are problems/challenges

- Low community participation in implementation of development interventions
- Low productivity in productive sectors such as agriculture, livestock, business and entrepreneurship development
- Increased number of children living in vulnerable environment and inadequate care for them
- Inadequate access to Social and economic services from Vulnerable groups
- Inadequate knowledge on entrepreneurship skills
- Poor knowledge on modern technology that can support production activities in different areas
- Lack of saving culture; Unnecessary functions/ceremony that consume household income/savings regardless the family economic condition at a particular time (for instance during food shortage)

3.1.17 Environmental Sanitation and Hygiene

Introduction

The operation of Environmental sanitation and Hygiene department focuses on Safety, Health and Environmental management. The underlying policy and acts that are instrumental for operationalization of the department are the National Environmental Policy of 2002, Environmental Management Act 2004, Public Health Act no 1 2009 and Occupational Safety and Health Act of 2003.

The National Environmental policy seek to provide the framework for making fundamental changes that are needed to bring environmental consideration into the mainstream of decision making in Tanzania. It seeks to provide policy guidelines, plans and give guidance to the determination of priority actions and provides for sectoral and cross-sectoral policy analysis in order to achieve compatibility among sectors and interest groups and exploit synergies among them.

The overall objectives of the National Environmental Policy are;

- a) to ensure sustainability, security and equitable use of resource for meeting the basic need of present and future generation without degrading the Environment or risking health or safety.
- b) to prevent and control degradation of land, water, vegetation and air which constitute our life support system
- c) to conserve and enhance our natural and man- made heritage, including the biological diversity of the unique ecosystems of Tanzania.
- d) to improve the condition and productivity of degradation areas including rural and urban settlements in order that all Tanzanians may live in safe, healthful, productive and aesthetically pleasing surroundings.
- e) to raise public awareness and understanding of the essential linkage between environmental action.
- f) to promote international cooperation on the environment agenda and expand our participation and contribution to relevant bilateral, sub-regional, and global organizations and programs, including implementation of treaties.

Existing Situation

i. Solid Waste Management

There are four sources of solid waste generation which are Domestic waste, Commercial waste, institutional waste and industrial waste which brought total of 327.787 tons of waste generated per day in the Council.

According to the World Bank report, a person can generate solid waste about 0.65kg per person per day which is 2.7Kg per households with average of 4.3 Person. For the current Council households of 28,512, it is estimated that about 79.69 tons are generated a day.

For CDB area that include Ifakara, Viwanjasitini, Mlabani and Kibaoni wards about 63 tons of solid waste is generated a day. Out of this about 58 tons are deposited at landfill by the contractor, contracted by the Council where by 5

tons are scatted and burnt to the surrounding. For rural wards about 16 tons are generated a day and deposited at site. The Council damp site is situated at Lumemo ward, about 21km from the Town Council head office. About 217 tons of solid wastes generated per day are recycled whereby 216 tons of rice bran are used to burnt bricks and composite manure and 1 ton of it are irons and plastic bottles. Council has 3 refuse bay for temporary storage of solid waste which are situated at Ifakara Markert, Ifakara Bus station and Kibaoni Markert. The are other 30 litterbins at pavement for dispose waste.

Table 7. The production rate of solid waste

Source	Name of institution	Number of institution/ households/person	Generation Rate(tons)	Total number produced
Domestic source	Households	28,512	0.002795	79.69
Commercial source	Guest house	140	0.42	28.4281
	Hotel	1	0.0001	
	Restaurants	4	0.008	
	Markets	2	14	
Institutional source	Learning institution	57	2	3
	Religious institution	10	1	
Industrial source	Water Plant	1	1.5	217.5
	Hulling machine	108	2	
Total				327.787

ii. Liquid waste management:

In terms of latrine coverage, total numbers of household with latrines are 28,214 which is 98.8%, while those without latrines are 271 which is 1.3%,and 71% is the households with improved latrine.

There is 9,614(48%) households with soak away pits, 140 guest houses,1 hotel, 4 restaurants,2 markets,13 health facility,14 institutions(including churches, private and public institutions).Therefore generation of liquid waste is 1.6liters per person whereby from the Council estimated population of 122,600, 196,160 liters are produced per day, whereby about 465liters are treated on their institutional sewage lagoons(oxidation pond) at St. Francis Referral Hospital. Council has not yet sited the specific area for liquid waste treatment.

iii. **Environmental management:**

There is main two category of pollution in the Council, Land pollution and water Pollution. The following are the areas affected due to human activities.

- **Land pollution,**

It is manifested at KatindiukaWard,Mbasa, Lipangalala and michenga where by Katindiuka and Mbasa areas have been affected with brickmaking activities while Lipangalala and Michenga with mining of constructional material .

- **Water pollution,**

This is occuring alongside the Lumemo river and Kilombero river due to mans activity conducted such as motor vehicles wash, picking sands from the river, agriculture activities. take place at Lumemo ward,katindiuka ward and Lipangala ward.Lumemo river diverged due to bricks made along the river hence lead to floods in every rainy season.

Existing Challenges

- Inadequate infrastructures for solid waste collection, dumpsite and refuse bay
- The absence of stabilization pond for liquid waste management
- Absence tracks (vehicles)for solid waste and liquid waste(cesspits emptier)
- Poor drainage and sewerage system
- Lack of recycling system

3.1.18 Procurement Unit

Introduction

Procurement Management Unit is one of the existing Units in the Ifakara Town Council in carrying out the responsibilities of the Council. To fulfill its responsibilities each employee has its responsibilities in which the general responsibilities are carried out in accordance with the Public

Procurement Act, 2011, with the 2013 Regulation and amendments made on 12/9/2014 and 10/6/2016.

Staffing Level

S/NO	SUBSTANTIVE POST	REQUIREMENTS	PRESENT	SHORTAGE
1.	Procurement Officer I	2	1	1
2.	Procurement Officer II	3	-	2
4.	Assistant Procurement Officer	3	1	2

Current Strengths

- The PMU has managed to coordinate all activities related to tendering procedures for the Town Council.
- Ability to prepare the Town Council annual procurement plans.
- All PMU staff, heads of departments and the Town Council Tender Board members have been trained on procurement procedures by PPRA.
- The Procurement Management Unit has been able to persuade citizens / stakeholders to trade with Government Institutions, and have been able to engage in business with Government Institutions and to have electronic machines and increase the income of the State by obtaining citizens / stakeholders from the Council. The Town Council and the Outskirts of the Town Council where the Council began, we could trade with people / stakeholders who did not have electronic machines.
- The Procurement Management Unit has been able to cooperate with other stakeholders such as the Government Procurement Services Agency (GPSA) in the public sector to offer a seminar on procurement, meaning citizens /

stakeholders have learned how to want to work with government institutions in the field of bidding.

Areas for improvement

- Ensure that the PMU is not interfered in the implementation of its activities; it should stand as an independent unit.
- Improve relationship between PMU, user Departments/ Units, Suppliers and Service Providers in procurement matters.
- The relation of PMU on one hand, and the accounting officer and heads of departments on the other hand should be strengthened.
- PMU should be allocated with its own unit budget to run its affairs.
- To facilitate daily office operation of Procurement.

3.2. Organization Scan

In fulfilling its mandate, IFTC is influenced by environment under which it is carrying out its roles as mandated by law. The Government and Non State actors' policies, guidelines, regulatory framework as well as priorities of stakeholders are influencing factors to FTC performance.

The general Council situation as an Organization can be assessed by using different approaches. Two analytical tools namely SWOT analysis and Stakeholders analysis were used to assess and understand the current situation of the council.

3.2.1 Stakeholders analysis

The development process is inclusive and every development actor has the role to play. The role and function of ITC as the major service provider of basic social-economic services to the community have influence on the performance of other stakeholders. The same applies to the latter. The Council stakeholders are grouped under two categories.

The first category is that of external stakeholders mainly composed of all types of Development Partners and the second category is composed of the internal stakeholders who include the Private Sector, Sector Ministries and affiliated institutions, Civil society organizations, Political Parties, the Media and Faith based organizations.

3.2.1.1 Key Stakeholders to IFTC

1. Sectoral Ministries
2. Ministry of Finance
3. President's Office, Regional Administration and Local Government (PO_RALG)
4. Morogoro Region Secretariat.
5. Non-state organisation (Non-Government Organisations, Community based Organisations and Private sector organisations)
6. Faith based organisations.
7. Civil Servant
8. The general member of the Public
9. Government Agencies – TANROADS, TBA, TANAPA, GIPSA.
10. Private Sector organization (TCCIA, Association of Rice processors)
11. Political Parties
12. Development partners /Donor agencies
13. Media
14. Financial institutions'

3.2.1.1 Needs/expectations of stakeholders

Any development Stakeholders has different expectations from IFTC as a partner in development process. IFTC made a detailed analysis of its relations with key stakeholders. Key areas of interest earmarked are in terms of what are the stakeholders' expectations and possible predicted implications if the expectations reported are not met.

From the analysis described below in table, it is envisaged that all stakeholders expect IFTC to operate within the mandated framework and functions. However, it is revealed that other significant expectations require IFTC to create necessary link and collaboration with development stakeholders to overcome implications that may lead to poor Performance. More emphasis need to be on;-

- More on good governance practices;
- Adherence to contractual agreements;
- Timely and reliable information
- Compliance to Government regulations; and
- Support community development initiatives.
- Champion the rule of law and good governance in its operations;
- Champion the maintenance of peace and good order and the protection of the vulnerable population
- Mostly stakeholders demanded the services provided by IFTC needs to be improved.

Table No. 8: Name of Key Stakeholders and Expectations

N o	Names of key Stakeholders	Stakeholder's expectation from the Council	Potential impact if expectation not met	Priority Ranking
1	Central Government Ministries (Sectoral Ministries)	<ul style="list-style-type: none"> • Timely feedback on implementation of sectoral policies and guidelines • Policies and guide lines are well translated to the community and other stakeholders. 	<ul style="list-style-type: none"> - Delay on disbursement of Funds for development interventions - Possibility of duplication of resources and anarchy planning 	H
2	Non-Government Organizations (Civil Societies Organizations ,NGOs, CBO, FBOs, etc)	<ul style="list-style-type: none"> • Conducive environment for their participation in different initiatives are created (registration, sites for their undertakings etc) • Timely submission of progress report on funding and physical status of project funded. • Information sharing on development initiation. • Recognition of stakeholders role in development in Council 	<ul style="list-style-type: none"> - Mistrust - Poor service delivery to the public. - Withdrawal of grants from funding partner. - Late disbursement of fund 	M
3	Regional Secretariat	<ul style="list-style-type: none"> • Prompt submission of Annual plans and budgets as well as progress reports • Council seeks technical advice (Which is demand driven) for improving service provision at. 	Low performance and sometimes the Council decisions may go against the law and policies on particular issue	H
4	Community	- Assurance of peace and tranquility	<ul style="list-style-type: none"> • Increasing public complaints. 	H

		<ul style="list-style-type: none"> - Provision of adequate and equitable services - Ensure good Governance (Rule of law, accountability and transparency, effectiveness and transparency) - Timely response to their complaints and problems 	<ul style="list-style-type: none"> • Low level of community engagement in development activities 	
5	Civil Servants	<ul style="list-style-type: none"> - Improve workers remunerations and timely payment of salaries and other statutory payments/benefits - Improvement of workers working environment including incentive package and working tools. -Professional development for improved performance 	<ul style="list-style-type: none"> • Low level of performance and eventually poor service delivery to the Community 	M
6	Private Sector	<ul style="list-style-type: none"> - Presence of favorable investment climate -A strong District/Council and private sector partnership. - Timely response to complaints and problem solving on disputes arising during business operations 	<ul style="list-style-type: none"> • Low development pace as a result of discouraging investment by Private sector 	M
7	Political Polities	<ul style="list-style-type: none"> -Presence of good political environment 	<ul style="list-style-type: none"> • Political unrest 	M
8	Development Partners	<ul style="list-style-type: none"> • Timely submission of progress reports on development programmes • Government Support and Commitment agreed on development interventions 	<ul style="list-style-type: none"> • Withdraw of financial support 	M

		<ul style="list-style-type: none"> • Timely, submission of progress reports (physical and financial) on development programme. 		
9	Media	Information sharing and freedom of speech/ to access information	The Public is not well informed on the Council conduct and performance on development activities	M
10	Ministry of Finance	<ul style="list-style-type: none"> • Council to increase efficiency in revenue collection • Budget Act No 11 of 2015 is adhered by IFTC. • Timely reporting (physical and Financial reports) 	<ul style="list-style-type: none"> • Stern measures against IFTC on inappropriate use of resources /finance 	H
11	PO-RALG	National policies and Framework are well articulated for Local authority administration and development	<ul style="list-style-type: none"> • Inefficiency in service delivery • Community complaints and discontent on service delivered by Council • Development vision not attained 	H

3.2.2. Analysis of Possible Strength, Weaknesses, Opportunities and Threats (SWOT Analysis)

SWOT analysis is the evaluation of how well the resources of the organization match the needs of the environment in which the organization operates. The analysis was undertaken to identify key strengths and opportunities that the Council will take advantage of, as well as weaknesses and threats it will mitigate against, when implementing this Strategic Plan.

1. Analysis of Organization's Internal Environment

Strengths and weaknesses are related to Internal Environment of the organisation. During internal environmental scanning an assessment of five important criteria for running any organization was conducted. The criteria chosen were leadership and people (staff) management; core processes; customers focus and results orientation. The assessment aimed at identifying areas where the organization is relatively strong and areas which would require changes and improvement in the future.

Although significant strengths of IFTC have been identified, there are some management and operational issues that were recorded and constrained IFTC performance at all levels of IFTC.

Table 9: A summary of the analysis using the five criteria

CRETERIA	POSSIBLE STRENGTHS	WEAKNESS
Leadership/ Management	<ul style="list-style-type: none">• A good Government structures from the lower level (grassroots) to higher level that ensure management and coordination of different affairs.• Availability of office building, working tools and equipment.• Availability of development framework (law and policies and regulations) that support the existence of institution and guide the conduct and functioning of the organisation• Existence of skilled and experienced human resources.• Weekly Management meetings	<ul style="list-style-type: none">• Shortage and Insufficient service delivery in some sectors lie education, Health, Works, agriculture, Sanitation and urban Planning.• Shortage of staff (in number and qualification) in the council to support implementation of development activities• Underutilization of skilled personnel.• Shortage of offices and staff quarters for Council staff to execute their functions

Core Processes	<ul style="list-style-type: none"> • Mandate of IFTC to pass Bye - Laws to reinforce implementation of its activities. • Support from the central Government. • Existence of development actors that support social and economic development (such as, ARI-Katrin, Roman catholic church through their institution such as St Francis Hospital, Plan International, TANAPA) • Availability of different sources of revenues (Own source collection, government grant and support from some of development actors) <ul style="list-style-type: none"> • Availability of Policies, laws, guidelines, directives and circulars. • Presence of Council website and Management Information System at Council level (Integrated Financial Management System (IFMS), EPICOR. • Good structure of the Government that provide democratic participation in development process and decision making. 	<ul style="list-style-type: none"> • Low level of involvement of stakeholders in formulation and implementation of development activities • Poor adherence to the Laws and Regulation due to inadequate knowledge. • Scarce resources (Financing and Equipment),
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Staff Management	<ul style="list-style-type: none"> ▪ The staff have technical skills and knowledge to perform their jobs ▪ Staff are employed on merit ▪ Key staff help their subordinates to solve work related problems as they occur ▪ Good communication through circulars, phones and internet services (E government) ▪ Training programme available ▪ Job evaluation in place ▪ Well-defined structural organization ▪ Staff work performance appraisal through OPRAS 	<ul style="list-style-type: none"> ▪ Inadequate staff houses and transport facilities ▪ Some staff are performing functions that are not in line with their employment status. ▪ Inadequate organizational, managerial and technical skills for some of staff to perform their duties effectively ▪ OPRAS is not operationalized effectively ▪ Lack of incentive policy at Council level. ▪ Inadequate working tools
Customer focus	<ul style="list-style-type: none"> • There is total commitment to satisfying customer/client throughout the Council jurisdiction and the region as a whole • Existence of client service charter • Existence of stakeholders meeting to evaluate services provided by Council 	<ul style="list-style-type: none"> • Customers are officially informed on the content and availability of Client Charter • Customers/clients do not know exactly what services they can expect from the Council

Result orientation	<ul style="list-style-type: none"> • The Council implements number of programs/projects for social and economic services • Leaders take corrective action when staff do not perform • Monitoring and Evaluation framework is in place to evaluate performance 	<ul style="list-style-type: none"> • A number of social and economic services and infrastructures in Education and health are ill- equipped • Unreliable markets for goods and services from productive sectors (agricultural produce and industrial goods from medium and small scale industries) • Inadequate marketing infrastructures and agro-processing facilities to add value to different goods • Low productivity in productive sectors (Agriculture, commercial and business activities) • Frequent occurrence of water borne diseases • Low entrepreneurship skills among the community. • Inadequate capital and inaccessibility to credit facilities.
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2. Analysis of Organization's External Environment

In accounting for its mandate, IFTC has several opportunities in doing its business; among them is the commitment of the community and stakeholders in complementing existing development interventions like water and education development.

As part of strategic planning process, the opportunities and threats were analyzed whereby several dimensions were considered including: Political trends, Economic trends, Sociological, Technological trends, Ecological trend and Legal/ regulatory trends. The trends mentioned can be seen in the following matrix

	OPPORTUNITIES	CHALLENGES/THREATS
Economic	<ul style="list-style-type: none">• Good climate for agricultural production.• Availability of arable and fertile land• Availability of natural resources (forests, liable water bodies, tourist attractions)• Strategic geographical location of Ifakara.• Availability of land for investment.• Availability of means of communication (Railway line (TAZARA) and a good road network that make Ifakara easily accessible.• Presence of Financial institutions• Presence of Training and Research Institutions.• Willingness of development actors/stakeholders to support community development• Political stability	<ul style="list-style-type: none">• Environmental degradation as a result of human activities (cutting down of trees, brick making).• Unreliable climate (rainfall) that can have adverse effect on productivity• Policy Changes (For development Actor/stakeholders/Institutions and credit institutions)

Sociological	Availability of Social Services and Infrastructures(Health services, Water services, schools, colleges/training institutions)	<ul style="list-style-type: none"> • Retrospective traditions and customs. • Budget constraints to implement development projects and provision of basic services (especially development grants both local and external) • Natural calamity particularly floods and outbreak of epidemic diseases
Technological	<ul style="list-style-type: none"> • Government directive/initiatives towards the use of E-government in service delivery • Availability of telecommunication services like mobile phones network such as tigo, Halotel, airtel and Vodacom 	Possibility of high Costs of telecommunication/communication services to the general public
Legal	Presence of Laws, policies and circulars that guide the IFTC operations.	<ul style="list-style-type: none"> • Conflicting laws and policies (Some) • Political interference and Ideological differences that may have adverse effect on achieving development objectives.
Ecological	Availability of laws that govern Environmental degradation	<ul style="list-style-type: none"> • Political interference

3.2.3 Critical Issues

As a result of an overview situation of the Council and the assessment made based on analytical tools (stakeholders and SWOLT analysis) the following are critical issues that require immediate attention during the implementation of in Council Strategic Plan.

Table 10 Critical Issues:

Department	Critical Issues
Education	<ul style="list-style-type: none">• Improvement of learning and teaching environment at all levels of education.• Improvement of academic performance.• Professional development to teachers and youth.• To inculcate the importance of school to the community• Existence of enough and trained teachers at all level of education• Addressing orphanage problem• Promotion of adult education
Water	<ul style="list-style-type: none">• Ensure adequate access to basic essential safe and clean water in existing unplanned and new planned urban areas.• Implementation of programs for increasing access to safe and clean water.
Works	<ul style="list-style-type: none">• Development of sustainable Roads Infrastructures• Floods control in Ifakara Town• Improvement of building infrastructures• Removal of all bottleneck around IFAKARA town Council (Availability of modern bus stand, packing areas, street and traffic lights in appropriate areas)
Livestock and Fisheries	<ul style="list-style-type: none">• Improve genetic potential of livestock through the use of improved bulls, cocks and artificial insemination.• Improvement of livestock productivity• Improve quality of livestock and fisheries products• Establishment of Livestock and fisheries infrastructure• Strengthening livestock/fisheries groups/association to improve livestock productivity.• Improve livestock and fisheries market• Enhancing resilient of production system to climate variability/climatic change.

	<ul style="list-style-type: none"> • Promote the use of improved fishing gears • Improve marketing and storage facilities in livestock and fisheries undertakings.
Agriculture, Irrigation and Co Operatives	<ul style="list-style-type: none"> • Improve agricultural productivity • Improve quality of crops products • Improve Crop marketing system and information • Mobilize farmers to form and strengthen farmer groups/association/AMCOS with emphasis to youth and women. • Encourage agro-processing of raw agricultural crops for value addition • Enhancing resilient of production system to climate variability
Community Development and Social Welfare	<ul style="list-style-type: none"> • To address issues related to protection of vulnerable community • Promote and create community awareness for participation in development process • Entrepreneurship development to income generating groups • Community awareness and education on the rights of children • Formation of gender policy and mainstreaming in council affairs
Urban Planning And Natural Resources	<ul style="list-style-type: none"> • Improvement of Urban Planning • To ensure that every person own the land and be able to develop it lawful. • Community awareness on the land act No 4 an 5 of 1999.
Planning, Statistics and Monitoring	<ul style="list-style-type: none"> • Promotion of local economic development • Improvement and organization of data and other information required for economic decision making • Promotion of PPP in development interventions • Formulation of strategic projects for employment and income generation
Health and Social Welfare	<ul style="list-style-type: none"> • Reduction of maternal and neo natal mortality rate • Strengthening referral system (availability of hospital equipment/facilities, ambulance for emergence cases,

	<p>necessary hospital buildings).</p> <ul style="list-style-type: none"> • Care of disabled and Vulnerable groups
Sanitation and Environment	<ul style="list-style-type: none"> • Improve monthly sanitation campaigns at all levels • Promote Public and Private Partnership in solid waste management. • Improve environmental sanitation at all levels • Increase capacity of solid waste collection at households level and in business areas • Improvement of solid waste collection system (Sanitary land fill and improvement of collection points) • Prevention of cholera disease in the community and reduction of HIV/AIDs prevalence • Ensure improved sanitation at individual and institution levels. • Lack of awareness to the public on refuse collection fees paying, sanitation issues and environmental health in general. • Inadequate public toilets. • Lack of modern dumping sites. • Inadequate environmental health staff
Administration and Human Resource Management	<ul style="list-style-type: none"> • Mainstreaming governance in all aspects in delivering services to members of public • Availability of competent, motivated, skilled and enough staff for council operations and service delivery to member of public.
Finance and Trade	<ul style="list-style-type: none"> • Low level of revenue collection • Out dated revenue data • Shortage of staff • Formalization of informal sector (businessmen/women) so that they can play important role in the economy
TEHAMA	<ul style="list-style-type: none"> • Shortage of staff • Inadequate facilities for governing and undertaking ICT section duties
INTERNAL AUDIT	<ul style="list-style-type: none"> • Strengthening Internal Control systems • Raising awareness on all audit matters • Develop mechanism for timely response on CAG reports

	and internal audit quarries <ul style="list-style-type: none"> • Encouraging self evaluation on departmental operation system
Works	<ul style="list-style-type: none"> • Inadequate road maintenance and poor drainage system • Shortage of staff

CHAPTER FOUR

THE PLAN

4.1 The plan

This Chapter presents the Vision and mission statement that need to be achieved in five years period (2018/2019-2022/2023). It also indicates institutional objectives, strategies and targets that are planned to be implemented to realize the IFTC Strategic Plan.

4.2 Vision and Mission Sstatements and Core values

4.2.1 Vision Statement

The IFTC is dedicated to have “The Community with improved social and economic wellbeing, while managing the environment sustainably.

4.2.2 Mission statement

“Democratic participation of the community in development process and accessibility to basic social and economic services and infrastructures through effective and efficient utilization of resources.

4.2.3 Core values

The IFTC will assume its tasks on the basis of the following: -

- *Professionalism*
- *Accountability and Transparency*
- *Integrity*
- *Collective responsibility*
- *Rule of law*
- *Effectiveness and efficiency*

4.3 The Assumptions and Risks

There are assumptions and risks that are expected to be encountered during the implementation of the plan.

Section 3.4 describes about the objectives that IFTC seeks to realize during the SP plan.

The realization of the Plan is based on the following assumptions:-

- Stable economic situations
- Presence of political will
- Investors’ willingness to invest and willingness of non-state actors to participate in development process.
- Community participation in development projects
- Availability Peace and hospitality.
- The political stability and peace will prevail throughout the plan period;
- The Central Government will support fund for implementation of annual plans
- Stable economic growth will be sustained;

However there risks that can have negative impact on achieving the envisaged outcome. They include:

- Lack of community participation and contribution in development project.
- Mismanagement of fund that are directed to development activities
- Failure of disbursement of fund from Government as budgeted.
- Lack of investors willingness to invest in Ifakara
- Lack of land for prospective investors
- Change in foreign policy-on funding government budget

4.4 Strategic Objectives

IFTC has adopted the seven main objectives in order to arrive to the Institution Vision. The objectives' explanations are provided here under;

A) Services improved and HIV/AIDs infections reduced

Objective Explanation

It implies that this is still a problem and needs attention at all level. Among the priority areas for interventions are care and support to people affected and the vulnerable group. This is a cross cutting issue and need to be addressed by all department/sectors and **stakeholders**.

B) Effective implementation of the national Anti-Corruption Strategy enhanced and sustained

Objective Explanation

One of the key principles of Good Governance is the existence of the rule of law that promote good conduct in public affairs by Civil Servant. According to the law that established the Council, the provision of services (improved and quality services) are among the mandated function. In order to achieve this there must be proper management of resources (including properties). In order to maintain this, there are a number of initiatives such as the establishment of code of conducts and enforcement of laws to combat of situation. In this respect the Council needs to promote the anti-corruption activities at all levels.

C) Improve access, quality and equitable social services delivery

Objective Description

One of development challenge in IFTC is accessibility and availability of basic social and economic services by the majority of the community. While the availability of such services can be made available, the equity issue needs to be addressed. The focus of IFTC under this objective therefore is on provision and improvement of social and economic services for improved community livelihood. Among the target areas are, improving health facilities and services

(equipment, medicine, medical equipment and supplies); improve water services; education services (books, material, capitation fund, provision of teaching materials and aids) and sanitation.

D) Increase quantity and quality of social services and infrastructure

Objective Description

Under this objective the Council focuses on improvement of social and economic infrastructures and facilities in such sectors as Education, Health, works, agriculture, Urban Planning, sanitation and Water. Infrastructure improvement and development are among the pre requisite for service delivery like improvement of learning and teaching environment that enable students and teachers to have classrooms and officers. This shows that the proper Town Planning is needed as in order to accommodate increasing demand from social and productive sectors.

E) Enhance Good governance and Administrative services

Objective Description

Under this objective the Council wants to address mal practice of good governance that is caused by untimely decisions on matter related to legal aspects and those of public interest. Governance issues therefore needs to be mainstreamed in all aspects in institutional operations.

F) Improve social welfare, gender and community empowerment

Objective Description

Promotion of Community engagement in development process, gender equality and capacity to carry out own development initiatives are central to community development. Under this objective the IFTC is determined to support the community development initiatives by making available loans for women and youth groups, skill development, support the vulnerable groups and mobilize other stakeholders to support community initiatives.

G) Improve Emergency and disaster Management

Objective Explanation

The council wants to ensure there is preparedness in combating emergency matters such as outbreak of cholera and floods. These have been re-curing in the area due to lack of adequate and clean and safe water. Most of water sources are from shallow wells. There is also incident of flood, which occurs during rainy season.

4.5 Objectives, Strategies and Targets

In this section the objectives have been linked with strategies and targets in logic manner so as to address the institutional medium term plan. It provides the summary of the Action Strategic Plan for implementation of the Plan. Details of Action Plans for realization of IFTC Objectives/Priority Areas are given in **Table 11** and **12**

Under each Objective, strategies and targets are summarized with respect to Department or section that will carry out some operations to finally realize the intended outcome.

4.5.1 OBJECTIVE A: Improve Service and Reduce HIV/AIDS Infections

1. Health and Social Welfare

Strategies

- i) Reduce HIV prevalence rates among women and girls

Target

- i) Prevalence rate of HIV/AIDS among OPD case is reduced from 3.5% to 3.2% by 2023
- ii) Raise ART adherence to patients at CTC from 50% to 80% by 2023

2. Community Development and Social Welfare

Strategies

- i) Improve care and support to the people living with HIV/AIDS and MVCs.
- ii) Improve awareness on HIV and AIDS to the community.
- iii) Improve Council, Stakeholders and Community response on HIV and AIDS.

Targets

- i) Preference rate of HIV reduced from 6.7% to 3% by 2023
- ii) Care and support to MVCs and PLHAs improved from 12% to 76% by 2023.
- iii) Information dissemination and Community and Stakeholders Response on HIV and AIDS improved from 20% to 60% by 2023

3 Culture and Sports Section

Strategies:

- i) Improve HIV/AIDS education to community
- ii) Increase the community awareness about effect of HIV/AIDS in socioeconomic development
- iii) Encourage community and cultural and sports stakeholders to conduct the culture activities based on HIV/AIDS

Targets

- i. HIV/AIDS clubs in schools increased from 12 to 20 by 2023
- ii. Arts festival based on HIV/AIDS conducted by the year 2023

4.5.2 OBJECTIVE B: Effective Implementation Of The National Anti-Corruption Strategy Enhanced And Sustained

I. Culture and Sports Section

Strategies

- i) Improve and promote community to make use of NGAKAWE center in provision of effect of corruption towards development.
- ii) Promoting of mass education for human right
- iii) Supporting ant-corruption clubs with stakeholders corroboration

Targets

- 1. Ant-corruption education campaign imparted to community in all IFTC wards by 2023

4.5.3. OBJECTIVE C. Improve access, quality and equitable social services delivery

1. Health and Social Welfare Department

Strategies

- i) Improve access to quality maternal health care ,antenatal care ,basic and comprehensive emergency obstetric care, and post-natal care

- ii) To reduce the shortage of skilled and mixed human resource for health services facilities
- iii) To reduce the shortage of medicines, medical equipment and diagnostic supplies
- iv) Administration of NTD drugs coverage increasing for 60% to 80%

Targets:

- i) Organization Structures and Institutional Management at all levels strengthened from 80% to 90% by year, 2023
- ii) Maternal mortality rate Reduced from 302/100,000 to 290/100,000 live birth by year 2023
- iii) Infant mortality rate reduced from 26 to 20 per 1000 live birth by year 2023
- iv) Neonatal mortality rate Reduced from 18 to 13 per 1,000 live birth by year 2013
- v) Prevalence of Acute and Chronic respiratory diseases reduced from 4.6% to 3.5% by year 2023
- vi) Prevalence of eye diseases among OPD cases reduced from 2.2% to 1.5% by June, 2023
- vii) Prevalence of stunting, underweight and wasting in children under five reduced by 10% from current levels of 42%, 16% and 5% respectively by year 2023
- viii) Family Planning method coverage increased from 31% to 60% by year 2023
- ix) Reduce prevalence rate of patients with VIA + from 68% to 50% by year 2023

2. Primary Education Department

Strategies

- i. Maintaining the enrolment rate of pre and primary pupils
- ii. Involvement of school Quality Assurers of Schools in inspections and evaluation of teaching and learning process.
- iii. Ensuring availability of enough teaching and learning Materials and textbooks.

- iv. Mobilization of the community and stakeholders towards education development.
- v. Motivation of teachers and pupils.
- vi. Ensuring even distribution of teachers among 33 primary schools.
- vii. Professional development of teachers (in-service training provision)
- viii. Ensure school retention of pupils at school and reducing pupils' dropout through NGAKAWE program, and provision of food.

Targets

- i) Teaching and learning improved from 50% to 80% by year 2023.
- ii) Effective and efficient of primary department administration improved from 65% to 90% by year 2023
- iii) Students' average pass rate increased 65% - 95% by year 2023.
- iv) Enrolment of pre- and primary pupils maintained by 100% by 2023
- v) Students drop out decreased from 3% to zero percentages by year 2023.

3. Secondary Education

Strategies

- i) Increase students enrollment so as to increase number of form four leaver who can compete in employment market
- ii) Students retention rate increase so as to have more form four leaver who can compete in employment market even entrepreneurship projects
- iii) Promote Teachers and students Motivation
- iv) Mobilize Stakeholder to support Education development

Targets

- i) Students pass rate increase from 60% to 90% by the year 2023
- ii) Effective and efficient Administration in secondary Department enhanced from 75% to 95% by the year 2023

4 Natural Resources Department

Strategies

- i) Improve education to the community on Forest beekeeping and Wildlife Management and conservation
- ii) Improve relationship with other Forest stakeholders like TFS
- iii) Woodlots establishments and tree planting including fruits tree
- iv) Improve patrols against Forest product and wild animals off take

- v) Establishment of Central tree seedlings nursery
- vi) To increase number of beekeeping groups from 2 to 10
- vii) Central tree seedlings nursery established

Targets

- i) Natural Resources staffs working environment improved from 45% to 65% by the year 2018 /2023
- ii) Natural resources management improved from 50% up to 70% by year 2023
- iii) Forest products production increased from 40% to 65% by year 2023

5 Trade and Finance Department

Strategies:

- i) Improve education to traders on the importance of being formal.
- ii) Sensitization to people on the importance of paying tax
- iii) Strengthening of revenue collection system.
- iv) Strengthening of communication between higher level government and the community in information sharing and community on issues related to their livelihood.
- v) To strengthen internal control on payment system
- vi) To have sustainable revenue sources to fund council operations.
- vii) Exploration of sustainable source of revenue to fund council and development interventions. Infrastructure development that are sustainable (Roads, market infrastructures, processing industries etc)
- viii) To adopt safety measures in processing industries and storage facilities.
- ix) Promote and scale up small and middle business entrepreneurs
- x) Raising productivity in industrial and commercial activities.
- xi) Provide enabling environment for local and potential investors by
- xii) Formalization of informal sector (businessmen/women) so that they can play important role in the economy.

Targets:

- i) Financial procedures, rules and regulations are adhered by year, 2023
- ii) Conducive environment to trade and Finance staff ensured by year 2023
- iii) Total collection of business License fees improved/increased by year 2023
- iv) Council revenue collection increased by 40% by the year 2023
- v) Council financial Management Improved from 50% to 100% by year 2023

- vi) Accountability and transparency in managing financial resources at LLG and HLG ensured by 2023

6. Agriculture, Irrigation and Co-operative Strategies

- Provision of education on good agronomic practices to farmers with collaboration to agricultural stakeholder and researchers
- Provision of education on proper and correct usage of inputs and crop protection to farmers with collaboration to agricultural stakeholder and researchers
- To conduct regular inspection to agro dealers with collaboration to Tanzania Pesticide Research Institution (TPRI)
- To educate farmers to use short term varieties, drought resistance crops (ie sweet potatoes, cassava, mihogo, legumes and maize) and using of Crop Calendar according to climate changes
- Continue the use and establishment of Farmer Field Schools (FFS) from the current 9 to 543

Targets

- i) Extension services strengthened from 32% to 82% by June 2023
- ii) Food and nutrition security at Household level improved from 80% to 95% by June 2023
- iii) Conducive working environment to staff improved from 50% to 85% by June 2023

7. Co-Operative Sector

Strategies

- i) Regular auditing and inspection of co-operative Societies - Quarter, Semi Annual and Annual
- ii) Strengthening of Indoor and outdoor training
- iii) Sensitization and Awareness creation for the community
- iv) Identify potential funding sources and solicit support

- v) Coordination of Cooperative Stakeholders participation efforts in transforming economic groups (Care, VICOBA, Associations etc).
- vi) Establish a strong link between cooperatives with paddy/rice market
- vii) Sustainable mobilization of funds for capital share within cooperative member

Targets

- i) 30 Cooperative Societies Strengthened and supervised by 2023
- ii) 10 Cooperative societies established and registered by 2023
- iii) Conducive staff working environments improved from 60% to 75% by 2023

8. Environment and Sanitation Section Department

Strategy

- i) Improve community health and safeness
- ii) Improve beauties and aesthetics of environmental
- iii) Improve hygiene and sanitation to the community
- iv) Increase of health and environmental management awareness
- v) Improve working environment to 12 staff

Target

- i) Environmental conservation and management increased by 80% by 2023
- ii) Incidence of water source pollution reduced by 2023
- iii) Working environment improved from 45% to 75% by 2023

9. Procurement Unit

Strategies

- i) Establishment of creditors register
- ii) Training to members of the tender board, IFTC management team and the councilors on procurement act and regulations
- iii) Availability of relevant documents and guide to procurement procedures to higher and lower level Government

Targets

- i) Working environment improved from 55% to 100% by 2023
- ii) Procurement Process improved from 70% to 100% by 2d from 55% by 2023
- iii) Council Assets management improved by 2023

10. Planning, Statistics and Monitoring Department

Strategies

- i) Encourage participatory planning and budgeting at community level
- ii) Operationalization of Local Government Database/software (Statistical, Monitoring and Evaluation) and its capacity buildings
- iii) Encourage the use of data and monitoring framework in ensuring the efficiency and effectiveness of projects/Planned investment
- iv) To develop internal capacity in monitoring, project management and analysis.
- v) To link the community with resources for implementing envisaged interventions

Targets

- i) Working environment of planning department staff improved from 50% to 90% by 2023

4.5.4 OBJECTIVE D: Increase Quantity and Quality Of Social Services and Infrastructure

1. Environment and Sanitation Department

Strategies

- Improve refuse bay, Dump site and tracks for collection of solid waste
- Improve liquid waste managements
- Improve community involvement and participation to the waste collection

Targets

- i. Solid waste collection and Disposal improved from 60%to 80% by 2023
- ii. Sanitation facility coverage increased from 71% to 93% by 2023
- iii. Liquid waste collection and Disposal improved from 15%-45% by 2023

2. Water Department

Strategies

- i) Extension of water supply networks at Lipangalala and Maendeleo areas.
- ii) Extension of water supply network at Mahutanga and Kibaoni areas
- iii) Extension of water supply network at Mbasa and Mlabani/Lipangalala areas.

- iv) Rehabilitation of not working 351 hand pumps for shallow wells.
- v) Rehabilitation of dilapidated water infrastructures including water pipes and pumps.
- vi) Installation of 500 water meters to water consumers which will rise metering ratio from the current 25% to 72%.
- vii) Formation of 10 community based water committees in villages (COWSO).
- viii) Extension of distribution network from current 25.7 km to 45 km that will lead to supply of clean and safe water to unserved areas.
- ix) Improve the capacity of existing infrastructure which includes carrying out selective expansion / modification of the facilities for better performance (in some areas the introduction of direct lines improves pressure and hence increases hours of supply).
- x) All government operating water sources should be surrendered to the Authority. These include all shallow wells run by community and the drilled bore holes in different government institutions and sub villages in town. The later will serve as the addition water sources to the community living around these areas

Targets

- i) Water production increased from 1079m³/d to 3000m³/d by 2023
- ii) Population with access to water supply services increased from 47% to 80% by year 2023
- iii) Working environment to water depart staff improved from 20% to 60% by year 2023

3. Primary Education Department

Strategies

- i) Ensuring extension of necessary school buildings, classrooms, teacher houses.
- ii) Ensuring maintenance of necessary school furniture.
- iii) Ensuring rehabilitation of all schools buildings.
- iv) Ensuring availability of enough school facilities to all 33 schools.

Targets

- i) Learning and teaching environment improved from 65% to 80% by year 2023
- ii) Teacher retention at working stations maintained 75% to 85% by year 2023.

4. Secondary Education Department

Strategies

- i) Mobilize community to construct school infrastructures such as classrooms, Laboratories, Hostels, Teachers houses and Toilet stances.
- ii) Mobilize community to release land for expansion of school infrastructures.
- iii) Increase student enrollment “ Education Circular number 5 which implement Free Education Policy of 2014”

Targets

- i) Students retention rate increased from 95.6 % to 99.4 % by the year 2023
- ii) Teaching and Learning environment improved from 65% to 85% by the year 2023
- iii) Teachers retention rate increased from 75 % to 90 % by the year 2013

5. Culture and Sports Unit

Strategies:

- i) Mobilize community and other sports stakeholders to construct sports facilities like play grounds in all sports categories
- ii) Improve the existing playgrounds
- iii) Formation and strengthen of sports associations
- iv) Coordination of various youth sports league
- v) Link formation between Council sports associations and developed clubs outside of Council
- vi) Improve culture and sports education to sports teachers (Both primary and secondary schools)
- vii) Increase community awareness and participation in all sports categories
- viii) Improve the cultural heritages awareness to the community
- ix) Establishment of cultural museum

Target:

- i) Youth tournaments administered in all sports categories from 0 to 10 by year 2023
- ii) Sports and cultural knowledge imparted to 52 teachers and 25 coaches by 2023

- iii) All sports categories promoted in 9 wards by 2023

6. TEHAMA Unit Strategies

- i) Sensitization and mobilization of community and other Stakeholders in social development activities.
- ii) Monitoring of revenue collection through effective use of electronic system.
- iii) To use media and other Communication tools in disseminating information and raising participation awareness of the citizen in social and economic development.

Targets

- i) The revenue collection performance by electronic devices increased from 80% to 90% by the end of 2023
- ii) Transparency and accountability to the community improved from 60 to 90% by the end of 2023.
- iii) Awareness of Community and Stakeholders in development participation increased from 60 to 90% by the year 2023
- iv) Good working environment for Urban Planning Department Staffs increased from 65% to 95% by the year 2023

7. Planning, Statistics and Monitoring Department

Strategies:

- vi) Encourage Public – Private sector Partnership in development process
- vii) Promotion of local economic development
- viii) Encourage participatory planning and budgeting at community level
- ix) Operationalization of Local Government Database/software (Statistical, Monitoring and Evaluation) and its capacity buildings
- x) Encourage the use of data and monitoring framework in ensuring the efficiency and effectiveness of projects/Planned investment
- xi) To develop internal capacity in monitoring, project management and analysis.
- xii) To link the community with resources for implementing envisaged interventions
- xiii) To encourage the community initiative at community level in order to ensure the effectiveness of the project and sustainability

Targets

- ii) Community priorities initiatives are addressed in Council plans by the year 2023
- iii) Monitoring and Evaluation of development projects ensured by the year 2023
- iv) PPP in development process promoted from 45% to 90% by the year 2023
- v) Database systems are improved from 45% to 90% by the year 2023

8. Works Department**Strategies:**

- To collaborate with TARURA improve the urban roads to bituminous standard and maintain the existing roads by routine maintenance, spot improvement, periodic maintenance and bridge/culvert maintenance.
- Supervising the construction of different school, Market, Bus stand Government Offices infrastructures.
- Working together with Town Planning Department on providing building plan and building Permit prior to constructions
- Providing advice to community on construction of quality houses by following building rules
- Creating community awareness on the proper use of roads and ownership of public infrastructures.

Targets

- To issue that the Quantity and Quality of the infrastructure is improved from 52% to 85% by June, 2023
- To facilitate effective management and staff improved from 52% up to 85% by 2023

9. Urban Planning Department**Strategies:**

- i) Elimination of land dispute and conflicts caused by land.
- ii) Provision of mass education on land laws, land acts, policy and Regulation to the community.
- iii) Compensation of the acquired and developed land to be done on time.

- iv) Improvement of the number of surveyed plots by consulting different organizations Land Tenure Support Program (L.T.S.P), MKURABITA, UTT etc.
- v) Granting certificate of right of occupancy to all surveyed plot according to the land act no.4 Of 1999.
- vi) Preparation of town planning drawings.
- vii) Collection of premium based on land ownership and management.

Targets:

- i) Land disputes and conflicts reduced from 100% to 12.5% by the year 2023.
- ii) Planning of settlements according to the planning standards improved from 25% to 75% by year 2023

10. Agriculture, Irrigation And Cooperatives Department

Strategies:

- i) To establish irrigation infrastructure in order to ensure food and nutrition security
- ii) Rehabilitation and construction of agricultural crops markets
- iii) To strengthen agricultural information system
- iv) Production of Quality Declared Seed(QDS) from 1.5 to 5.0tones/ha

Targets

- iv) Rice productivity increased from 3.5tones/ha to 6.0 tones/ha by year 2023
- v) Irrigated area increased from 19% to 44% by year 2023
- vi) Agricultural crops processed increased from 0.6% to 25.6% by June 2023.
- vii) Agricultural marketing system improved from 33% to 100% by June 2023

11. Livestock and Fisheries Department

11.1 Fisheries Section

Strategies

- i) Aquaculture and fishery education and technology imparted to the Community
- ii) Mobilize community to construct, rehabilitation of fish ponds.

- iii) Promote saving behavior to fisher folks
- iv) Promote commercial fish farming.
- v) Improve hygiene and sanitation to fish shops and markets
- vi) Establishment of Fish hatchery Centre

Targets

- i) Working Environment of Fisheries Staffs improved from 30% to 70% by June 2023.
- ii) Management of Fisheries resources ensured from 40% to 80% by year 2023
- iii) Capacity building to fisher folks on fish handling, processing and marketing improved from 30% to 85% by year 2023.

11.2 Livestock Section

Strategies:

- i) Improve education in animal husbandry to livestock keepers.
- ii) Provision of modern Livestock keeping technologies through Nane-nane exhibitions.
- iii) Training of livestock keepers through Herders, field schools and study tours.
- iv) Promote commercial poultry farming.
- v) Improve hygiene and sanitation on meat production and meat shops
- vi) Periodic Animal disease surveillance follow up which will include disease information collection and routine vaccination.
- vii) To establish Milk collection Centre.
- viii) To improve Livestock infrastructures.
- ix) To promote and facilitate Livestock farmers groups.

Targets

- i) Good working environment for Livestock staffs created from 45% to 80% by June 2023.
- ii) Livestock extension services delivery improved from 30% to 90% by June 2023.
- iii) Livestock infrastructures improved from 60% to 90% by June 2023.

- iv) Livestock health and productivity improved from 60% to 90% by June 2023

4.5.5 OBJECTIVE E: Enhance Good Governance and Administrative Services

1. Administration and Human Resource Management

Strategies:

- i) Ensure all national development policies are available at lower level and to all stakeholders.
- ii) Ensure operationalization of Service client charter
- iii) Equipping the Higher level and lower level officials with relevant skills and working tools
- iv) Improvement and rolling up the management information system at Council level
- v) Mainstream good governance into council operations/activities.
- vi) Applying laws, regulations and guideline in government operations
- vii) Ensure meeting time table is properly followed from council to Village Level.
- viii) Training on leadership and financial management to lower level leaders in order to deliver service
- ix) Mainstreaming governance in all aspects in delivering services to members of public
- x) Availability of competent, motivated, skilled and enough staff for Council operations and service delivery to member of public

Targets

- i) Working environment of Staff at higher and lower levels for service delivery to the public is improved from 40% to 80% by year 2023.
- ii) Capacity development for elected leaders to undertaken by 2023
- iii) Governance practice at Council and lower level improved from 50% to 90% by year 2023
- iv) Accountability and transparency in managing Council affairs ensured by year 2023
- v) Council Human Resource is developed and well managed by Year 2023

2. Legal Unit

Strategies:

- Raise legal awareness to the Ward leaders, village/Mtaa leaders and the general community at large.
- Train members of Ward Tribunals
- Inspect the Ward Tribunals regularly
- Conduct seminars

Targets:

- i) Ward Tribunals and Secretariat trained on laws governing Ward tribunals by 2023
- ii) Legal office and Audit Committee on Internal Control mechanism strengthened by 2023
- iii) Working environment for legal unit staff strengthened from 50% to 90% by 2017

3. Election Unit Strategies

- i) Convince political and Administrative entities to establish new constituency, wards and Mitaa.
- ii) Handling elections affairs in a participatory and fairly .
- iii) Establishment of Ifakara Constituency.

Targets

- Political vacancies at higher and lower level are Governance level filled by 2023
- Working environment to election staff unit improved from 55% to 95% by 2023

4. Information, Technology and Communication Section Strategies

- i) Sensitization and mobilization of the community and its Stakeholders on social development activities which are undertaken by the Council.
- ii) Monitoring of revenue collection through effective use of electronic system.

- iii) To use effectively stakeholders around the community in cooperating to the society economic activities.
- iv) To use media and other Communication tools in disseminating information and raising participation awareness of the citizen in social and economic development.
- v) Increase the channels of Communication

Targets

- i) Information Management System at Council level are operational by 90% by the end of 2023.
- ii) Transparency and accountability to the community improved for 90% by the end of 2023.
- iii) Awareness of Community and Stakeholders on development process increased to 90% by the year 2023
- iv) Good working environment for ICT Staffs increased from 65% to 95% by the year 2023

5. Internal Audit Section

Strategies:

- Increase financial budget depending on the collection of own
- Increase the number staff
- Frequency monitoring and evaluation on funds disbursed to lower level
- Continue creating awareness on the whole issues on internal audit perspectives

Targets

- i) To improve working environment From 40% to 70% for internal audit function by 2023
- ii) To ensure a sound financial system is maintained by 90% in the lower and high government level by 2023
- iii) To facilitate the Council to obtain 100% Unqualified report by June 2023

- iv) To ensure efficient and effective utilization of “Elimu ya Msingi bila malipo” fund in primary and Secondary Education from 50% to 70% by June 2023
- v) To ensure cost sharing fund, CHF and NHIF are administered by 100% by June 2023

4.5.6. OBJECTIVE F: Social Welfare, Gender and Community Empowerment Improved

1. Community Development

Strategies

- i) Ensure universal access to social protection
- ii) Empower communities economically.
- iii) Strengthening community participation and Involvement in Health Promotion
- iv) To ensure reduction of abuse and neglect among older persons.
- v) To increase the support to Income generating activities (IGA) groups
- vi) To facilitate formation of youths councils and children councils at ward levels and one old people at council.
- vii) Improve care and support services to disabled/vulnerable groups.

Targets:

- i) Prevalence rate of VAC (Violence against children) reduced from 80% to 30% by June 2023.
- ii) Support to IGA and vulnerable groups increased from 12% to 52% by 2023
- iii) Working environment of community development staffs improved from 40% to 70% by 2023
- iv) Access to Social Welfare, Health, Protection and Education Services to Most Vulnerable groups improved from 15% to 55% by 2023

3.5.7 OBJECTIVE G: Emergency and disaster management Improved.

1. Health and Welfare Department Strategies

- Set up mechanism that ensures operationalization of Social Protection Framework
- Reduced emergency and disaster management at all levels.

Target

- Capacity on management of emergency/ disaster preparedness and responses strengthened from 50% to 60% by year 2023

CHAPTER FIVE

5.0 IMPLEMENTATION, MONITORING AND EVALUATION

5.1 Implementation

The operationalization of Strategic Plan will be through Annual Plan and Budget. Therefore, each Department/Section apart from indicating activities to be implemented in annual Plan and Budget will first require addressing specific objectives and targets shown in the strategic Plan. Resource allocation in this case is towards achieving the Council Plan

5.2 Monitoring Framework

The monitoring framework is instrumental in assessing the Strategic Plan implementation and a source of information for stakeholders at all levels on agreed development targets

The framework facilitate in examining the resources invested, the activities implemented, services delivered and on the other hand evaluate the outcomes achieved (Table 11)

The Department of Planning, Statistics, and Monitoring will take a leading role in collaboration with other Heads of Departments and sections for coordinating monitoring exercise by tracking down performance of the implementation of the Corporate Plan. The Department will also assume a coordination role to ensure annual plan and budget support the implementation medium term Plan.

The developed monitoring plan has been developed to cover a period of five years (2018/19-2022/23). The indicators and target values are shown for monitoring purpose and reporting. (Table 12)

5.3 Evaluation and Plan review

There will be two main formal review of the plan namely the mid review and the final review. The former will look into progress in implementation of the targets, target indicators and decide how best to carry out the plan, for instance if there is a need to adjust implementation of the plan. The final review will be conducted during the final year in order to determine whether the planned outcomes over the past five year period have been achieved against the indicators and challenges encountered so

far. It will examine the implementation of plan in broad perspective by looking on the vision of district, strategic areas of intervention of every sector and the challenges encountered.

In general, the evaluation plan (mid-term and final) will help in assessing a number of issues, challenges and lessons learnt over the implementation cycle. The findings will be central to decision on whether to adjust implementation strategies or otherwise. This implies that the planned outcome and indicators under the five year plan will be reviewed and be valuable inputs to another future plan.

TABLE: 11. MONITORING AND EVALUATION FRAMEWORK

1. DEPARTMENT OF WATER

OBJECTIVE	TARGETS	Indicator (Key Performance Indicator(KPI)) Verify able Indicator	MEANS OF VERIFICATION (MOV)	FREQUENCY (Weekly, Monthly, Quarterly, Biannually, and annually)	RESPONSIBLE PERSON
D. Increase quantity and quality of social services and infrastructure	Uncountable for water reduced from present 45% to 20% by 2022/2023	-Percentage of Water coverage increased -New customers connected water services	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager
	Water production increased from 1079m ³ /d to 3000m ³ /d by 2022/2023	Water production 2921m ³ /d increased	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager
	Extension of distribution network increased from current 25.7 km to 45 km to unsaved areas by 2022/2023	19.3 km of distribution network increased	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager
	Non revenue water reduced from current 60% to 35 % by 2022/2023. Water supply Coverage increased from 47% to 80% by the year 2023	25% Non Revenue Water Reduced	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager

	Metering ratio raised from current 25% to 72% by 2022/2023	Installation of 900 water meters	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager
C. Improve access, quality and equitable social services delivery	Construction of sewage oxidation pond by 2022/2023	Constructed sewage oxidation pond	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager
	One cesspit emptier truck Purchased by 2012/2023	Availability of Cesspit emptier Working	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager
	Households using improved sanitary facilities increased from the current 71% to 93% by 2022/2023	21% increase of households using improved sanitary facilities	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager
E. Enhance Good governance and Administrative services	Capacity building to workers done by 2022/2023	Number of capacity building conducted	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager
	Capacity building to Engineer and Technicians done by 2022/2023	Number of capacity building conducted	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager
	20 employees receive on Job training by 2022/2023	20 Employees Trained	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager
	Working environment of Water Department improved by 2022/2023	-Construction of office -Motor vehicle purchased -Working tools Purchase	Quarterly and Annually reports	Quarterly and Annually	TWE And IFAUWASA Manager

2. HEALTH DEPARTMENT

OBJECTIVE	TARGETS	Indicator	MEANS OF VERIFICATION (MOV)	FREQUENCY	RESPONSIBLE PERSON
Services Improved and HIV/AIDS Infections Reduced	Prevalence rate of HIV/AIDS among OPD, RCH and IPD case is reduced from 3.5% to 3.2% by 2023	% of prevalence rate of HIV/AIDS among OPD,IPD & RCH	DHIS -2 REGISTER BOOK	Quarterly	TACC TRCHco
	Raise ART adherence to patients at CTC from 50% to 80% by 2023.	% of New client initiated on ART from CTC	DHIS-2, ART BOOK	Quarterly	TACC TRCHco
Access to quality and equitable social services delivery improve	Organization Structures and Institutional Management at all levels strengthened from 80% to 90% by year, 2023	% of health facilities with at least 5 member of staff trained Number of staff houses constructed	HMIS	Annually	TMO THS
	Shortage of skilled and mixed human resource for health reduced from 59 % to 100 % June 2023	% of new and mixed staff recruited	HMIS	Annually	TMO THS

	Shortage of medicines, medical equipment and diagnostic supplies reduced from 49% to 20% by year, 2023	% of HCW trained on ILS/ILS Gateway % of health facilities with all LMIS tools	DHIS-2 Trace medicine form DHIS-2	Quarterly Quarterly	TPHARM TPHARM
	Good working condition status of medical equipment raised from 60% to 80% by year 2023	% of motor cycles and ambulances procured	Procurement documents	Annually	TPHARM
	Maternal mortality rate Reduced from 302/100,000 to 290/100,000 live birth by year 2023	Number of maternal mortality rate	DHIS-2, Register book	Quarterly	TRCHco
	Infant mortality rate reduced from 26 to 20per 1000 live birth by year 2023	Number of Infant mortality rate	DHIS -2 Register book	Quarterly	TRCHco
	Neonatal mortality rate Reduced from 18 to 13 per 1,000 live birth by year 2013	Number of Neonatal mortality rate	DHIS-2, Register book	Quarterly	TRCHco

Social Welfare, Gender and Community Empowerment Improved	Prevalence rate of VAC (Violence against children) reduced from 80% to 30% by June 2023.	% of wards with Family Based Care Model for Most Vulnerable Groups	DHIS -2 REGISTER BOOK	Biannually	SWFO TRCHco
		% of Child Protection Team members trained	Training report book, DHIS-2	Quarterly	SWFO TRCHco
	Community participation and Involvement in Health Promotion Actions to be strengthened from 40% to 60 % by year, 2023.	% of PHC Committees assessed	Meetings files reports	Annually	TMO THO
		% of Sectors engaged	Meeting files reports	Biannually	TMO, THS
	Abuse and neglect among older persons reduced from 80% to 60% by year 2023	% of Older People Identified and accessing waivers	Reports	Biannually	SWFO TRCHco
		% of Older people Households Supported	Reports	Biannually	SWFO TRCHco
		% of Community awareness meetings conducted	Meetings files reports	Biannually	SWFO TRCHco
	Prevalence of eye diseases among OPD cases reduced from 2.2% to 1.5% by June, 2023	% of prevalence rate of eye diseases among OPD	Dhis-2	Quarterly	TEC

	Prevalence of oral diseases among OPD,RCH& IPD cases reduced from 3.5 % to 3 % by year, 2023	% of prevalence rate of Oral diseases OPD, RCH % IPD	Dhis-2	Quarterly	TDO
	Prevalence of stunting, underweight and wasting in children under five reduced by 10% from current levels of 42%,16% and 5% respectively	% of prevalence rate of stunting under weight and wasting children under five	Dhis-2	Quarterly	TNuo
	Increase coverage of Long Term of Family Planning method from 31% to 60% by year 2023	% of coverage of long term of family planning methods	Dhis-2	Quarterly	TRCHco
	Percentage of childhood TB case notified increase from 9-15% by 2023	% of child hood TB CASE Notified	Dhis-2	Biannually	TTBco
	Prevalence rate of Malaria cases reduced from 10%to 1% by 2023	% of prevalence rate of malaria	Dhis-2	Quarterly	TMALARIAco
	Prevalence rate of Diabetes Mellitus reduced from 3% to	% of prevalence rate of Diabetes	Dhis-2	Biannually	TNTDco

	1% by year 2023				
	Reduce prevalence rate of patients with VIA + from 68% to 50%by year 2023	% of prevalence rate of patients with VIA+	Dhis-2	Quarterly	TRCHco
	Sanitation facility coverage increased from 71% to 93% by year 2023	% of sanitation facility coverage	NSMIS	Quarterly	THO
	Complication related to injuries reduced from 10 % to 5 % by year 2023	% of complication related injuries	Dhis-2	Daily Monthly	NTDco
	TB case detection rate increased from 50%to 70% by year 2013	% of TB Case detected rate	Dhis-2	Daily Monthly Quarterly	TBco
	Administration of NTD drugs coverage increasing for 60% to 80% by year 2023	% of administration of NTD drugs	Dhis-2	Monthly Quarterly	NTDco
Emergency and disaster management	Capacity on management of emergency/ disaster preparedness and responses	Emergency preparedness team established	Reports	Biannually	TMO

Improved	strengthened from 50% to 60% by year 2023	% of Health Facilities emergency and disaster teams trained	Reports	Biannually	TMO
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4. PRIMARY EDUCATION DEPARTMENT

OBJECTIVE	TARGETS	Indicator	MEANS OF VERIFICATION (MOV)	FREQUENCY	RESPONSIBLE PERSON
Objective ‘C’ Improve access, quality and equitable social services delivery	01. Teaching and learning process improved from 50% to 80% by year 2023	(%) of periods taught	Monitoring reports	Monthly	TPEO
	02. Effective and efficient of primary department administration improved from 65% to 90% by year 2023	% of motivated staffs	Monitoring reports	Monthly	TPEO
	03. Students’ average pass rate increased 65% - 95% by year 2023	National Examination Percentages pass rate	Primary School Leaving Examination Results	Annually	TPEO
	04. Enrolment of pre- and primary pupils maintained by 100% by 2023	(%) of pre and primary pupils enrolment	Admission register records	Quarterly	TPEO

	05. Students drop out decreased from 3% to zero percentages by year 2023	Percentage of pupils' attendance	Monthly reports	Monthly	TPEO
Objectives D: Increase Quantity and quality of social services and infrastructure	01. Learning and teaching environment improved from 65% to 80% by year 2023	(%)of infrastructures available	TSA and TSM form	Annually	TPEO
	02. Teacher retention at working stations maintained 75% to 85% by year 2023	(%) of teachers retained at working station	Monthly reports	Monthly	TPEO

4.1 CULTURE AND SPORTS SECTION

OBJECTIVE A Services improved and HIV/AIDs infections reduced	1-Number of HIV/AIDs clubs in schools increased from 12 to 20 by 2023	Number of clubs Formed	Annual reports	Annually	TPEO
	2-10 Art festival based on HIV/AIDs conducted by the year 2023	Cultural festivals conducted	Annually reports	Annually	TPEO
OBJECTIVE B Effective implementati on of the national Anti-Corruption	1-Ant-corruption education imparted to community in 9 wards by 2023	Number of Corruption cases	Quarterly reports	Quarterly	TPEO

Strategy enhanced and sustained Strategies					
OBJECTIVE C Improve access, quality and equitable social services delivery	-Sports and cultural knowledge imparted to 52 teachers and 25 coaches by 2023 -All sports categories promoted in 9 wards by 2023 -One cultural museum established by 2023	-Number of teachers and coaches trained -Different sports tournaments coordinated -Sports clubs formed and registered -Construction activities started and continuous	Quarterly reports -Annual reports Annual reports	Quatererly Annually Annually	TPEO TPEO TPEO
OBJECTIVE D Increase quantity and quality of social services and infrastructure	76 existing playgrounds improved by the year 2023. Sports associations increased from 5 to 10 by 2023 i) Youth tournaments administered in all sports categories from 0 to 10 by year 2023	-Playgrounds measured -Different sports activities conducted and coordinated. -Number of youth league and competition	Quarterly reports Annual reports	Quarterly Annually Quarterly	TPEO TPEO TPEO

	6 developed sports clubs linked with Ifakara sports clubs by 2023	coordinated -Number of friends matches between Ifakara sports clubs and outsider teams increased	Quarterly reports Annually reports	Annual	TPEO
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5. SECONDARY EDUCATION DEPARTMENT

1. C - Improve access, quality and equitable social services delivery	1. Students pass rate increase from 60% to 90% by the year 2023	% of Teachers attending In-service Training sessions	National Examination results	Annually	TSEO
		Percentage pass rate of students			
	2. Effective and efficient Administration in secondary Department enhanced from 75% to 95% by the year 2023	% of Efficient and Effective working tools	Monitoring Reports	monthly	TSEO
		% of staffs motivated			
2. D -Increase quantity and quality of social services	1. Students retention rate increased from 95.6 % to 99.4 % by the year 2023	% of enrolled students maintained	Monthly report	monthly	TSEO

and infrastructure	2. Teaching and Learning environment improved from 65% to 85% by the year 2023	% of school infrastructures	TSS Forms	Annually	TSEO
	3. Teachers retention rate increased from 75% to 90 % by the year 2013	% of Teachers in working station	Monthly report	monthly	TSEO

6. ADMINISTRATION AND HUMAN RESOURCE MANAGEMENT

OBJECTIVE	TARGETS	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	FREQUENCY	RESPONSIBLE PERSON
Enhance Good Governance and Administrative Services	Working Environments of staff at all levels improved by 2023	• Number of Village, Ward and Council offices constructed.	• Assets register	Annually	THRO/TECON
		• Number of motorcycles and vehicles increased from 17 to 24.	• Assets register	Annually	TPMU
		• Number of computers, stationeries and other facilities	• Assets register	Annually	TPMU
	Capacity Building enhanced by 2023	• Performance/Efficiency improved	• Number of trainings	Annually	THRO

			<ul style="list-style-type: none"> conducted. Regulations, laws and guidelines provided. Transparency in meetings 		
	Qualified Staff increased from 77% to 88% by 2022/23	<ul style="list-style-type: none"> Reduced number of working hours and efficiency improved 	<ul style="list-style-type: none"> Available number of staff in Council payroll 	Semi-annually	THRO
	Working environment of Councilors and Village Chairpersons improved (Benefits and offices)	<ul style="list-style-type: none"> Number of offices. Increased benefits 	<ul style="list-style-type: none"> Number of projects initiated by Community increased 	Semi-annually	THRO/TECON
	Governance practices at Council and lower improved	<ul style="list-style-type: none"> Number of trainings conducted. Accuracy in record management, reports and minutes writings. Level of transparency and accountability 	<ul style="list-style-type: none"> Reports 	Annually	THRO/TECON

7. ELECTION UNIT

OBJECTIVE	TARGETS	Indicator	MEANS OF VERIFICATION (MOV)	FREQUENCY	RESPONSIBLE PERSON
Enhanced Good Governance and Administrative services.	All election activities are properly coordinated by 2019/2023	Successful LGAs election in 2019 and General Election in 2020	Public opinions	Semi-Annual	Election Officer.
	New Mitaa and Wards established	Number of new wards	Increased number of wards	Semi annually.	Election Officer
	Ifakara Constituency formed	Existence of Ifakara Constituency	Government GN	Annually	Election Officer

8. INFORMATION, TECHNOLOGY, COMMUNICATION

OBJECTIVES	TARGETS	INDICATOR	MEANS OF VERIFICATION (MOV)	FREQUENCY	RESPONSIBLE PART /PERSON
E) Enhance Good governance and Administrative services	Council revenue collection devices performance increased from 80% to 90% via electronic collection system by the end of 2023.	Number of proper devices used	weekly reports of threatened devices	weekly	ICTO

	2.Awareness of Ifakara Community and its Stakeholders in development participation increased to 90% by the year 2023	Number of Media discussions by Community concerning Development activities Number of Projects established by Community	Number of Community discussion and projects undertaken	monthly	ICTO
	Transparency and accountability to the community improved for 90% by the end of 2023.	Number of complains reported and resolved by the Council through Website	Frequency asked questions(FAQ)	weekly	ICTO
	Channels of Communication in Ifakara Town Council increased from 60% to 80% by the year 2023	Number of new channels of Communication	Number of communication Centers	Annually	ICTO
	Good working environment for 2 Staffs increased from 55% to 95% by the year 2023	Number of working equipment and accessories	Accessories and tools available	Annually	ICTO

9. Legal Unit

OBJECTIVES	TARGETS	INDICATOR	MEANS OF VERIFICATION (MOV)	FREQUENCY	RESPONSIBLE PART /PERSON
	❖ Ward Tribunals and Secretariat trained on laws governing Ward tribunals by 2023	Number of tribunal meetings	Training reports	Quarterly	LO
	❖ Strengthening Internal audit office and Audit Committee on Internal Audit Control mechanism by 2023	Number of training conducted	Training Reports	Quarterly	LO
		Number of cases attended	Court's Judgments	Quarterly	LO

10. PLANNING, STATISTICS AND MONITORING DEPARTMENT

Objective C	Working environment of planning department staff improved from 50% to 90% by 2023	<ul style="list-style-type: none"> • M&E Vehicle • Number of trainings conducted • WDC budget minutes • Participatory budget available 	Quarter Reports	Quarterly and Annually	TECON
Objective D: Increase quantity	PPP in development process promoted by the	<ul style="list-style-type: none"> • Number of PPP projects 	Quarter Reports	Quarterly and	TECON

and quality of social services and infrastructure	year 2023	implemented <ul style="list-style-type: none"> • Number of PPD meetings conducted 		Annually	
	Community priorities initiatives are addressed in Council plans by the year 2023	<ul style="list-style-type: none"> • % of Community contribution to Council project increased 	Quarter Reports	Quarterly and Annually	TECON
	Database systems are improved from 45% to 90% by the year 2023	<ul style="list-style-type: none"> • Number of Trainings done • Number of software procured 	Quarter Reports	Quarterly and Annually	TECON
	Monitoring and Evaluation of development projects ensured by the year 2023	<ul style="list-style-type: none"> • Number of projects implemented • M&E reports 	Quarter Reports	Quarterly and Annually	TECON

11. WORKS

OBJECTIVE	TARGETS	INDICATOR	MEANS OF VERIFICATION (MOV)	FREQUENCY	RESPONSIBLE PART/PERSON
Objective D: Increase quantity and quality of social services and infrastructure	To issue that the Quantity and Quality of the infrastructure is improved	% of improved infrastructures	Annual report	Annually monthly, quarterly	TE

	from 52% to 85% by June, 2023				
	To facilitate effective management and staff improvement from 52% to 85% by 2023	% of improved staff environments	Annual report	Annually	TE

12. URBAN PLANNING AND NATURAL RESOURCES DEPARTMENT

OBJECTIVE	TARGETS	INDICATOR	MEANS OF VERIFICATION (MOV)	FREQUENCY	RESPONSIBLE PART/PERSON
Objective D: Increase quantity and quality of social services and infrastructure	Land disputes and conflicts reduced from 11% to 3% by the year 2023	Number of land disputes and conflicts.	Annual report	Annually	TUEPO
	By the year 2020 mass education on land laws, acts, regulations and policy to be known to the majority according to their levels as directed by the Ministry of Land, Housing	Number of educated people	Annual report	Annually	TUEPO

	and Human Settlements				
	By the year 2023 each acquired land must be compensated according to the Valuation and Valuers Registration Act of 2016	Number of compensation on land development	Annual report	Annually	TUEPO
	Increase the number of surveyed plots from 3830 which is 15% of all plots to at least 70% by the year 2023	Number of surveyed plots	Annual reports	Annually	TUEPO
	By the year 2023 each surveyed plot must have the certificate right of occupancy	Number of people who has owned Certificate Right of Occupancy	Annual report	Annually	TUEPO
	By the year 2023 the Town planning drawings for the area where there is no planning drawing must be prepared in order to reduce scarted areas	Number of prepared Town Planning Drawings	Annual report	Annually	TUEPO

13. NATURAL RESOURCES SECTION

OBJECTIVE	TARGETS	INDICATOR	MEANS OF VARIFICATION (MOV)	FREQUENCY	RESPONSIBLE PART/PERSON
OBJECTIVE C Improve access quality and equitable social services delivery	Natural Resources staffs working environment improved from 45% to 65% by the Year 2023	Percentage of working environment improved	Quarterly & Annual reports	Quarterly	TUEPO
	Wildlife resources sustainability improved from 30% up to 55% by the year 2023	Percentage of wild animals increased	Annually report	Annually	TUE[PO
	Forest vegetation clone cover improved from 40% to 65% by the year 2023	Percentage of clone cover improved	Quarterly report	Quarterly	TUEPO
	Number of beekeeping groups Increased from 2 to 10	Number of beekeeping groups increased	Quarterly & Annual report	Monthly	TUEPO
	5)Central nursery Tree seedlings established	Number of trees seedlings raised	Quarterly report	Monthly	TUEPO

14. AGRICULTURE, IRRIGATION AND COOPERATIVES DEPARTMENT

OBJECTIVE	TARGETS	INDICATOR	MEANS OF VERIFICATION	FREQUENCY	RESPONSIBLE PART/PERSON
Objective C: Access to Quality and Equitable Social Services Delivery Improved	Strengthening of extension services from 32% to 82% by June 2023	Percentage of extension services provided, Number of extension workers, Number of extension staff attended different training programmes, Number of FFS established, Number of farmers trained, Percentage of farmers adopted improved extension services, Percentage of farmers using improved Agricultural inputs(eg improved seeds, Fertilizer, Agro-chemicals),Number of Crop Field Schools, Percentage of farmers using modern(eg Tractors, Power Tillers, Combine Harvester) Agricultural implements	Assets Register Annual Reports	Annually	TAICO

	Food security at Household level enhanced from 80% to 95% by June 2023	Percentage of household with sufficient food, amount of food stored(in tons)	Annual Report	Quarterly	TAICO
	Conducive environment to staff improved from 50% to 85% by June 2023	Number of working facilities	Quarterly Reports, Annual Reports	Quarterly	TAICO
Objective D. Increase quantity and quality of social services and infrastructure	Rice productivity increased from 3.5tones to 6.0tones/ha by June 2023	Number of tones/ha, percentage of households storing crops/grains, crop production(in tons),Availability of Quality Declared Seeds to Farmers, Percentage of household receiving subsidies, Total area under cultivation, Crop yield (tons per hectare)	Annual Reports	Annually	TAICO
	Hectares for irrigation increased from 19%to 44% by June 2023	Percentage of irrigation infrastructure, Acreages under irrigation, Number of irrigation schemes established	Quarterly Reports Annual Reports	Quarterly	TAICO

	Agricultural Crops processed increased from 0.6% to 25.6% by 2023	Percent of Processing units, Percent of farmers processing their products, percent of processed products(in tones),Number of processing facilities constructed, Price of crop products, Number of processing equipment supplied/procured, Number of agro processing facilities constructed	Annual Reports	Annually	TAICO
	Agricultural Marketing System improved from 33% to 100% by 2023	Number of Markets constructed,	Quarterly Reports Annual Reports	Quarterly	TAICO
	Pest and Disease Management improved from 65% to 15% by June 2023	Percentage level of infestation	Monthly Report Quarterly Reports	Quarterly Reports	TAICO

14.1 COOPERATIVE SECTION

OBJECTIVE	TARGETS	INDICATOR	MEANS OF VERIFICATION	FREQUENCY	RESPONSIBLE PERSON
Increased quantity and quality service delivery and Infrastructure	32 existing Cooperative Societies Strengthened and supervised by 2023	% of Capital share growth Number of cooperatives operating	Quarterly, Biannually and Annually report	Quarterly Biannually and Annually	TAICO
	10 Cooperative Societies established and registered by 2023	Number of registered Cooperative societies	Quarterly, Biannually and Annually report	Quarterly, Biannually and Annually	TAICO
	Conducive staff working environment improved from 60% to 75% by 2023	Number of office facilities Number of staff received statutory benefits	Asset Register, Quarterly, Biannually and Annually report Quarterly, Biannually and Annually report	Quarterly Biannually and Annually	TAICO

15. LIVESTOCK AND FISHERIES DEPARTMENT

15.1 Livestock sector

OBJECTIVES	TARGETS	INDICATOR PERFORMANCE	MEANS OF VERIFICATION	FREQUENCY OF REPORT	RESPONSIBLE PART/PERSON
Objective D. Increase quantity and quality of social services and infrastructure	Good working environment for Livestock staffs created from 45% to 80% by June 2023	Percentage of office Working facilities available	Asset register	Quarterly	TLFO
	Livestock extension services delivery improved from 30% to 90% by June 2023	Percent increase of HFS established. Percentage of trainings conducted. Percentage increase of number of farmers and staffs attended Nane-nane exhibitions	- Monthly reports. -Monthly reports Quarterly reports.	Monthly Monthly Quarterly	TLFO
	Livestock infrastructures improved from 60% to 90% by June 2023	Percentage increase of infrastructures constructed	Annually reports	Annually	TLFO
	Livestock health and productivity improved from 60% to 90% by June 2023	% increase of Livestock vaccinated % increase of Animals breeds improved % increase of Milk Centers established	Quarterly reports Quarterly reports Quarterly reports	Quarterly Quarterly Quarterly reports	TLFO

15.2 Fisheries sector

OBJECTIVES	TARGETS	INDICATOR PERFORMANCE	MEANS OF VERIFICATION	FREQUENCY OF REPORT	RESPONSIBLE PART/PERSON
Objective D. Increase quantity and quality of social services and infrastructure	Aquaculture education and technology imparted to the Community from 56 to 150 fish farmers by June 2023	Number of trainings conducted	-Quarterly reports	-Quarterly reports	TLFO
	Working Environment of Fisheries Staffs improved from 30% to 70% by June 2023	Percentage increase of office Working facilities available	Asset register	Quarterly	TLFO
	Fish farming and hatchery center established from 0 to 1 by year 2023	Number of fish farming facilities constructed	Annual reports	Annually	TLFO
	Management of Fisheries resources ensured from 40% to 80% by year 2023	Percentage increase of illegal fishing patrols conducted	Monthly reports	Monthly	TLFO
	Capacity development on fish processing improved from 30% to 85% by year 2023	Percentage increase of trainings conducted	Quarterly reports	Quarterly	TLFO

16. FINANCE AND TRADE DEPARTMENT

OBJECTIVES	TARGETS	INDICATOR	MEANS OF VERIFICATION (MOV)	FREQUENCY	RESPONSIBLE PART /PERSON
C. Improve access, quality and equitable social services delivery	Financial procedures, rules and regulations are adhered by year, 2023	Unqualified CAG Reports	Audit Report CAG Report	Monthly Quarterly Annually	TT
	Conducive environment to trade and Finance staff ensured by year 2023	Working tools procured	Quarterly Report	Quarterly	TT
	Formal traders increased to 5000 by year 2023	Number of Business License issued	Monthly Report	Monthly	TRO
	Total collection of business License fees improved/increased by year 2023	Total Collection per year	Monthly Report	Monthly	TT
	Council revenue collection increased to 40% by the year 2023	Increase in Council Revenue Collections	Monthly & Quarterly Reports	Monthly	TT

17. INTERNAL AUDITOR UNIT

OBJECTIVES	TARGETS	INDICATOR	MEANS OF VERIFICATION (MOV)	FREQUENCY	RESPONSIBLE PART /PERSON
Enhance good governance and administrative services.	To improve working environment From 40% to 70% for internal audit function by 2023	<ul style="list-style-type: none"> Number of working tools Number of staff 	REPORTS/MINUTES	Quarterly	CIA
	To ensure a sound financial system is maintained by 90% in the lower and high government level by 2023	% increase in staff who are capable of maintaining sound financial system in both levels	REPORTS/MINUTES	Quarterly	CIA
	To facilitate the Council to obtain 100% Unqualified report by June 2023	Unqualified report	REPORTS/MINUTES	Quarterly	CIA
	To ensure efficient and effective utilization of “Elimu ya Msingi bila malipo” fund in primary and Secondary Education from 50% to 70% by June 2023	% increase in enrolment rate in primary and Secondary Schools	REPORTS/MINUTES		

	To ensure cost sharing fund, CHF and NHIF are administered by 100% by June 2023	<ul style="list-style-type: none"> • % increase in enrolment rate of CHF members • Improved medical services in health Centre's and Dispensaries 	REPORTS/MINUTES	Quarterly	CIA
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18. COMMUNITY DEVELOPMENT AND SOCIAL WELFARE DEPARTMENT

OBJECTIVE	TARGETS	INDICATORS	MEANS OF VERIFICATION	FREQUENCY	RESPONSIBLE PART/PERSON
Improve service and reduce HIV/AIDS infections	Care and support to orphans and MVCs increased from 12% to 64% by 2023.	<ul style="list-style-type: none"> • % of MVC cared and supported 	<ul style="list-style-type: none"> • Quarterly reports • Annual report 	<ul style="list-style-type: none"> • Quarterly • Annually 	<ul style="list-style-type: none"> • TCDO
	Information dissemination on HIV and AIDS to the community and stakeholders in 9 wards raised from 20% to 60% by 2023.	<ul style="list-style-type: none"> • % of community members and stakeholders disseminated with HIV and AIDS information 	<ul style="list-style-type: none"> • Information dissemination reports • M & E reports 	<ul style="list-style-type: none"> • Quarterly • Annually 	<ul style="list-style-type: none"> • TCDO
	Preference rate of HIV reduced from 6.7% to 5.2% by 2013	<ul style="list-style-type: none"> • % of HIV preference rate 	<ul style="list-style-type: none"> • OPD cases • Annual reports 	<ul style="list-style-type: none"> • Annually 	<ul style="list-style-type: none"> • TCDO
	Relationship with stakeholders and resource mobilization strengthened from 10% to 50% by 2023	<ul style="list-style-type: none"> • % of stakeholders involve in HIV interventions • % of resource 	<ul style="list-style-type: none"> • Stakeholders reports • Implementation reports 	<ul style="list-style-type: none"> • Quarterly • Annually 	<ul style="list-style-type: none"> • TCDO

		mobilized			
	Monitoring and evaluation of HIV and AIDS interventions improved from 25% to 75% by 2023	<ul style="list-style-type: none"> • % of monitoring visits done 	<ul style="list-style-type: none"> • Points of reference 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • TCDO
Improve social Welfare, Gender and Community empowerment	Working environment for 10 community development staffs improved from 10% to 60% by 2023	<ul style="list-style-type: none"> • % of Staff affairs initiated and implemented • % of working tools available 	<ul style="list-style-type: none"> • Department/ Administrative reports • Stock inventory 	<ul style="list-style-type: none"> • Quarterly • Yearly 	<ul style="list-style-type: none"> • TCDO
	Support to IGA groups increase from 12% to 52% by 2023	<ul style="list-style-type: none"> • % of IGA groups supported 	<ul style="list-style-type: none"> • Financial reports 	<ul style="list-style-type: none"> • Quarterly • Yearly 	<ul style="list-style-type: none"> • TCDO
	Formation of 4 youths councils and 7 children councils at ward levels and 1 old people councils at council level facilitated by 2023	<ul style="list-style-type: none"> • Number of youths', Children's' and Old people councils formed 	<ul style="list-style-type: none"> • Quarterly reports • Yearly reports 	<ul style="list-style-type: none"> • Quarterly • Yearly 	<ul style="list-style-type: none"> • TCDO
	Support to disabled people increased from 12% to 54% by 2023	<ul style="list-style-type: none"> • % of disabled people supported 	<ul style="list-style-type: none"> • Quarterly reports • Yearly reports 	<ul style="list-style-type: none"> • Quarterly • Yearly 	<ul style="list-style-type: none"> • TCDO
	Monitoring and evaluation of community development interventions improved from 15% to 60% by 2023	<ul style="list-style-type: none"> • % of M&E visits done 	<ul style="list-style-type: none"> • Points of reference 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • TCDO

19. ENVIRONMENTAL SANITATION AND HYGIENE SITUATION DEPARTMENT

Objective	Targets	Indicator	Means of verification	Frequency	Responsible Part/person
D: Increase quantity and quality of social services and infrastructure	Solid waste collection and Disposal improved from 60%to 80% by 2023	Percentage of waste collected and disposed	Monthly report	Monthly	TESO
	Incidence of water source pollution reduced from 60 to 90% by 2023	Percent of Pollution of water source reduced	Quarterly reports	Quarterly	TESO
	Sanitation facility coverage increased from 71% to 93% by 2023	percent of sanitation facility increased	Quarterly reports	Quarterly	THO
	Liquid waste collection and Disposal improved from 15%-45% by 2023	Percentage of sewage system constructed	Annual report	Annually	TESO/THO
C. Improve access, quality and equitable social services delivery	Community awareness on sanitation and hygiene increased from 55% to 85% by 2023	percentage of meeting and radio program conducted	Quarterly report	Quarterly	THO
	Incidence of water source pollution reduced from 60% to 90% by 2023	percentage of water source conserved	Quarterly	Quarterly	TESO
	Working environment improved from 45%-75%	Percent of staff affairs initiated	Quarterly	Quarterly	TESO
		Percentage of working tools available	Quarterly	Quarterly	TESO

20. PROCUREMENT UNIT

Objective	Targets	Indicator	Means of verification	Frequency	Responsible Part/person
C. Improve access, quality and equitable social services delivery	Working environment improved from 55% to 100% by 2023	% of working tools available	Annual Reports	Annually and Quarterly	PMU
	Procurement Process improved from 70% to 100% by 2023	% of Improved procurement procedures	Annual Reports	Annually and Quarterly	PMU
	Council Assets management improved by 2023	Availability of Council Asset	Fixed Asset Register	Annually	PMU

Table 12: Monitoring Plan

1. DEPARTMENT OF WATER

S/N	Indicator and indicator Description	Baseline data						Data Collection and methods of analysis				
		Indicator Target Value										
		Yr0(2017/2018)	Yr1(2018/2019)	Yr2(2019/2020)	Yr3(2020/2021)	Yr4(2021/2022)	Yr5(2022/2023)	Data source	Data collection instrument and methods	Frequency of data collection	Means of verifications	Frequency of reporting
1	New water customers connected to the water supply	1,306	1,832	3,800	4,320	5,890	6,999	Customers book register	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/ Quarterly/ Mid annually/ and Annually	Customers survey	Monthly/ Quarterly Mid Annual and Annually

Q	351 Not functioning water points rehabilitated	57	57	57	57	57	56	Water point rehabilitation book	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/ Quarterly/ Mid annually/ and Annually	Water points survey	Monthly/ Quarterly Mid Annual and Annually
3	Non revenue water decreased From 45% To 20 %	45%	40%	35%	30%	25%	20%	Water production record book	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/ Quarterly/ Mid annually/ and Annually	Measuring using water meters and buckets from shallow wells	Monthly/ Quarterly Mid Annual and Annually

4	New Water meter installed to all customers in Ifakara Town	500	100	100	100	100	100	Water meter installation book	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/ Quarterly Mid annually/ And Annually	Water meter reading book	Monthly/ Quarterly Mid Annual and Annually
5	IFAUWAS Revenue collection increased from 80% TO 90%	80%	82%	84%	86%	88%	90%	Cash book records	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/ Quarterly/ Mid annually/ and Annually	Bank statement and cash book	Monthly/ Quarterly Mid Annual and Annually
6	Old age of water supply infrastructures replacement	5 km	8 km	8 km	10 km	15 km	15 km	Pipes Repair and replacement book	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/ Quarterly/ Mid annually/ and Annually	Leakages book records and Performance of water	Monthly/ Quarterly Mid Annual and Annually

											pumps	
7	Formation of 5 community based water committees in villages (COWSO) by 2022/2023	5	6	7	8	9	10	COWSO REPORT S BOOK	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/ Quarterly/ Mid annually/ and Annually	COWS O REPOR TS	Monthly/ Quarterly Mid Annual and Annually
8	Water production increased from 1079m ³ /d to 3000m ³ /d by 2022/2023	250m ³ /d	320m ³ /d	540m ³ /d	521m ³ /d	610m ³ /d	680m ³ /d	Water pumps performance book	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/ Quarterly/ Mid annually/ and Annually	Custo mer Survey	Monthly/ Quarterly Mid Annual and Annually
11	Extension of distribution network from current 25.7 km to 45 km will lead into supply of clean and safe water to unsaved areas by 2022/2023	2.3 km	3 km	3 km	3 km	4 km	4 km	New water project book	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/	Measu ring tape	Monthly/ Quarterly Mid

										Quarterly/ Mid annually/ and Annually		Annual and Annually
12	Water supply coverage increased from 47% to 80% by the year 2023	18 %	5 %	5 %	5 %	5 %	5 %	Customer survey book	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/ Quarterly/ Mid annually/ and Annually	Compl ains book and custom ers survey	Monthly/ Quarterly Mid Annual and Annually
14	Increase Household using improved sanitary facilities from 71% to 93% by 2022/2023	3 %	3 %	3 %	4 %	4 %	5 %	Sanitary customer s survey book	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/ Quarterly/ Mid annually/ and Annually	Custo mers survey	Monthly/ Quarterly Mid Annual and Annually

15	Sewer line 25 km constructed by 2022/2023	0	0	0	0	10 km	15 km	Sanitary customer s survey book	Standard operating procedures Instructions	Daily/ Weekly/ Monthly/ Quarterly/ Mid annually/ and Annually	Measu ring tape	Monthly/ Quarterly Mid Annual and Annually
16	One Cesspit emptier purchased by 2022/2023	0	0	0	0	1	0	Registrati on card	Standard operating procedures Instructions	Daily/Wee kly/ Monthly/ Quarterly/ Mid annually/ and Annually	Registr ation card	Monthly/ Quarterly Mid Annual and Annually

2. HEALTH DEPARTMENT

	Indicator & Indicator Description	Baseline data						Data collection and Methods of Analysis				
		Indicator Target Value										
		Yr-0 2017/	Yr-1 2018/2019	Yr-2 2019/2020	Yr-3 2020/2021	Yr-4 2021/2022	Yr-5 2022/2023	Data source	Data collection Instrument & Methods	Frequency of data collection	Means of Verification	FREQUENCY OF REPORTING
	% of prevalence rate of HIV/AIDS among OPD,IPD & RCH	3.5 %	3.4 %	3.3 %	3.2 %	3.1 %	3%	CTC,OPD ,RCH	DHIS 2 Register MTUHA	Monthly	DHIS-2	Quarterly Annually
	% of New client initiated on ART from CTC	50 %	55 %	60 %	67 %	75 %	80 %	CTC, ART Register & RCH	DHIS 2 Register MTUHA	Monthly	DHIS-2	Monthly Annually
	Number of motor cycles and ambulances procured	4	1	1	1	1	1	Procurement unit	Requisition form	Annually	Invoice form	Annually
	Number of CHSB meetings conducted	4	4	4	4	4	4	Meeting files reports	DHIS Meeting files	Quarterly	DHIS-2	Quarterly Annually

	Number of stakeholders attended meetings	2	2	2	2	2	2	Meeting files reports	DHIS Meeting files	Annually	DHIS-2	Biannually Annually
	% of new and mixed staff recruited	59 %	68 %	75 %	80 %	90 %	100 %	HMIS	HMIS	Annually	HMIS	Annually
	% of health facilities with at least 5 member of staff trained	59 %	68 %	75 %	80 %	90 %	100 %	HMIS	HMIS	Annually	HMIS	Annually
	% of staff houses constructed	59 %	68 %	75 %	80 %	90 %	100 %	Health facilities	Site involved	Annually	Engineer	Annually
	Number of cartons/ kits/ tins/ procured	49 %	44 %	40 %	33 %	37 %	20 %	Store	DHIS-2	Monthly	Dhis-2	Quarterly Annually
	% of HCW trained on ILS/ILS Gateway	49 %	44 %	40 %	33 %	37 %	20 %	Store	DHIS-2	Monthly	Dhis-2	Quarterly Annually
	Phillips X- rats services and repaired									Annually		Annually
	Number of new vaccinators trained											

	Number of children received Vit A supplementation and dewormed											
	% of wards with Family Based Care Model for Most Vulnerable Groups.	80 %	70 %	60 %	50 %	40 %	30 %	Reports	Reports	Annually	Reports	Biannually Annually
	% of Child Protection Team members trained	80 %	70 %	60 %	50 %	40 %	30 %	Training reports	Training reports	Quarterly	Training reports	Quarterly Annually
	% of PHC Committees assessed	40 %	43 %	49 %	54 %	57 %	60 %	Meeting files reports	DHIS-2 Meetings files reports	Annually	DHIS-2	Annually
	% of Sectors engaged	40 %	45 %	50 %	53 %	58 %	60 %	Meeting files reports	DHIS-2 Meetings files reports	Annually	Reports	Annually
	% of Older People Identified and accessing waivers	80 %	78 %	76 %	74 %	72 %	60 %	Activities Reports		Annually	Reports	Biannually Annually
	Number of maternal mortality rate	302	299	296	293	291	290	Postnatal ward,	DHIS-2 Maternal	Monthly	DHIS-2	Quarterly

								Labour ward & RCH	auditing reports	quarterly		Annually
	Number of Neonatal mortality rate	18	17	15	13	11	13	Postnatal ward, Labour ward & RCH	DHIS-2 Maternal auditing reports	Monthly quarterly	DHIS-2	Quarterly Annually
	Number of Infant mortality rate	26	25	24	23	22	20	Postnatal ward, Labour ward & RCH	DHIS-2 Maternal auditing reports	Monthly quarterly	DHIS-2	Quarterly Annually
	% of Older people Households Supported	80	78 %	76 %	74 %	72 %	60 %	Meeting files	Meetings reports	Quarterly	Reports	Quarterly Annually
	% of Community awareness meetings conducted	80	78 %	76 %	74 %	72 %	60 %	Meeting files Reports	Meetings reports	Quarterly	Reports	Quarterly Annually
	% of Emergency team preparedness established	50 %	52 %	54 %	56 %	58 %	60 %	Reports of activities	Reports	Annually	Reports	Biannually Annually

% of Health Facilities emergency and disaster teams trained	50 %	52 %	54 %	56 %	58 %	60 %	Reports of activities	Reports	Annually	Reports	Biannually Annually
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3. PRIMARY EDUCATION DEPARTMENT

Indicator and Indicator description	Baseline data						Data collection and Methods of Analysis				
	Indicator Target Value										
	Year 0 (2017/2018)	Year 1 (2017/2018)	Year 2 (2017/2018)	Year 3 (2017/2018)	Year 4 (2017/2018)	Year 5 (2017/2018)	Data source	Data collection Instrument and Methods	Frequency of Data collection	Means of Verification	Frequency of Reporting
(%) of periods taught	50 %	60 %	65 %	70 %	75 %	80 %	Monitoring reports	Monitoring reports	Monthly	Monitoring reports	Monthly
% of motivated staffs	65 %	70 %	75 %	80 %	85 %	90 %	Department data base	Department data base	Annually	Monitoring reports	Annually
(%) of National Examination passed pupils	65 %	75 %	70 %	85 %	90 %	95 %	Department data base	Necta record book	Annually	Primary School Leaving Examination	Annually

										Results	
(%)of pre and primary pupils enrolment	100%	100%	100%	100%	100%	100%	Department data base(TSM&TSA)	Admission register records and TSA/TSM	Annually	Admission register records and TSA/TSM	Annually
Percentage of pupils' attendance	99.8%	100%	100%	100%	100%	100%	Department data base(TSM&TSA)	Attendance register records and TSA/TSM	Monthly	Monthly reports	Annually
(%) of infrastructures increased	65%	70%	75%	75%	75%	75%	Department data base(TSM&TSA)	TSA/TSM	Annually	TSA and TSM form	Annually
(%) of teachers retained at working station	75%	80%	85%	85%	85%	85%	Department data base(TSM&TSA)	TSA/TSM	Annually	Monthly reports	Annually

3.1 CULTURE AND SPORTS SECTION

S N	Indicator and indicator description	Baseline data						Data collection and methods of Analysis				
		Indicator Target value										
		Yr0(2017 / 18)	Yr1(2018 / 2019)	Yr2(2019 / 2020)	Yr3(2020 / 2021)	Yr4 2021/22)	Yr5 2022/23	Data source	Data collection Instrument and methods	Frequency of Data collection	Means of verification	Frequency of reports
1	Number of clubs Formed	2	2	2	2	2	2	Primary and secondar y schools	Situation analysis	annually	Teacher mentor reports	Annually reports
2	Cultural festivals conducted	1	2	2	2	2	2	Stakehol ders, Cultural registre d agents, council	Situation analysis	Annual	Section activities	Annually reports
3	Number of Corruption cases	90 %	80 %	60 %	40 %	20 %	05 %	TAKUKU RU	Cultural activities based on corruption	Quarterly	TAKUKURU reports	Quaterly reports
4	Number of teachers and couches trained	10 %	10 %	40 %	60 %	80 %	100 %	Associati ons and section	Training courses and seminars	annually	Sports associations reports, section	Annually reports

											reports	
5	Different sports tournaments coordinated	5	10	10	10	10	10	Sports associations and section	Number of tournaments	Annual	Section reports	Annually reports
6	-Sports clubs formed and registered	2	5	5	5	5	5	Situation analysis	Number of new clubs increase	annual	Section reports	Annually reports
7	Construction activities started and continuous		20 %	40 %	60 %	80 %	100 %	Works department	Situation analysis	annual	Works department reports	Annually reports
8	Playgrounds measured	5%	20 %	40 %	60 %	80 %	100 %	Schools, section	Section activities	Quarterly	Section reports	Quarterly reports
9	-Different sports activities conducted and coordinated.	4	10	10	10	10	10	Sports associations and schools	Situation analysis	Annual	Section reports	Annually reports
10	-Number of youth league and competition coordinated	2	4	4	4	5	5	Associations, stakeholders and section	Situation analysis	Annual	Section reports	Annually reports
11	Number of friends matches between Ifakara sports clubs and outsider teams increased	3	5	5	5	5	5	Sports associations, sports stakeholders and section	Friends matches conducted	Quarterly	Section reports and associations reports	Quarterly reports

4. SECONDARY EDUCATION DEPARTMENT

Indicator and Indicator description	Baseline data						Data collection and Methods of Analysis				
	Indicator Target Value						Data source	Data collection Instrument and Methods	Frequency of Data collection	Means of Verification	Frequency of Reporting
	Year 0 2017/2018	Year 1 2017/2018	Year 2 2017/2018	Year 3 2017/2018	Year 4 2017/2018	Year 5 2017/2018					
% of Teachers attending In-service Training sessions.	1	20	40	60	75	85	Councils Training Reports	Training Reports	Quarterly	Attendance sheets, site visit, Training reports	Annually
Percentage pass rate of students.	60	70	75	80	85	90	NECTA	National Examination	Annually	National Examination Results	Annually
% of Efficient and Effective working tools.	65	68	70	80	85	95	Secondary Education Department's office	Annual reports	Annually	Site visit	Annually
% of staffs motivated	65	68	70	80	85	95	Secondary Education Department's office	Interview Questioners Pay sheets	Annually	Site visit	Annually
% of enrolled students maintained	95.6	96.6	97.6	98.6	99.0	99.4	Secondary Schools in council	Monthly reports	Quarterly reports	Admission books, attendance registers books	Annually
% of school infrastructures	65	70	74	80	82	85	Secondary	Quarterly	Quarterly	Site visit	Annually

							Schools in council	reports	reports		
% of Teachers in working station	75	77	80	83	88	90	Secondary Schools in council	Monitoring report	Quarterly reports	Schools Monthly reports	Annually

5. ADMINISTRATION AND HUMAN RESOURCE MANAGEMENT DEPARTMENT

Indicator and Indicator Description	Baseline data						Data collection and methods of Analysis				
	Indicator target value						Data source	Data collection instrument	Frequency of data collection	Means of verification	Frequency of reporting
	Yr 0 (2017/18)	Yr 1 (2018/19)	Yr 2 (2019/20)	Yr 3 (2020/21)	Yr 4 (2021/22)	Yr 5 (2022/23)					
Number of Village, Ward and Council offices constructed	5	8	11	13	15	17	Physical verification by Planning office	Site visit	Quarterly	Site pictures/ Reports	4
Number of vehicles (V) and motor cycles (M)	12M	13M	14M	16M 8 V	18M	20M	Asset	Physical verification	Semi-Annually	Physical visit	2
	5V	6V	7 V		8V	9V	Register				
Number of office computers and stationeries from 16 computers to 40	16	24	28	32	36	40	Assets	Physical Verification	Quarterly	Site pictures/ Reports	2
							Register				

Level of Performance and efficiency from 50% to 80%	50	55	60	70	75	80	OPRAS	Assessment	Semi-Annually	Performance Appraisal	2
Number of working hours reduced	10	10	9	9	8	8	Attendance register	Physical Observation	Monthly	Weekly	Daily
Working environment of Councilors and Village chairpersons/Benefits increase from 30,000 to 50,000/=	30,000	35,000	40,000	40,000	45,000	50,000	Payment Voucher	Monthly reports	Monthly	Monthly reports	

6. INFORMATION, TECHNOLOGY, COMMUNICATION UNIT

Indicator and Indicator Description	BASELINE DATA						Data Collection and Methods of Analysis			
	INDICATOR TARGET VALUE									
	Yr 0 (2017/2018)	Yr 1 (2018/2019)	Yr 2 (2019/2020)	Yr 3 (2020/2021)	Yr 4 (2021/2022)	Yr 5 (2022/2023)	Data source	Data collection instruments and Methods	Frequency of Data Collection	Means of Verification
Number of proper devices used	25	35	40	45	50	60	Financial Reports	Reports	4 Times per year	Weekly reports of threatened devices
Number of Media discussions by Community concerning	4	6	8	8	10	12	Quarterly Reports	Meeting Minutes	4 Times per year	Number of Community

Development activities Number of Projects established by Community										discussion and projects undertaken
Number of complains reported and resolved by the Council through Website	10	14	16	20	24	28	Council Website	Complains Records	Regularly	Frequency asked questions(FAQ)
Number of new channels of Communication	5	6	7	8	9	10	Field Reports	Reports	Annually	Number of communication Centers
Number of working equipments and accessories	4	5	6	7	8	9	Quarterly Reports	Quarterly Reports	4 Times per year	Accessories and tools available

7. Legal Unit

Indicator and Indicator Description	BASELINE DATA						Data Collection and Methods of Analysis			
	INDICATOR TARGET VALUE						Data source	Data collection instruments and Methods	Frequency of Data Collection	Means of Verification
	0 Yr (2017/2018)	1 Yr (2018/2019)	2 Yr (2019/2012)	3 Yr (2020/2021)	4 Yr (2021/2022)	5 Yr (2022/2023)				
Number of tribunal meetings /trainings	6	15	20	20	20	20	Training reports	Reports	Quarterly	Training reports

Number of training conducted	6	6	6	6	6	6	Training Reports	Reports	Quarterly	Training Reports
Number of Contracts	20	25	30	35	40	45	Quarterly Reports	Reports	Quarterly	Quarterly Reports
Number of cases attended	12	12	12	12	12	12	Court's Judgments	Quarterly Reports	Quarterly	Court's Judgments

8. PLANNING, STATISTICS AND MONITORING DEPARTMENT

S/ N	Indicator and indicator Description	Baseline data						Data Collection and methods of analysis				
		Indicator Target Value						Data source	Data collection instrument and methods	Frequency of data collection	Means of verifications	Frequency of reporting
		Yr0(2017/2018)	Yr1(2018/2019)	Yr2(2019/2020)	Yr3(2020/2021)	Yr4(2021/2022)	Yr5(2022/2023)					
1	Availability of funds for monitoring & Evaluation							Monthly report	Reports	Monthly	Minutes	Monthly, Quarterly

2	M&E vehicle	0	1	1	1	1	2	Asset Register	Council Assets	Quarterly	Reports	Quarterly & Annually
3	Installed Software	0	2	3	3	3	4	Register	Reports	Quarterly	Reports	Quarterly & Annually
4	Number of PPP/PPD meetings	1	20	20	20	20	20	Minutes	Minutes	Quarterly	Reports	Quarterly
5	% of Community contribution to Council project increased	30 %	50 %	40 %	60 %	70 %	80 %	Reports	Reports	Quarterly	Reports	Quarterly
6	Number of projects implemented	10	12	13	14	14	16	Reports	Reports	Quarterly	Reports	Quarterly
6	Financial year budgets	100 %	100 %	100 %	100 %	100 %	100 %	Department	Report	Annually	Report	Quarterly & Annually

9. WORKS DEPARTMENT

Indicator and Indicator Description	BASELINE DATA						Data Collection and Methods of Analysis			
	INDICATOR TARGET VALUE									
	Yr 0 (2017/2018)	Yr 1 (2018/2019)	Yr 2 (2019/2020)	Yr 3 (2020/2021)	Yr 4 (2021/2022)	Yr 5 (2022/2023)	Data source	Data collection instruments and Methods	Frequency of Data Collection	Means of Verification
% of improved infrastructures	52	60	70	80	85	90	Annual reports	Reports	Quarterly	Reports
% of improved staff environments	52	60	70	80	85	90	Reports	Reports	Quarterly	Reports

10. URBAN PLANNING AND NATURAL RESOURCES DEPARTMENT

Indicator and indicator Description	Baseline Data						Data Collection and Methods of analysis				
	Indicator Target Value										
	Yr0 (2017/2018)	Yr1 (2018/2019)	Yr2 (2019/2020)	Yr3 (2020/2021)	Yr4 (2021/2022)	Yr5 (2022/2023)	Data Source	Data collection instrument and methods	Frequency of data collection	Means of verification	Frequency of reporting

Number of land disputes and conflicts	400	295	240	195	90	50	Registrati on book, number of ownershi p of land	Research,	Monthly	Research, situation analysis	Annually
							Question naire, incensem ent of number of people who need land services	Situation analysis			
Number of educated people							Number of valuation report performe d			Implemen tation report	

Number of compensation on land development	26606	32000	36000	45200	49000	53212	Survey plan(s), total number of surveyed plots	Situation analysis, number of work perfumed , reduction of number on land conflicts	Quarterly		Annually
							Registrati on book, Assessm ent of land rent collection .	Situation analysis, number of valuation report performa nce.		Implemen tation of report	
Number of surveyed plots	47	5	5	5	5	25		Number of survey plan(s) produced , number of surveyed	Annually	Survey works performed	Annually

								plots			
Number of people who has owned Certificate Right of Occupancy	5000	5000	5000	5000	5000	25000		Personal ownership	Quarterly	Ownership certificate right of ownership report	Annually
	2430	5000	5000	5000	5000	25000			Quarterly		Annually

11. NATURAL RESOURCES SECTION

Indicator And indicator description	Baseline Data						Data Collection and Methods of analysis				
	Indicator Target Value										
	Yr (2017/2018)	Yr1 (2018/2019)	Yr2 (2019/2020)	Yr3 (2020/2021)	Yr4 (2021/2022)	Yr5 (2022/2023)	Data Source	Data collection instrument and methods	Frequency of data collection	Means of variation	Frequency reporting
Percentage of working environment improved	40%	46%	52%	58%	64%	65%	-stock Taking record	situation analysis	Quarterly -Annually	inventory report	-Annually

Percentage of wild animals increased	30%	33%	38%	41%	42%	55%	-Forest reserve -Rivers	Ground Transect method -Aerial method Randomization Systematic sampling	Annually	-Animal Census Report	-Annually
Percentage of clone cover improved	40%	43%	45%	57%	62%	65%	Forest reserve	Random sampling	Annually	Forest inventory report	Annually
Number of beekeeping groups increased	2	1	2	3	2	10	Comm unity	-Situation Analysis	Quarterly Annually	Quarterly report Annually report	Quarterly Annually
Number of trees seedlings raised	0	15,000	20,000	25,000	35,000	45,000	Central nursery	Counting method	Monthly	Monthly Quarterly report	-Quarterly -Annually

12. AGRICULTURE, IRRIGATION AND COOPERATIVE

Indicator and Indicator Description	Baseline data							Data Collection and Methods of Analysis		
	Indicator Target Value									
	Yr1(2017/ 2018)	Yr1(2018/ 19)	Yr2(2019/ 20)	Yr3(2020/ 21)	Yr4(2021/ 22)	Yr5(2022/ 2023)	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification
Number of tones/ha	3.5	4.0	4.5	5.0	5.5	6.0	Agricultural Routine Data System(ARDS)	VAEOs and WAEOs	Annually	Annual Reports
Percentage of extension services provided	32		52	62	72	82	Department and Procurement Reports	Interrogation	Annually	Asset Register Annual Reports
Percentage of food security	60		80	85	90	95	Agricultural Routine Data System(ARDS)	VAEOs and WAEOs	Quarterly	Quarterly Reports Annual Report
Percentage of irrigation	19	24	29	34	39	44	Agricultural Routine Data	VAEOs and WAEOs and	Quarterly	Quarterly Reports

infrastructure							System(ARDS)	Questionnaire		Annual Reports
Number of tones harvested	1.5	2.0	2.5	3.0	3.5	5.0	Agricultural Routine Data System(ARDS)	VAEOs and WAEOs	Annually	Annual Reports
Percentage of Processing units	0.6	5.6	10.6	15.6	20.6	25.6	Agricultural Routine Data System(ARDS)	VAEOs and WAEOs and Questionnaire	Annually	Annual Reports
% of Market infrastructures established	33	46.4	59.8	73.2	86.6	100	Agricultural Routine Data System(ARDS)	VAEOs and WAEOs and Questionnaire	Quarterly	Quarterly Reports Annual Reports
% level of Vegetable collection Centre establishment	0		40	60	80	100	Agricultural Routine Data System(ARDS)	VAEOs and WAEOs and Questionnaire	Quarterly	Quarterly Reports Annual Reports
% level of Resource Centre's establishment	0		40	60	80	100	Agricultural Routine Data System(ARDS)	VAEOs and WAEOs and Questionnaire	Quarterly	Quarterly Reports Annual Reports
% level of Nanenane Public Building	0		40	60	80	100	Department and Procurement	Interrogation	Quarterly	Quarterly Reports

establishment							Report			Annual Reports
Number of Farmer Field Schools Established	8	16	24	32	40	48	Agricultural Routine Data System(ARDS)	VAEOs and WAEOs	Monthly	Monthly Report
% Level of Infestation	65	55	45	35	25	15	Agricultural Routine Data System(ARDS)	VAEOs and WAEOs	Weekly	Weekly Reports

12.1 Cooperative Section

0	Indicator and Indicator Description	Baseline Data						Data Source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting
		Indicator Target Value										
		Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5					

	% of Capital share growth	50 % - 55 %	55 % - 58 %	58 %- 62 %	62 %- 67 %	67% - 72%	72 % - 77 %	Coope rative Unit/ Agricu lture depart ment	Situation analysis	Quarterly, mid annual and Annually	Quarterly, mid annual and Annually report	Quarterly, mid annual and Annually
	Number of cooperatives operating	20 - 22 Co ope rati ve Soc ieti es	22 - 24 Co ope rati ve Soc ieti es	24 -26 Co op era tiv e So cie tie s	26 - 28 Coo per ativ e Soc ieti es	28 - 30 Coo pera tive Soci eties	30 -32 Co ope rati ve Soc ieti es					
	Number of registered Cooperative societies	2	2	2	2	2	2					
	Number of office facilities	2	2	2	2	2	2					
	Number os staff received statutory benefits	2	2	2	2	2	2					

13. LIVESTOCK AND FISHERIES DEPARTMENT

13.1 LIVESTOCK SECTOR

S/ N	Indicator and Indicator description	Baseline data						Data Collection and Methods of Analysis			
		Indicator Target Value									
		Yr o(201 7/18)	Yr 1(201 8/19)	Yr 2(2019 /20)	Yr 3(202 0/21	Yr 4(2021 /22	Yr5(20 22/23	Data source	Data collection instrument and Methods	Frequency of Data collection	Means of Verification
1.	Percentage of office Working facilities available	40%	50%	60%	70%	80%	90%	Departmen t	WAE0 Reports	Quarterly	Quarterly
2.	Percent increase of HFS established	35%	40%	45%	50%	55%	70%	Departmen t	WAE0 Reports	Quarterly	Quarterly
3.	Percentage of trainings conducted.	35%	45%	50%	70%	80%	90%	Departmen t	WAE0 Reports	Quarterly	Quarterly
4.	Percentage increase of number of farmers and staffs attended Nane-nane festival.	35%	50%	55%	65%	75%	90%	Departmen t	WAE0 Reports	Quarterly	Quarterly

5.	Percentage increase of infrastructures constructed	20%	35%	45%	55%	65%	70%	Department	WAE0 Reports	Quarterly	Quarterly
6.	Percentage increase of Livestock vaccinated	20%	30	35	45	50	70%	Department	WAE0 Reports	Quarterly	Quarterly
7.	Percentage increase of Animals breeds improved	60%	65	70	75	80	90%	Department	WAE0 Reports	Quarterly	Quarterly
8.	Percent increase of Milk Centers established	25%	40	55	65	75	80%	Department	WAE0 Reports	Quarterly	Quarterly

13.2 FISHERIES DEPARTMENT

	Indicator and Indicator description	Baseline data						Data Collection and Methods of Analysis			
		Indicator Target Value									
		Yr o(2017/18)	Yr 1(2018/19)	Yr 2(2019/20)	Yr 3(2020/21)	Yr 4(2021/22)	Yr5(2022/23)	Data source	Data collection instrument and Methods	Frequency of Data collection	Means of Verification
1.	Number of trainings	56	70	80	100	130	150			Quarterly	Quarterly

	conducted										
2.	- Office Working facilities availability	30%	35%	40%	55%	65%	70%			Quarterly	Quarterly
3.	Number of fish farming facilities constructed	0	1	-	-	-	1			Quarterly	Quarterly
4.	Number of illegal fishing patrols conducted	40%	45%	55%	65%	75%	80%			Quarterly	Quarterly
5.	Number of trainings done	30%	40%	50%	65%	75%	85%			Quarterly	Quarterly

14. FINANCE AND TRADE DEPARTMENT

Indicator and Indicator Description	BASELINE DATA						Data Collection and Methods of Analysis			
	INDICATOR TARGET VALUE									
	Yr 0 (2017/2018)	Yr 1 (2018/2019)	Yr 2 (2019/2020)	Yr 3 (2020/2021)	Yr 4 (2021/2022)	Yr 5 (2022/2023)	Data source	Data collection instruments and Methods	Frequency of Data Collection	Means of Verification
Unqualified CAG Reports	1	1	1	1	1	1	Annual Reports	Reports	Annually	Audit Report CAG Report

Financial Reports produced timely	4	4	4	4	4	4	Monthly Quarterly and Annually	Reports	Monthly	Audit Report CAG Report
Working tools procured							Quarterly and Annual Reports	Reports	Quarterly	Quarterly Report
Number of Business License issued							Quarterly and Annual Reports	Reports	Monthly	Monthly Report
Total Collection per year							Quarterly and Annual Reports	Reports	Monthly	Monthly Report
Increase in Council Revenue Collections							Quarterly and Annual Reports	Reports	Monthly	Monthly & Quarterly Reports

15. INTERNAL AUDIT SECTION

Indicator and Indicator Description	BASELINE DATA						Data Collection and Methods of Analysis			
	INDICATOR TARGET VALUE									
	Yr 0 (2017/2018)	Yr 1 (2018/2019)	Yr 2 (2019/20120)	Yr 3 (2020/2021)	Yr 4 (2021/2022)	Yr 5 (2022/2023)	Data source	Data collection instruments and Methods	Frequency of Data Collection	Means of Verification
Number of working tools	40%	60%	65%	70%	75%	80%	Quarterly and Annual Reports	Reports	Monthly Quarterly Annually	
Number of staff	1	5	5	5	5	5	Cadre	LAWSON	Annually	Quarterly Report
% increase in staff who are capable of maintaining sound financial system in both levels	75	80	85	90	95	100	Quarterly and Annual Reports	Reports	Quarterly	Audit Report CAG Report
Unqualified report	1	1	1	1	1	1	Annual Report	Reports	Annually	CAG Report
% increase in enrolment rate in primary and Secondary Schools	100	100	100	100	100	100	Quarterly and Annual Reports	Reports	Monthly	Monthly Report
% increase in enrolment rate of CHF member	10	30	40	50	60	70	Quarterly Reports	Reports	Quarterly	Quarterly Reports and Annual Report
Improved medical services in health Centre’s and Dispensaries	705	75%	80%	85%	90%	100%	Quarterly Reports	Reports	Quarterly	Quarterly Reports and Annual Report

16. COMMUNITY DEVELOPMENT AND SOCIAL WELFARE DEPARTMENT

Indictor and Indicator Description	Baseline data						Data collection and methods of Analysis				
	Indicator target value										
	Yr 0 (2017/18)	Yr 1 (2018/19)	Yr 2 (2019/20)	Yr 3 (2020/21)	Yr 4 2021/22	Yr 5 (2022/23)	Data source	Data collection instrument	Frequency of data collection	Means of verification	Frequency of reporting
% of MVC cared and supported	12%	18%	30%	40%	52%	64%	Quarterly & Annual Reports	Review of reports	Annually	Reports	Quarterly Annually
% of community members and stakeholders disseminated with HIV and AIDS information	20%	26 %	34%	42%	50%	60%	Meeting , Quarterly Annual reports	Reports review	Occasional ly	Reports	Quarterly Annually
% of HIV preference rate	6.7%	6.5%	6.2%	5.9%	5.5%	5.2 %	OPD CTC RCH	DHIS	Quarterly Annually	DHIS report	Quarterly Annually
% of stakeholders involvement in HIV interventions	10%	15%	20%	30%	40%	50%	Stakeholders Implementation reports	Stakeholders analysis	Quarterly	Analysis reports	Quarterly

% of resource mobilized	10%	15%	20%	30%	40%	50%	Resource mobilization records	Resource records	Quarterly	Analysis reports	Annually
% of monitoring visits done	5%	6%	8%	9%	10%	12%	M&E reports	Reports review	Quarterly	M&E Reports	Quarterly Annually

17. ENVIRONMENTAL SANITATION AND HYGIENE DEPARTMENT

Indicator and indicator description	Baseline data						Data collection and methods of Analysis				
	Indicator Target Value										
	Yr 0 2017/2018	Yr1 2018/2019	Yr2 2019/2020	Yr3 2020/2021	Yr 4 2021/2022	Yr5 2022/2023	Data source	Data collection instrument and method	Frequenc y of Data collection	Means of verification	Frequen cy reporting
Percentage of waste collected and disposed	60%	64%	68%	72%	76%	80%	Registe r	Review and observation	Monthly	Monthly report	Monthly
Percentage of water source Pollution reduced	60%	66%	72%	78%	84%	90%	Public institu tion(L UBAD A)	Rufiji Basin	Annually	Annual report	Annually
Percentage of sanitation facility improved	71%	75%	79.8%	83%	87%	93%	Counci l Health Profile	NSMIS and MIS	Annually	Annual report	Annually

Percentage of sewage system constructed	15%	21%	27%	33%	39%	45%	Council health profile	NSMIS and MIS	Quarterly	Quarterly Report	Quarterly
Percentage of meeting and radio program conducted	55%	61%	67%	73%	79%	85%	Implementation report	Review	Annually	Annually Report	Annually
Percentage of working environment available	45%	51%	57%	63%	69%	75%	Implementation report	Observation	Annually	Annually report	Annually

ANNEX 1: IFTC ORGANISATION STRUCTURE



