

UNITED REPUBLIC OF TANZANIA



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



**ILEMELA MUNICIPAL COUNCIL
STRATEGIC PLAN
2016/2017-2020/2021**

DRAFT

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EXECUTIVE SUMMARY

Ilemela municipal council is envision being a council with strong economic base for provision of high quality and equitable socio-economic services for sustainable development of the community. This shall be achieved through provision of high quality socio- economic services through efficient and effective use of available resource. This long term dream has been translated into 10 broadly defined strategic objectives coded from A to J from which sequence of steps to achieve the objectives has been formulated underneath. The achievement of this plan shall be guided by 7 guiding principles that shall be fundamental driving forces inhibited to all staff; from which all implementers must operate from the same ethical frame of references that include: integrity, team work spirit, accountability, transparency, fair distribution of resources and services, professionalism, efficiency and effectiveness. In the process of formulating this strategic plan, participation with inclusiveness was a dominant approach used with involvement of municipal management team who were head of departments, head of units and other stakeholders. Analysis of internal and external environment was conducted where both qualitative and quantitative data were collected with the aim of determining the level of service delivery, community satisfaction or dissatisfaction with the service delivered from which critical issues from each sector were identified to be addressed in the next five years. Moreover, in determining the existing situation for future projection, both primary and secondary data were collected analysed and presented. Primary data were collected through checklist, brainstorming, Key informant interview (interview with head of departments and sections), while secondary data were mainly collected through documentary review (literature review, performance review report, self assessment report and logic model analysis). Data presentation is in the form of expressions in terms of context, figures, tables and matrixes.

In the analysis of external environmental, diverse national and international long term plans were mainstreamed which include: the Tanzania Development Vision (2025), The Long Term Perspective Plan (LTPP 2011/2012-2025/2026), the Tanzania Five Years Development Plan 2016/2017-2020/2021 (FYP II), East African Community Initiatives, Agenda 2063: The Africa We Want, Sustainable Development Goals (SDGs), Small and Medium Enterprise Development Policy 2002, and sectoral policies. The plan is divided into five chapters where by chapter one presents background information of the Municipal council, chapter two provide information on situation analysis of the council, chapter three presents performance review on the implementation of the previous 2011/2012- 2015/2016 strategic plan, chapter four presents the plan where the vision, mission, strategic objectives and plan matrix has been provided; and chapter five describe the implementation, monitoring, evaluation, plan review, internal and external reporting plan. The Municipal Director (MD) who is the Chief Executive Officer of the Municipal Council shall be responsible and accountable for the implementation of the Ilemela Municipal Council (2016/2017 – 2020/2021) Strategic Plan. Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the head of the planning statistics and monitoring department to the organs representing Ilemela Municipal Council community members. There shall be annual plan evaluation exercises for the entire plan period, to match activity funding with plan implementation. There shall be two reporting system that of internal and external reporting system. In this case there shall be six internal reports disseminated to a range of committees. The external control of the plan shall involve the external reporting system in which various reports shall be presented to heterogeneous respective authorities. There shall be 7 external reports provided to external organs.

LIST OF ABBREVIATIONS AND ACRONYMS

TP	Town Planning Drawings
CBFN	Community Based forest Management
DIDF	District Irrigation Development Fund
SACCOS	Savings and Credit Cooperative Society
AMCOS	<i>Agricultural Marketing Co-operative Societies</i>
SWO	Social Welfare Officer
SWOC	Strength Weakness Opportunities and Challenges
LAAM	Local Authorities Accounting Manual
LAFM	Local Authorities Financial Memorandum
TRA	Tanzania Revenue Authority
IMC	Ilemela Municipal Council
FBO	Faith Based Organisations
DEO	District Education Officer
COBET	Community Based Education
CBO	Community Based Organization
DIT	Dar es Salaam Institute of Technology
COWSO	Community Owned Water Supply Organization
MWAUWASA	Mwanza Urban Water Supply and Sanitation Authority
WUGs	Water User Groups
MC	Municipal Council
COWSO	Community Owned Water Supply Organisations
WUA	Water User Associations
WSDP	Water sector Development Program
RWSSP	Rural Water Supply and Sanitation Programme
UPE	Universal Primary Education
PORALG	President Office – Regional Authority and Local Government
NECTA	National Examination Council of Tanzania
PSLE	Primary Schools Leaving Examination
UNITASHUMT	Mashindano ya Umoja wa Michezo na Taaluma kwa Shule za Msingi
A	<i>Tanzania</i>
SHIMISEMITA	Shirikisho la Michezo la Serikali za Mitaa <i>Tanzania</i>
COBET	Complimentary Basic Education Training
ACSEE	Academic Certificate of Secondary Education Examination
CSEE	Certificate of Secondary Education Examination
AMOs	Assistant Medical Officers
NOs	Nursing Officers
NHIF	National Health Insurance Fund
HCMIS	Information System Payroll and Personnel
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
WHO	World Health Organisations
SEDP	Secondary Education Development Program

SLO	Statistics and Logistics Officer
SME	Small Medium Enterprise
SNE	Special Needs Education
STD	Standard
SWOC	Strength Weaknesses Opportunities and Challenges
TANROADS	Tanzania National Roads Agency
TASAF	Tanzania Social Action Funds
TB	Tuberculosis
TDV	Tanzania Development Vision
ToR	Terms of Reference
TPD	Town Planning Drawings
TTCL	Tanzania Telecommunications Company Limited
VAEO	Village Agriculture Executive Officer
VCT	Voluntary Counseling and Testing
VFM	Value for Money Audit
WAEO	Ward Agriculture Executive Officer
WMIS	Water Management Information System
WS	Water and Sanitation
WSDP	Water Sector Development Programmed
YDF	Youth Development Funds
NBAA	National Board of Accountancy and Auditing
NCDs	Non-Communicable Diseases
NGOs	Non Governmental Organisations
NHIF	National Health Insurance Fund
O&M	Operation and Maintenance
O&OD	Opportunities and Obstacles to Development
OGP	Open Government Partnership
OPD	Out Patient Department
OPRAS	Open Performance Review and Appraisal System
P4R	Performance for Results
PHC	Primary Health Care
PMCT	Preventive Mother to Child Transmissions
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
MTEF	Medium Term Expenditure Framework
MVC	Most Vulnerable Children
NAP	National Action Plan
NAP III	The National Action Plan III
NCCR	National Convention Contraction Reform
NDV	National Development Vision
NEMC	National Environmental Management Council

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Statement of the Municipal Council Mayor

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The Lord Mayor
Ilemela Municipal Council

Statement of Municipal Director

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Municipal Director
Ilemela Municipal Council

CHAPTER ONE

BACKGROUND INFORMATION OF ILEMELA MUNICIPAL COUNCIL

1.1 Geographical Location

The Council lies on the southern shores of Lake Victoria within Mwanza Region between Latitude 2°15' and 2°31' South of the Equator and Longitude 32° 45' and - 33°2' East of Greenwich approximately 1,140 meters above sea level. It borders with the Magu Municipal in the East and Mwanza city council in the South while to the North and West, there is Lake Victoria.

1.2 Land Area

The Ilemela municipal council has a total surface area of 1080.55 sq. kms out of which 828.45 sq.kms (77%) is covered by water body (Lake Victoria) and 252.10 (23%) sq. kms are land area. The council is the second smallest council in Mwanza region, occupying about 2.1 percent of the region's land of about 11,796.0 sq. kms. On land distribution per wards, bugogwa ward occupies the largest portion of the land area (28.73 percent) of the council followed by Sangabuye (20.65 percent). Kitangiri ward has the smallest land area in the council constituting only 1.45 percent, followed by Nyamanoro and Kirumba which respectively account for only about 1.58 and 1.76 percent. However, following the recent restructuring of the Council's administrative boundaries which took place in 2015, care must be taken when reporting the land area information at ward level because the area has not been re-surveyed to accommodate the spatial changes.

1.3 Administrative Unit

During the time of its establishment in 2012, the council had only 9 wards namely, Buswelu, Nyakato, Nyamanoro, Kirumba, Kitangiri, Pansiasi, Ilemela, Bugogwa and Sangabuye. As of 2015, the council was further subdivided and formed 10 new wards the council has 19 wards with a total of 171 Mitaa. However, Bugogwa ward has recently subdivided and establish new wards namely Bugogwa, Shibula and Kahama and Sangabuye subdivided into Kayenze and Sangabuye wards. Similarly, the Buswelu ward subdivided into Buswelu and Nyamhongolo while Nyakato split into four wards; Nyakato, Buzuruga, Mecco and Nyasaka. While inheriting their names, the Pansiasi, Nyamanoro and Ilemela wards were also split to form new wards namely Kawekamo, Ibungilo and Kiseke, respectively.

1.4 Population Size, Growth and Density

The National Population Census statistics of 2002 and 2012 indicate that, the population in Ilemela council has increased from 264,873 in 2002 to 343,001 in 2012, equivalent to 29.5 percent change with an annual growth rate of 2.6 percent (Table 1.4). Looking at population changes among the councils of Mwanza region, Ilemela is the third after Kwimba and Magu with least population increase and is expecting to double its population after at most 27 years. Looking at ward level, there were significant differences in the nature and level of population change among wards recording a high population increase in Sangabuye (137.2 percent) and lowest in Nyakato (0.3 percent). Generally, there was no ward which showed a decline in population growth.

On population density, in 2012, council had an average population density of 1,361 persons per sq. km and it was the second most populated council in Mwanza region after the Mwanza City Council (Table 1.6). The

council has very high land pressure compared to Municipal councils like Magu, Kwimba, Buchosa and Misungwi. The population density at the ward level for the census years of 2002 and 2012. In 2002, Nyamanoro was the most densely populated ward with a population density of 10,725 persons per sq. km, followed by Nyakato (5,393 persons per sq. km.) while Sangabuye was a least densely populated ward (171 persons per sq. km). In 2012, Nyamanoro continued to be the most densely populated ward with 12,961 persons per sq.km followed by Kirumba (6,329 persons) and Kitangiri (5,684 persons), while Sangabuye continues to be the least densely populated ward in the council with 405 persons per sq. km

1.5 Ethnic Groups

The location and socioeconomic opportunities found in Ilemela municipal council, there eight ethnic groups are found, but five major ethnic groups, namely Sukuma, Zinza, Kerewe, Kurya, Jita and Kara are found in the council although Sukuma is main the ethnic group occupying mostly all the wards. However, due to intermarriages especially in the last three decades, adoption of new cultural traits has taken place with merging culture and beliefs. Ethnic distinction has been broken and cultures have been blended into large beliefs and customs, with only a few people following their respective customary beliefs diligently.

1.7 Climate and Soil

1.7.1 Climate

The Municipality has a typical tropical climate influenced by wind patterns from Lake Victoria. The area receives approximately 700mm and 1000mm of rainfall per annum occurring in two rainy seasons. The short rains occur during August – October while long season spans from December to May in each year. The average annual temperature ranges between 20°C and 30°C. The natural vegetations in Ilemela have been greatly influenced by human development activities. There are only a few and isolated protected natural forest patches occurring in some hilly areas of Bugogwa, Ilemela, Sangabuye and Kitangiri wards.

1.7.2 Soil

The soil types vary from yellow, red, gritty, sandy and loam soils which are delivered from coarse-grained cetaceans' rock. The soils are usually associated with the rocky Island of between 1100 – 1600 meters in height

1.8 Agro Ecological Zones

The Ilemela Municipal Council is grouped into 4 agro-economic zones which are lake shore, valleys, Plateaus, and hill masses and rock Island zones.

1.8.1 Lake shore- agro economic zone

This zone is found along the shore areas which is about 1-2 km wide from the shoreline of Lake Victoria. The major activities in this zone include fishing, residential, vegetable farming, recreation, tourism, water transportation nodes, religious and cultural activities.

1.8.2 Valley

This includes valleys and flood plains of Nyamadoke, Ilemela and Bugogwa. These zones are mostly used for cultivation of vegetable production, especially during the dry seasons, and for rice farming during the wet seasons.

1.8.3 Plateau

The larger part of Ilemela Municipality is situated in Plateaus areas whereby such as cultivation of agricultural crops, particularly maize, cassava and sweet potatoes is carried out. Other socio economic activities including settlement development are carried out on these zones.

1.8.4 Hill Masses and Rocky Island

These areas are known as mine zones where by rock quarrying takes place. The area is occupied with stony ground and rock hills which are the main sources of building material like stones, gravels and stands.

1.9 Mandate of Ilemela Municipal Council

Like other Councils in Tanzania, Ilemela Municipal Council operates with statutory powers in line with legislation and regulations enacted by the parliament under the Local Government Act No. 8 of 1982, in this Act the Municipal Council is mandated the following key functions:

- To maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction
- To promote the social welfare and economic well-being for all persons within its area of jurisdiction
- Subject to the National policy and plans for rural and urban development; to further the social and economic development of its area of jurisdiction
- To take necessary measures to protect and enhance the environment in order to promote sustainable development
- To further the social and economic development of its area of jurisdiction.
- To give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services of all levels of local government authorities
- To promote and ensure democratic participation in and control of decision making by people concerned.

1.10 Methodology

Preparing a Strategic Plan for Ilemela Municipal Council involved a consortium of the Municipal's knowledgeable individuals under the facilitation of resource persons. To enable this assignment be carried out professionally and at the same time putting into consideration knowledge transfer, the council formed a working group that collaborated with the consultants from the Institute of Rural Development Planning Dodoma. The Municipal council's taskforce involved all heads of departments and sections. A five days training on strategic planning process conducted, this intended for capacity building and maintaining knowledge transfer for further strategic planning process. The training commenced on 11th to 17th September, 2017. This Task Force served not only as a think tank but also provided an important link with the rest of the council. The objective of the training was to impart strategic planning knowledge to

Ilemela Municipal Council staff (Head of departments and Sections) so that they can apply the acquired skills in proving basic information useful in preparing the strategic plan for the Municipal Council. Participatory approach was used in the process of strategic plan preparation involving a consortium of stakeholders. The process involved the Management team of the Municipal council namely: Head of departments, Units and other stakeholders. Secondary data were collected, analyses and disseminated to determine the internal environment where critical issues in all sectors were identified and targets to be addressed were formulated.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Preamble

Situation analysis of Ilemela Municipal Council involved an assessment of the existing situation with regard to service delivery to community. The Municipal took a hard look at itself – where it came from; where is it now; where it going and what is are its choices for future improvements. In the analysis of internal environment, a good deal of information was collected analysed and disseminated. This entailed the completion a thorough review of literatures, performance review reports in 13 departments and 6 sections. The analysis involved understanding and assessment of the recent institutional performance in terms of service delivery, in order to make improvements; also the preparation of presentations to disseminate and share these results.

Analysis of external environment involved an overview of National Visions, National development plan, National policies, National strategies and National initiatives. It also involved International targets, Agenda and Conventions which the Tanzania has agreed upon hence has a bearing on operations of the Ilemela Municipal council. The chapter winds up with the report of Strengths, Weaknesses, Opportunities and Challenges as well as stakeholders analysis report.

1.2 Internal Environmental Scan

1.2.1 Administration and Human Resource

Administration and Human Resource Management is very important in any organisation. Good governance, rule of law, peace and good management of human resource known is an important part in succession of Public /private Organisation. Good governance and good management in Human resource motivate the citizen for participating in activity which lead them to develop their economy activities and increase social well fair. Also good management of Human Resource increases motivation of Employees to perform their activities effective and efficiencies in organisation. So the function of human resource management is to provide the employees with capability to manage: healthcare record keeping, promotion and advancement benefits compensation, succession plan, employees' fringe benefits. In order to achieve Ilemela municipal goals, Administration and Human Resource department has various core functions that include: to facilitate Good Governance; to facilitate Municipal council citizen Participation; in decision making, rule of law, transparent, responsibility, cons us, orientation equity, effectiveness and efficiency, accountability. Maintenance of peace in the area of jurisdiction; planning and organizing to devise short range and long term plans; to enhance political, financial and administrative decentralization to all levels of jurisdictions. Directing (Supervising) after planning and organizing to establish the direction that others in the Municipal will follow.

(i) Human Resource

The establishment of Ilemela Municipal are 4621 Employees; actual strength 2866 variation 1793; administration and Human resource Department; Establishment 401Employee,203 actual strength, 198 variation, Finance and business Department; Establishment 39 employees, 23actual strength, 14 variation, Town Planning and Land Management Department; Establishment 43 Employees, 23 actual strength, 20 Variation, Community Development and Social Welfare Department; Establishment 32 Employees, 24 actual strength, 8 variation, Planning Statistics and Monitoring Department; Establishment 8Employees,4

Actual strength, 4 Variation, cleanness and Environmental Department; Establishment 38 Employees, actual strength 2, variation 36, legal units; Establishment 5 Employee, 2 actual strength, 3 variation, Procurement Units; Establishment 8 Employees, 3 actual strength, 4 variation, Internal Audit Units; Establishment 5, 3 actual strength 4 variation, Technology, Information, Communication and Public relation Units; Establishment 8 Employees, 2 actual strength, 6 variation, Beekeeping Units; 8 Employees, 2 actual strength, 6 variation, Election Units; Establishment 4 Employees, 0 actual strength, 4 variation, Primary school Department; Establishment 2462 Employees, 2312 actual strength, 150 variation, Secondary school Department; Establishment 1186 Employees, 1010 actual strength, 177 variation, Works Department; Establishment 25 Employees; 8 actual strength, 13 variation, Health Department; Establishment 263 Employees, actual strength 177, variation 86, Water Department; Establishment 21 Employees, 3 actual strength, 18 variation, Agriculture, Irrigation and Comparatives; Establishment Employees 57, 41 actual strength, 16 variation, Livestock and Fisheries Department; Establishment 46 Employees, 31 actual strength, 15 variation.

The core functions of human resource includes: Training and development; to provide training short term, long term in job training of employees, or to give new employees extensive orientation training to help them transience in a new Municipal culture developing employees in professional, to provide a safe work environment for employee; to facilitate recruitments, promotions, confirmations of Employees; to facilitate Transfers, leave, examinations, transport and travelling of employees; to facilitate emoluments and retiring benefits (including salaries, increments and family remittances; to facilitate rules of conduct, discipline and termination of appointment of employees; to facilitate fringe benefits of employees: housing and furniture allowances. The major issues related with human resource are: insufficient delegation of responsibilities, delays in decision making. Inadequate number of staff, low motivation to some staff, low levels of creativity and innovativeness, insufficient office buildings to council's staff, insufficient Statutory Meetings which are conducted in street, wards and council, insufficient normal and fringe benefits to staffs, poor adherence to the existing rules and regulations among staffs.

1.2.2 Urban Planning and Land

Urban Planning and Land Department have main 5 interrelated sections, namely Town Planning, Survey and Mapping, Land Management, Forest Management and Valuation. The core functions of urban planning and land includes: cadastral surveys according to approved Town Planning Drawings (T.P drawing), boundaries recovery in surveyed plots, topographic survey and land formalization.

1.2.2.1 Town Planning

Urban Planning is a process of guiding the use and development of land with the aim of making the Municipality a better place to live and work. In other words, Town Planning is the determining and drawing up plans for the future physical arrangement and condition of a community or the comprehensive planning of the physical and social development of a town. This is the primary section where all planning of the department starts. All TP drawings are prepared by this section before they are submitted to the Land Surveyor for final approval.

1.2.2.2 Survey and Mapping

Land surveying is the measurement and information science of acquiring, processing, storing and displaying data about objects on the earth's surface and subsequent transformation of that data into useful information for decision making. In 12/10/2016 Ilmela Municipal Council has to formalize 16,141 informal settlements. Among that about, 3,117 plots have been already surveyed and 105 title deeds had been

granted. Formalization process started by focusing on 10 wards named Nyasaka, Nyakato, Kitangiri, Kirumba, Kawekamo, Ilemela, Buswelu, Mecco, Ibungilo and Kiseke. After public awareness through advertisement in various media, the demanding wards for formalization increased to 15 wards up to now. The added wards were Pasiansi, Nyamanoro, Buzuruga, Nyamhongolo and Kahama.

1.2.2.3 Forestry Management

Forest resource has various socio-ecological advantages, ranging from provision of employment and revenues, to microclimate regulation, protection of water sources and maintenance of soil fertility. Due to its urban nature, the forest area, in Ilemela is rather small being a mere 396.8 hectares or about 1.6 percent of the total landmass. Management of forest resources is through community based forest management (CBFN) programs, where local communities have legitimate power and authority to protect and sustainably utilize the forest resources. Forestry Management Section has diverse core functions that include: to facilitate provision of education to the public on promotion of tree planting and sustainable utilization of tree and forests; to monitor the sustainability of trees planted and man-made forest. to coordinate research on forestry; to coordinate the collection and compilation of statistics relevant to forestry. to assist and oversee control over permits and tree harvesting; to promote and monitor the public's compliance with forestry governing policies, laws and regulations as well as environmental conservation laws; to facilitate provision of technical expertise to forest adjacent communities to promote patrols to assigned areas due to signs of fire, vandalism, trespass and advice respective community on the need to control or stop illegal, destructive or unsafe activities.

1.2.2.4 Land Management

This section is the one which deals with the provision of Title Deed for the approved surveyed plot/plots

Table 1: Land formalization status in Ilemela Municipal Council 2017

S/N	The expected Results	The baseline	Work done up to date 2017	Increase
1	Survey of 16,141	4,857	12,476	7,619
2	To hand over 16,141 Title Deeds	1096	2067	971
3	Land rent of Tsh. 2.5 bn	438,692,128.97 July, 2017	211,205,865.78	649,897,994.75 (July+Aug)
4.	To insert 35,000 plot files into Land rent system	28,000	34,469	6469
5.	Survey fees contribution	4,322,250,000/-	942,073,000/-	(3,380,177,000)

Source: Ilemela Municipal Council - Urban Planning and Land Department 2017

1.2.2.5 Land Valuation

This section is responsible for estimating or setting of property values such Real estate and other fixed assets. The table below provides the current status of valuation of some areas in the municipal.

Table 2: Land valuation status in Ilemela municipal council by 2017

S/N	Institution	Number of Land owners	Approx. amount in Tsh.
1	Ihalalo Secondary School	3	35,000,000
2	Kabuhoro Secondary School	7	82,000,000
3	Mwinuko Secondary School	2	39,000,000
4	Sangabuye Primary Court	1	7,000,000

5	Mwambani Primary School	21	611,000,000
6	NIDA – Magaka, Kahama ward	17	225,000,000
7	Bujingwa Secondary School	10	109,000,000
8	Mihama Dispensary	1	18,000,000
9.	Kiloleli Market	1	63,000,000
10	Buswelu secondary	2	9,000,000
11	Isenga Primary School	25	176,000,000
12	Lumala Market	-	50,000,000
13	Ilemela Market	Valuation not yet done	
14	Nyakato graves	Valuation not yet done	
15	Ihalila graves	Valuation not yet done	
16	Buswelu Wilayani to Nyamadoke 30m road	Valuation not yet done	
17	Buswelu Wilayani market (adjacent to Buswelu wilayani to Nyamadoke 30m road)	Valuation not yet done	
18	Nyafula project of 3600 plots	Valuation not yet done	
19	Ihalalo Special Economic Zone	Valuation not yet done	
20	NANE NANE site	Incomplete valuation	
21	Mhonze Project of 2800 plots	Incomplete valuation	
Total approximation			1,424,000,000

Source: Ilemela Municipal Council - Urban Planning and Land Department 2017

Note: The mentioned Secondary schools above are among of 24 ward secondary schools which the valuation has not been done, and people are still demanding compensations for their land.

Generally, urban planning and land is facing various issues that need to be addressed in the coming five years those issues are: high demand of land resources on surveyed plots, high pressure on forest resources, lack of funds for compensations at a right time in surveyed plots for Municipal projects, poor adherence of urban rules and planning regulations, unregulated Land market at local level, non conducive working environment, inadequate staff in the department, and lack of Land bank for plot compensations.

1.2.3 Agriculture, Irrigation and Cooperatives

Agriculture, Irrigation and Cooperative department in Ilemela deals with implementation of agriculture policy in three sections namely agriculture, irrigation and cooperatives. The core functions of this department is to improve farm input accessibility and utilization, construction and rehabilitation of infrastructure such as irrigation systems and storage facilities; promotion of agricultural mechanization; providing support services to empower farmers (capacity building and financial services); and encouraging and involving youth in agriculture.

1.2.3.1 Agriculture

The importance of Agriculture in Ilemela Municipality is that it provides livelihood to about 25,000 people, and provide income to those producing surplus for sale. This is done by training farmers on crop and animal husbandry through increasing number of extension officers, and establishing ward resource centers. It has a role of strengthening accessibility of inputs and implements so as to increase productivity and improve production through use of modern technologies by helping farmers to acquire loans from financial institutions. Irrigation need to be promoted so as to avoid dependence on rainfall by increasing irrigated areas through involving private sector in investing in irrigation infrastructures especially in dry areas; sensitization of farmers through irrigation organizations to contribute in construction of irrigation infrastructures and maintenance; training of farmers on use of irrigation and increase production by

cultivating throughout the year; and construction of charcoal - dams. Capacity building is to done to youth and women in agriculture by demarcating areas for agriculture to formally employ them in agriculture; to improve utilization of modern technologies. Through agriculture markets need to be accessible through involving private sector in construction of warehouse and market infrastructures to smooth the warehouse purchase system. The agriculture land in Ilemela Municipal is estimated to be 10,422 hectors which is suitable for both crop production and as a grazing land. The area under cultivation so far is 5,256 hectares whereby the area in Nyamadoke basin which covers about 80 ha is planned for urban faming like vegetables and rice production. Crops grown include maize, cassava, paddy, sweet potatoes, beans, vegetables and fruits.

Cassava and paddy are used for both food and as cash crops if produced in surplus. Existing agricultural practices in Ilemela is only rain fed system (Annual rains usually amount between 700mm and 1,000mm). Crop production depends solemnly on rainfall. There is a single cropping season which starts from November to May. Except for paddy and cassava, crop such as maize is usually intercropped with legumes. Most farmers in the area prepare their land by hand hoe and some few use oxen ploughs. Recently very few farmers have started using power tillers after the government's effort to promote the use of farm implements. Average annual temperature is between 20°C and 30°C. Soil condition in Ilemela favors production of various crops like maize, paddy, cassava, legumes, cotton, sweet potatoes and vegetables. The soils can be classified into three distinguished soil types namely sandy, loamy and clay loamy. The soil fertility is deteriorating due to continuous cultivation without fertilizers or farm yard manure or with a limited use of fertilizers and farm yard manure. Provision of extension services at the Municipal is at optimal. The council has 35 extension officers placed at the quad quarter and in 19 wards and 10 *Mitaas* of the council. Agriculture mechanization in Ilemela is not well developed because there are only 8 power tillers and 16 ox-ploughs. Food security situation is favored by internal and external markets which receive food crops from outside the council. This is sometimes affected by natural disasters such as floods and whirlwinds.

(i) Agricultural Inputs

Farmers in Ilemela are producing food and horticultural crops; they use farm inputs (improved seeds, quality fertilizers and pesticides) from private suppliers. The supplied agriculture inputs are not accessible for some farmers due to high input prices. Farmers often do not have the needed cash or organized credit to pay for the farm inputs during farming season. The farmers are not organized (institutional arrangement) and do not have the capacity (skills) either to negotiate for better prices for the farm inputs. It is even difficult to estimate exactly the farm input usage in the municipal because there is no existing coordination arrangement to track and record the trend of the input use and cost incurred in farm input related. The large portion of farm inputs is used in horticulture production for improving productivity and crop protections. It is also known that private sectors supplying the farm inputs not well coordinated (organized) and collaborating with municipal. The main farm inputs used include fertilizers, seeds and crop and pesticides.

(ii) Agro processing and Marketing

The large part of crops in the municipal are marketed in raw form with little or no value addition. The mainly processed product includes maize, cassava and paddy just for domestic consumption. The little has been done to process the fruits and vegetable produced in Ilemela municipal. Large part of fruits and vegetable usually rote because of the inadequate post harvest handling technology. The agro-processing has not yet added value to the crops produced as means of improving house hold income and inadequate agro processing is leading to the high postharvest loses in the rural areas. The reviewed report indicates that,

there is total of 20 milling machines. The document reviewed indicate that post harvest loses for cereals is 30% and fruits and vegetable is 70%. Marketing of vegetable and paddy in Ilemela municipal is good because of the town population which provides a good number of customers. Selling agricultural products remain the main source of livelihood of rural agricultural households. Cassava plays the dual purpose, as a principal food as well as cash crop. The crop marketing challenges include poor participation of private sector in agriculture marketing infrastructure (cold rooms for horticulture products), delayed in implementation of Commodity Exchange Act number 15 of 2015; poor linkage to external market, inadequate strong producers groups, inadequate access to market information, and inadequate post harvest management and value addition¹. Other challenges are inadequate quality and grades in meeting market standards, inadequate application of ICT and undeveloped horticulture market centers.

(iii) Crop production

Because of adverse soil conditions due to declining soil fertility coupled with little utilization of both organic and inorganic fertilizers, production for most of the crops is at minimum. Food production in the Municipal usually fails to bridge the Municipal's food gap due to insufficient use of fertilizers, lack of sufficient land for agriculture due to urbanization, and poor knowledge on crop production. Production of cereals such as maize, paddy, legumes and sorghum is done in Buswelu, Bugogwa, Ilemela and Sangabuye wards due to availability of enough land for cultivation, shops for agricultural implements, extension services, market, favorable weather and water to support production. In Ilemela Municipality the market offered by the urban population has resulted into intensive cultivation of horticultural crops, which is supported by the availability of enough land for cultivation at Buswelu, Kahama, Shibula Sangabuye, Bugogwa and Ilemela wards. Roots and tubers, and legumes are produced at a very small amount. Legumes are usually intercropped with maize.

Agriculture sector in Ilemela is being faced by a number of problems. There is poor utilization of agriculture input and pesticides, few farmers visited by extension officers, un-upgraded extension officers, reluctance of communities to work in groups, dependence on rainfall, low crop productivity. Other problems include untrained input suppliers, invasion of new diseases and pests, low prices of agricultural products, soil infertility, lack of value addition interventions, inadequate resistant seed varieties, inadequate youth involvement in agriculture, lack of reliable markets for agriculture products. In relation to agriculture department staff, there is a problem of low morale, poor creativity, lack of self initiative and innovativeness due to poor working environment. There is lack of sufficient room for department office, lack of working tools, transport facilities and lack and/or untimely payment of employment benefits.

1.2.3.4 Irrigation

Irrigation farming is feasible due to water bodies available. The Municipal Council has irrigation potential of 1,062 hectares of which 214 ha (20.2 percent) already exploited. The biggest potential area for irrigation found in Sangabuye ward which accounted for 52.1 percent of the total potential area while the other areas include Nyamadoke, Airport and Bugogwa. The Municipal intended to improve about 717 hectares by the year 2015 through DDF and the process to solicit funds started but due to lack of funds to perform preliminary processes, those processes are yet to be completed and funds for construction of irrigation infrastructures have not yet been released. However, traditional irrigation schemes are dominant with horticultural crops and paddy being irrigable crops. The major functions of irrigation department is to

identify areas for irrigation, Surveying and demarcation of areas suitable for irrigation, Construction of irrigation infrastructures, managing the process of establishing irrigation organizations, and collaborating with other stakeholders to ensure improvement in agriculture production resulting in cultivating throughout the year. Irrigation section in Ilemela is having 5 extension officers qualified in diploma in irrigation. The Municipal lacks an irrigation engineer who could have helped in developing irrigation interventions.

Table 3: Distribution of land area under irrigation farming

NO	Ward	Mtaa	Area (Ha)
1	Buswelu	Nyamadoke	240
		Buswelu	185
2	Sangabuye	Igalagala	85
		Sangabuye	147
		Nyafila	210
		Kayenze	80
3	Bugogwa	Shibula	50
		Igombe	5
4	Ilemela	Kahama	60
Total			1,062

Source: Ilemela Municipal Council- Agriculture, Irrigation and Cooperative department, 2016

Problems facing irrigation development in Ilemela include inadequate participation of private sector in promotion of small scale irrigation, inadequate financial resource for improving traditional irrigation, inadequate irrigation technology for small scale producers, inadequate formation of irrigation groups, un surveyed and undeveloped irrigation potential area and extensive use of traditional irrigations.

1.2.3.5 Cooperatives

The Municipal council has a total of 53 cooperative societies. Among them 27 are active and 26 are dormant. Out of 53, the council have 33 SACCOS, 4 AMCOS and 15 other type of cooperative societies. The cooperative section is having 4 staff performing a number of core functions. The functions include implementation of cooperative development policy, cooperative law number 6 of 2013 and guidelines (2015) to make sure it cater for economic strength; In charge of sensitization, establishment and registration of cooperative societies in the Municipal; Training and supervision of cooperative societies, Managing inspection, and auditing of cooperative societies. Other functions include facilitating establishment of cooperative system which is based on members and primary societies, management of elections of cooperative leaders according to laws and regulations, conducting and supervising meetings, and providing extension services on matters concerning cooperatives. Also to collaborate with other stakeholders in minor researches, supervising primary cooperative societies in issues of registering, terminating and joining according to the situation, and data collection and analysis. SACCOS being the major type of cooperative societies in Ilemela, its existence is among the motive gear contributing to development especially for low income families and individuals. SACCO's members have access to financial resources because financial institutions in Tanzania prefer to channel loans to these groups or individuals through their SACCOS. In the year 2015 a total of 31 SACCOS were registered in Ilemela Municipal (11active, 20 dormant). The total numbers of members in 2015 were 5514 members (2691 males, 2823 females). Total value of shares owned by all members was Tzs 471,283,118.00 while a total amount of Tzs. 20,621,368,878 was loaned to members in 2015. 95 percent of loaned money (Tzs.19, 593,482,351) was recovered by the end of the year 2015. This shows that loan recovery was good in the municipal and this assuring the sustainability of their economic activities in the council. In Ilemela Municipal

Council various types of SACCOs exist, depending on the membership profile and the products performed by the SACCO members.

The major critical issues facing cooperatives in Ilmela include poor management and leadership to manage the activities of the society, the overall managerial capacity of the board is poor, despite the presence of qualified personnel, loan follow-up does not take place and record keeping is poor. A limited fund to extend the integrated business of the SACCOS is also an inhibiting factor. Some members lack enough co-operatives education as well as entrepreneurship skills, and some default their loans to the society.

1.2.4 Livestock and Fisheries Development

Most of the people in urban areas of Ilmela Municipal Council (IMC) and its peri-urban areas practice urban livestock management activities because they provide: food for them; income generation or poverty alleviation because of the proximity to the market; promotes waste management through utilization of manure and biogas; and as a means of converting by-products (e.g. brewers' spent grain, bran, seed cakes, low-quality roughage) into high nutritious food (milk, meat and eggs). Meanwhile Fisheries sector is among of the priority sub-sector to the economy of IMC. This is due to its recognition of the role played by the fisheries sector in socio-economic Development of the people in IMC. In 2014, the fishery sector in IMC employed about 5,471 fulltime fishermen and women and 3,200 people earned their livelihood through other fishery related activities. In addition, the sector continues to be an important source of macronutrients such as protein, lipids, carbohydrates and wide range of essential amino and fatty acids. It provides employment, income, recreation, trade and economic wellbeing for the present and future generations of significant number of people in IMC. The core function of Livestock and Fisheries Department are, but not limited to, the following:

- Supervise and advise livestock farmers, Fishers and stakeholders on production and management basis.
- Animal diseases treatment, prevention and control
- Coordinate and oversee implementation of all livestock related laws, Fisheries law No. 22 of 2003 and its Regulation of 2009 as well as policy.
- Establishing a consistent and sustainable reporting and recording system of livestock and fisheries sector.
- Investigating and monitoring livestock disease outbreaks outside and within municipal boundaries.
- Collection of field epidemiological data, samples and livestock diseases outbreak investigation
- Preparing veterinary reports on all cases and operations attended as well as collecting and analyzing field data for disease control and prevention strategies.
- Strengthen monitoring, control and surveillance as well as management of BMUs.
- Promoting formation of fisher-folks and aqua farmers' cooperatives and associations for effective delivery of extension service.
- To encourage and coordinate private sectors and donors who are willing to invest in fish farming in order to reduce fishing pressure

1.2.4.1 Livestock Sub-sector

The land that is within IMC is customary zoned out to accommodate residential areas, business centers, industrial sites, road construction and recreational activity etc. Therefore, most livestock keepers in IMC whom majority are people of low-income engage in urban livestock keeping as a response to limited alternative livelihood options and food insecurity. Animal diseases are another reason that causes a

decrease in livestock performance and productivity. Shortage of livestock infrastructure such as dips and veterinary centers adds to ill health and even death of livestock and thus limiting development of this sector in IMC. Therefore, improving livestock infrastructures and supply of adequate number of livestock medicaments will be a good strategy towards developing livestock sub sector.

(i) Livestock population

Due to the high rate of urbanization, there has been a gradual decrease in livestock population because of competition in land for grazing and water with human. The IMC is an urban area and livestock-keeping system has been both extensive and intensive. Normally at IMC as at other urban areas in Tanzania was not designed to accommodate livestock or farming activities at any scale of operation.

Recently, livestock population has dropped to about 60% compared to the last 7 years when IMC had a total number of 45,931 cattle, 17,467 goats, 3,782 sheep and the 7,920 hectares area for livestock grazing. The current livestock population comprised of 11,423 local breed cattle, 1961 dairy cattle, 5976 local breed goats, 131 Dairy goats, 1213 Sheep, 402 Donkey, 2676 domesticated Dogs, 593 domesticated Cats, 115,274 Local breed Poultry, 46,985 Layers Poultry, 1,978 Pigs, 8,326 Ducks and 512 Guinea fowl and no land for livestock grazing.

(iii) Livestock infrastructure and Facilities

For sustainable development of livestock sector, the IMC needs to adhere on livestock policies and bylaws for proper guidelines towards managing and improving livestock service delivery through construction, maintenance and rehabilitation of livestock infrastructures and facilities. The status of livestock facilities and infrastructures in IMC has shown in table 1 whereby there is lacking of some essential facilities/infrastructures such as Abattoir/Slaughter House and some are present but not functioning such as Artificial Insemination Center. In addition, there are outdated and worn out livestock facilities/infrastructures, which have been lacking maintenance and rehabilitation overtime.

Table 4: Livestock infrastructure and facilities

Category	Existing	Functioning	Malfunctioning
Dip	5	3	2
Livestock Market	0	0	0
Abattoir/Slaughter House	0	0	0
Veterinary Center	0	0	0
Slaughter Slab	2	2	0
Hide and Skin drying Shed	0	0	0
Cattle crushes	5	4	1
Ponds	9	1	8
Water Troughs	2	0	2
Artificial Insemination Centers	1	0	1

Source: Ilmela Municipal Council – Livestock and Fisheries Department 2017

On livestock professionals, shortage of livestock professionals has been a source of seldom access to supportive services such as extension services, diseases control measures and limited knowledge of livestock husbandry practices. Currently there are only 13 livestock staffs in IMC who has been working at the Head Quarter and wards level. There is deficit of about 10 staffs in order for each ward to be operated with a single Livestock Field Officer for general improvement of service delivery. However, Livestock Office endures to motivate livestock farmers conjoining into community-based organization (CBOs) to overcome the problems of resource scarcity through grouping service delivery and knowledge impartation. Currently

in IMC, there are 10 registered and eighty unregistered CBOs that are involved in small and medium scale livestock commercial activities. In addition, reliable transport for extension officers, regular capacity building in the form of training for livestock staffs is necessary.

(iii) Livestock production and productivity

In IMC, there are opportunities through stakeholders who collaborate with the livestock office in some service delivery to ensure high quantity and quality livestock production to the farmers. The stakeholders comprised of Dar es Salaam Institute of Technology (DIT) who provide trainings and consultations in hide and skin industry; BLAC who provide training, consultations and loan funds regarding commercially livestock farming activities; and Kuku Poa Company who provide training, consultations in poultry commercial activities. Despite of training and consultations in poultry commercial activities, Kuku Poa runs the poultry processing industry, which produce an average of 57,412 kg of frozen meat from a monthly slaughtering of an average 57,350 chickens. The Kuku Poa Company also facilitates trained and willing farmers by providing them chicks, medicaments, feeds at a specified period and thereafter they purchase the adult poultry in order to supply their processing industry as well as supporting farmer's income generation and poverty alleviation. The facilitated farmers supply about 20% of slaughtered chickens and Kuku Poa Co. supply 80% to their poultry processing industry.

There is no slaughterhouse or abattoir at IMC, meat production has been relied on two slaughter slabs located at per-urban from Kayenze and Bugogwa wards. Majority of meat consumers at urban areas have been supplied meat from Mwanza city abattoir. Despite IMC slaughter slabs being located far from urban, they only slaughter an average of two cattle, two goats and one sheep per day. The worn out slaughter slabs, which are threatening public health and environment conservations, have not been interesting for meat stakeholders resulted to poor revenue collection.

As stated earlier, most livestock farmers at urban and per-urban areas in IMC practice small-scale livestock farming management activities because of poverty alleviation and are encouraged by proximity to the market in Mwanza city. Therefore, it is high time for the livestock sub sector in IMC to ensure high productivity through a reliable livestock strategic plan.

Table 5: Livestock production index

No.	Type of Livestock	Production Index			
		Meat carcass average wt. in kgs	Milk average lts/local breed	Milk average lts/exotic breed	Eggs/local chicken
1	Cattle		2	10	
2	Beef	124			
3	Goat	14	1.5	3	
4	Sheep	14			
5	Pig	65			
6	Local breed Poultry	1.5			8-12
7	Bloilers	1			-

Source: Ilemela Municipal Council – Livestock and Fisheries Department 2017

Livestock sector in IMC has been experiencing several problems on day-to-day basis in imparting livestock knowledge and service delivery in general to the farmers. The following are prioritized problems among several others, which Livestock sector in the IMC has been encountering:

- Inadequate land for grazing and livestock products processing industries
- Deficiencies in livestock service delivery to the farmers especially to those who located at remote areas because of transport and extension officer deficits (Livestock Field Officers)
- Worn out slaughter slabs which are threatening public health and environment conservations
- Absence of Artificial Insemination services to livestock farmers due to lack of facilities and medicaments
- Worn out and malfunction of livestock facilities and infrastructures such as dips and ponds
- Persistence of large number of stray and poorly managed dogs and cats

1.2.4.2 Fisheries Sub-sector

Fisheries sector is mainly divided into two sub section such as fish farming (aquaculture) and capture fisheries. Aquaculture in Mwanza particularly in IMC is an emerging industry that is currently dominated by Nile tilapia (*Oreochromis niloticus*) and African catfish (*Clarius gariepinus*); small-scale farmers producing fish for household consumption and for the domestic market dominate the industry. According to IMC fisheries section 2016/2017, there are seventeen (17) fish farmers and forty seven (47) earthen ponds distributed to different wards in the municipality. Capture fisheries is mainly practiced in the Lake Victoria and it's the one which have the significance economic important to the municipal due the role it played by providing revenue to the government through fishing licenses, registration of fishing vessels, trading licenses and marketing levy. The municipal has very large area of about 840 sq. km covered with water, which make the communities very dependent on fishing. The main species caught in Lake Victoria are Nile Perch, Tilapia, Haplochromines and Dagaa. At present, most the fishery is dominated by artisanal fishers who use traditional or locally made vessels in fishing such as dugout canoes (Mtumbwi) and small boats of between 7 to 11 meters long mainly motorized by outboard engines. In addition, the catches are processed locally by smoking or sun drying. However, a significant part of fish is sold when it is still fresh.

(i) Fisheries infrastructure and facilities

Kirumba Fish Market is situated in IMC; it is an International fish market in Africa specifically for the Dagaa (*Rastrineobolaargentea*). Dagaa has been the largest economic species from Lake Victoria in terms of local and regional trade in Eastern and Southern Africa. Kirumba fish market remains to be a focal fish distribution point to East and Central African countries like Uganda, DRC Congo, Burundi, Rwanda, Kenya and Zambia. IMC has fifteen (15) landing sites in which three (3) of them are developed for receiving and transport fish in the local market and to be exported, those special landing sites are Kayenze (Sangabuye ward), New Igombe (Bugogwa ward) and Mihama (Kitangiri ward). In addition, Municipal has fifteen (15) registered Beach Management unit (BMUs). There are three main stakeholders companies by now doing processing of Nile Perch for export. These companies are TANPERCH, VICTORIA FISH and OMEGA. Also there about five (5) small factories (cold rooms) dealing with storage and freezing of the fish for local and regional trade.

(ii) Fish Production and productivity

IMC is bestowed with significant fisheries resources from the aquatic resource base, which have a notable contribution to the nation in terms of employment, income, food security, foreign earnings and government revenue. Fish farming in IMC is usually integrated with other agricultural activities such as gardening, livestock and poultry production on small pieces of land. Fishpond of an average size of 100 m² seems to be dominant in fish farming system. The dominant species cultured is Nile tilapia, followed by African catfish as shown in Table 3. The Nile tilapia is given first priority due to its more desirable characteristics, including fast growth, short food chain, efficient conversion of food, high fecundity, tolerance to a wide

range of environmental parameters, and good product quality. In IMC aquaculture accounts only for a small proportion of total fish produced per year. Table 1 shows the amount of fish which were harvested from 47 ponds distributed in different wards of IMC year 2015.

Table 6: Fish production harvested from fish farming by wards 2015

Place		Fish Harvested	Amount Harvested (Kgs)	Value (Tshs)
Ward	Village			
Sangabuye	Igalagala	Nile Tilapia	16,000	28,800,000
	Ndalwa	Catfish	2,000	3,600,000
Buswelu	Bujingwa	Nile Tilapia	8,900	16,020,000
	Nyamadote	Nile Tilapia	800	1,440,000
	Mihama	Nile Tilapia	9,500	17,100,000
Bugogwa	TX	Catfish	1,500	2,700,000
	Igombe	Nile Tilapia	1,000	1,800,000
	Hiale	Nile Tilapia	12,000	21,600,000
Pansiasi	Bwiru	Catfish	1,000	1,800,000
Kirumba	Kirumba kati	Catfish	6,00	1,080,000
Total			52,700	95,940,000

Source: Ilemela Municipal Council – Livestock and Fisheries Department 2017

Capture fisheries in IMC mainly dominate fisheries sector, this is due to the availability of the huge part of Lake Victoria that complies about fifteen (15) landing sites and more than a thousand fishing fleets. Full time fishers' employment increased from 4017 in 2012 to 5004 in 2015 as shown in table 4. About 3000 people earned their living from fisheries related activities daily at Kirumba Mwaloni International Fish market.

Table 7: Fishery Resources and Production by ward in 2015

Type of Fishing Resources					Fish Production	
Ward	No. of Fishing licences	No. of Fishermen	No. of Registered Fishing Vessels	No. of Un-Registered Fishing Vessels	Weight (kg)	Value (Tshs.)
Bugogwa	402	2,086	143	82	18,642	102,531,000
Ilemela	266	280	64	30	3,274	18,007,000
Kirumba	372	206	46	6	28,514,833	156,831,581,500
Kitangiri	204	86	25	9	1,896	10,428,000
Pasiansi	324	218	64	-	2,789	15,339,500
Sangabuye	728	2,128	232	-	16,871	92,790,500
Total	2,296	5,004	574	230	28,558,305	157,070,677,500

Source: Ilemela Municipal Council – Livestock and Fisheries Department 2017

(iii) Revenue collection from Fishermen

Revenue earned from fishermen are collected according to the Fisheries Law and Regulation of Tanzania. In this respect, from 2012 – 2015 a total of Tsh. 163,800,000 earned by Ilemela Municipal Council as earnings from Registration of boats, license for fishing and license for dealing in fish / fishery products. The

highest revenue of Tsh. 60,000,000 was earned in 2015/2016 whilst the lowest of Tsh. 25,200,000 earned in 2012. An estimate revenue sum of Tsh. 612,000,000/= as a direct and indirect revenue has been collected per year in IMC. Such income is used in different expenditure like Electricity tariff, Water rate, Garbage disposal, Market building maintenance, and Restaurant building maintenance costs and in other development projects like building schools, Road construction and Health centers.

Problems facing Fisheries sector are: depletion of fish stocks due to over-fishing and harvesting of juveniles, habitat destruction due to unsustainable fishing practices and conflict between trawlers and artisanal fishers, depletion of infrastructures in 3 fish landing sites at Kayenze Ndogo, Kayenze, Mihama, lack of enough facilities (car, boats, fuel) for conducting fisheries extension services, surveillance and monitoring, un surveyed landing sites which leads to the conflicts in the fishing communities and poor availability of infrastructures (toilets, offices, Dagaa drying racks, smoking kilns and fish processing sheds, lack of knowledge in the communities on sustainable fishery, fish farming and fish handling / processing.

2.2.5 Water Supply and Sanitation

Water Supply and Sanitation Sector covers rural and urban water supply in terms of water sources, schemes and technology used to supply water. Besides that, staffing situation is also highlighted especially the work of the Municipals' water and sanitation engineers/technicians in providing sustainable water and sanitation services. Sustainable access to clean and safe water is essential for reducing poverty and health problems. The largest use of water is for domestic purpose but due to the increase economic activities and delivery of social services both of which utilize water in one way or another, supply of water has become a burden which the government cannot meet without participation of the private sector. The major functions of water supply and sanitation sector are:

- To facilitate consultative service on how to utilize water and other services related to water
- To facilitate and coordinate the formation and registration of Community Owned Water Supply Organization (COWSO)
- To evaluate and make preparation of water department budget
- To prepare various reports
- To supervise and monitor the ongoing water projects
- To evaluate and monitor the completed water supply projects
- To assist communities to participate in planning, construction, operation, maintenance and supervision of water projects
- To facilitate training to communities on operation and maintenance of water infrastructures
- To protect water sources so as to improve water services
- To facilitate rehabilitation of water supply infrastructures

2.2.5.1 Water Supply

(i) Rural Water Supply

The Water policy requires every person to get clean and safe water within 400 meters from their households and one improved water source should serve not exceeding 250 persons, improved water sources such as piped water, protected boreholes, dug wells and springs. The 2012 Population and Housing Census shows that almost 60 percent of households have access clean and safe drinking water from improved sources in Mwanza region. The Council is divided into two settings which are urban and rural settings, urban is served by MWAUWASA and currently population of the Municipal is 343,001 according to 2012 census, where by 196,589 out of 218,432 of urban population are served with safe water which is about 90% from existing pipe network, while 37,500 out of 124,569 of rural population access to

safe water which is about 30%. Access to sanitation is about 30% in rural areas. The rural areas, therefore mainly uses different type of water sources shallow wells, bore holes, charcoal dams and surface water such as springs, lake, river and rain water harvesting as shown in the table below.

Table 8: Number and Type of Rural Water Sources in 2016

Water Source	Working		Not Working	Total
Charcoal dam	0		0	0
Spring	1		0	1
Shallow wells	60		21	81
Rain Water Harvesting	6		0	6
Bore Holes	23		10	33
Piped Scheme	1		1	2

Source: Illemela Municipal Council- Water department 2016

Despite of significant investment done in water supply services, coverage of water supply is not satisfactory due to poor operational and maintenance arrangement. Over 30 percent of the rural water schemes are not functioning properly. The policy emphasise on ensuring active participation of communities to collect money for aiming in operations and maintenance of the project in order to archive sustainability of the project. The 2015 Ex-post evaluation report of Japanese Grant Aid project for rural water supply in Mwanza region among other results, shows that there was poor collection of user fees because users were extremely reluctant to pay in cash the use of water, as a result most of the shallow wells and springs have been used free of charge. However, the management of water schemes in rural areas is the responsibility of village/mtaa water user groups (WUGs). Therefore, Illemela municipal has 171 Water User Groups (WUGs). While no WUGs' account was active in 2015. The major task of these WUAs is to ensure water sustainability through effective supervision, monitoring and maintenance of their water projects.

According to the setup, there is shortage of personnel for the water sector, only 4 are located out of 22. The personnel consisted of 1head of department and 3 technicians only unfortunately the municipal had no plumbers, pump attendants nor pump mechanics.

Illemela MC is endowed with various types of water sources. However, the council implements Water sector Development Program (WSDP) under Rural Water Supply and Sanitation Program (RWSSP) for constructing 5 piped water supply in the areas of Nyamwilolelwa, Nyafula, Igogwe, Kabusungu, Kahama and Nyamadoke where by 108 domestic water points is constructed. In this regard, investment is needed in the supply of pipes water supply, drilling of boreholes and charcoal dam increase the capacity of water storage. Investment is also needed for the supply of electricity to be used in electricity pumps.

Poor accessibility to clean and safe water is a very common problem in Illemela MC. Lack of reliable and enough permanent water sources is believed to be the corner stone of the problem. To alleviate the situation, extensive research is needed to make sure the problem is alleviated by investing heavily to tape lake water or by drilling boreholes and taping rain water harvesting. For sustainability of all invested projects, policy insists on establishment and registration of COWSO under act no. 12 of 2009. The established COWSO expected to meet all the cost of operation and maintenance of water supply system through water charges levied on water consumers. Illemela MC establishes 9 COWSOs where by one has already registered to manage Kayenze Water Supply and is doing better.

(ii) Urban Water Supply

Water supply and sewerage services in Mwanza City (Ilemela and Nyamagana) is provided by the Mwanza Urban Water supply and Sanitation Authority (MWAUWASA). The core responsibility of MWAUWASA is to supply safe and clean water abstracted from Lake Victoria mainly at Capri-point intake station treated by a modern Capri-point Water Treatment Plant to meet required water quality standards and distributed through water piped networks to customers in Mwanza City and other designated operational areas such as Kisesa Township.

Due to topographical nature of Mwanza City, MWAUWASA operates about seven (7) booster stations located at different points of the City for pumping safe and clean water from the Treatment Plant to reservoirs (water storage tanks) at elevated or hilly areas in the City. The main booster stations are located at Mabatini, Kona ya Bwiru, and Nyegezi. Water distribution network pipes have now a total length of about 700 km with different pipe sizes ranging from 1.5" to 28". From the water storage tanks, safe and clean water is supplied to customers for consumption through piped networks. Water production stands at 85,000 m³ per day, but currently the demand amounts to 105,000 m³ per day on average.

According to National Bureau of Statistics census of 2012 in Tanzania, Mwanza City being the second largest urban centre in Tanzania has a population of approximate 800,000 people. Out of this number, about 73% are in the water service coverage area being served by MWAUWASA. The number of population includes that for Nyamagana and Ilemela Municipal. MWAUWASA also serves a population of 30,486 Kisesa people in Magu Municipal. Accessibility to water supply services in Ilemela is approximated at 90% in Urban and 30% in Rural.

2.2.5.2 Sanitation

Ilemela Municipal does not have good waste disposal system; therefore there are no proper ways of disposing solid and water waste. Very few households have septic tanks and the most common way of disposing human waste is through pit latrines. Moreover, with lack of cesspool emptier and inadequate solid waste dump trucks, over flooding sewage and uncollected garbage pollute the environment of the City. However, the 2012 Population and Housing Census Report shows a slight decrease in households with no toilet facility from 12.2 % in 2002 to eight (8.3%) in 2012. Also the use of traditional pit latrines in Mwanza region decreased from 81.7 % in 2002 to 68.3 % in 2012, while households with flush toilets increased from 3.6 % to 20.8 % in the same period. The status of sanitation in Ilemela MC at the end of 2015 indicates that out of 76,297 about 71,559 households had toilet facilities, equivalent to 93.8% of the total households in the council and 6.2% were households without toilets.

Water and sanitation sector is constrained by various problems of: inadequate water resources availability to meet basic human demand; environmental degradation and pollution of water resources from increasing human activities; lack of maintenance and rehabilitation of water facilities by communities, delay of funds for implementing water project, shortage of qualified personnel; vandalism of water project infrastructure;

poor sanitation in rural communities; shortage of water supply services in rural areas; inadequate working tools such as transport, office space ; unwillingness to pay for water services lead to poor operation and maintenance of water projects and occurrence of water related diseases.

2.2.6 Primary Education

Education is a basic right of every Tanzanian child of school going age from 7-13 years. To render this possible, the Government of Tanzania put in place the policy of Universal Primary Education (UPE) in 1974 making such education compulsory and setting out to make it available to every child. Primary education department is the among of the department obtained at Ilemela Municipal Council. Primary education divided into two section pre-primary and primary education. Primary Education Department has six core unit, namely Administration, Academic, Statistic and Logistics, Adult Education, Special Education, Cultural sports and game. The following are the core functions of primary education

2.2.6.1 Pre-Primary Education

The condition set by the President Office – Regional Authority and Local Government is that, enrolment in primary education should be for those who would have graduated from pre-primary education has influenced the expansion of pre-primary schools in Ilemela Municipal Council. In 2017 there are 74 pre-primary schools. However, there are 35 private owned. The motive behind introducing pre-primary schools' classes in government primary schools all over the country was to increase enrolment of children aged 3-6 years in such schools. Enrolment in Ilemela Municipal Council increased from 3,418 in 2012 to 3,834 pupils in 2013, reached 5,606 in 2015 and now is 8,650 pupils in 2017. This is evidenced by the tremendous increase of class pupil ratio (CPR) from 46 in 2012 to 54 in 2014 and reached 60 pupils per class in 2015 and now is 117 pupils per class 2017. Nevertheless, there was a significant increase in enrolment in all schools. This is attributed to the increase in the awareness of education among parents and also easy accessibility of pre-primary schools.

2.2.6.2 Primary Education

Ilemela Municipal Council has 74 public Primary Schools. However, there are 35 private owned primary schools. Enrolment has been expanding since 2014 from 61,980 pupils to 71,051 in 2017. There is massive increase enrolment of standard one from 8,991 in 2015 to 14,884 in 2016 due to the access free education.

(i) Municipal Primary Education Administration Unit

The municipal primary education administration unit has the following key functions

- To implement law, principles and policy of pre-primary and primary education
- To advice academic overview to Municipal Director about pre and primary education.
- To supervise income and expenditure of primary schools
- To prepare and supervise the implementation of pre and primary education development plan
- To ensure that there is conducive environment for teaching and learning
- To coordinate and evaluate the national examination for SFNA and PSLE by collaborating with regional and national level (NECTA)
- To adhere the report of quality assurance and advice the comments of that report to Municipal Director
- To control teachers and pupils transfers deployment
- To insure there is a good relationship with other departments and units
- To control all teacher's academic development and confidential
- To supervise and coordinate sports and game

- To supervise the provision of adult education

(ii) Municipal Primary Academic Unit

The municipal primary academic unit is responsible:

- To coordinate and evaluate the national examination for SFNA and PSLE by collaborating with regional and national level (NECTA)
- To control all teacher's academic development
- To supervise the registration of standard four and seven candidates
- To advise municipal education officer about academic performance
- To prepare and supervise seminar in municipal
- To adhere the report of quality assurance and advice the comments of that report to Municipal education officer
- To prepare and control in service training and upgrading of teachers
- To prepare report of academic development

(iii) Municipal Primary Statistic and Logistics Education unit

Municipal primary statistics and logistics education unit has the function:

- To collect, interpret; analyze and evaluate educational data for the use of schools, ward, municipal, region and national for educational development.
- To control teachers and pupils' transfers and deployment
- To supervise, coordinate and advice schools' committee on proper use of school funds
- To coordinate and supervise construction of infrastructure in both primary and pre-primary schools
- To coordinate, supervise and make follow up on teachers' promotion, annual leave and teachers' debts
- To advise municipal educational officer about expansion and contraction of new schools
- To recognize, supervise and coordinate teaching and learning materials
- To identify and procure departmental stationery and furniture
- To prepare departmental development project and budget
- To prepare various seminars and workshops on how to collect and utilize data
- To supervise the utilization of all means of transport
- To prepare and coordinate weekly, monthly, quarterly and annual educational reports
- To coordinate and keep record of schools' income and expenditures

(vi) Municipal Adult Education unit

The functions of municipal adult education unit are:

- To supervise the provision of adult education
- To advise Municipal education officer of the development of adult education
- To collect, interpret, analyze and evaluate educational data for the use of schools, ward, municipal, region and national for Adult educational development.
- To prepare and coordinate weekly, monthly, quarterly and annual educational reports of Adult education
- To prepare development project and budget of Adult education
- To prepare various seminars and workshops of Adult education
- To prepare and coordinate occasion of adult educational week

- To coordinate and supervise health, nutrition and environment in education department
- To supervise and coordinate teachers' resources centers
- To provide professional advice to technician teachers about the school infrastructures

(v) Municipal Special Need Education unity

The functions of the municipal special need education unity are:

- To supervise the provision of education for special needs
- To advise all issues concern special needs education to municipal education officer
- To collect, interpret, analyze and evaluate educational data for the use of schools, ward, municipal, region and national for special needs educational development
- To identify teachers and procure stationery, furniture and infrastructures for special needs pupils
- To coordinate and identify pupils/children with special needs to municipal education officer

2.2.6.3 Culture, Sports and Games Unit

The basic functions of culture, sports and games unit are

- To supervise and coordinate sports and game in schools
- To supervise and coordinate UMITASHUMITA and UMISETA
- To supervise and coordinate sports and game to all members to Municipal councils
- To supervise and register all prayer and cultural parties' constitutions
- To deliver all permits for any kind of occasion
- To supervise all activities concerning National torch

(a) Academic performance

Increase in pass rates in Primary Schools Leaving Examination (PSLE) has been registered as a result of improved teacher's effectiveness and availability of essential teaching and learning materials. Pass rate for PSLE has gone up from 85 percent in 2012 to in 91.7 in 2016.

Table 9: Trend of form four Academic performance for the 2012 to 2016

Year	No. Of Candidates			Passed				Selected Form One			
	Boys	Girls	Total	Boys	Girls	Total	%	Boys	Girls	Total	%
2012	3636	4087	7723	3231	3303	6534	85	3231	3303	6534	100
2013	3545	3944	7489	2745	2596	5341	71	2745	2596	5341	100
2014	3329	3898	7227	2587	2645	5232	72.4	2587	2645	5232	100
2015	3353	3714	7067	3104	3210	6314	89.8	3104	3210	6314	100
2016	3700	3850	7550	3506	3417	6923	91.7	3506	3417	6923	100

Source: Ilemela Municipal Council Education Department 2017

(b) Primary education enrolment

Enrolment has been expanding since 2014 from 61,980 pupils to 79,746 in 2017. There is massive increase enrolment of standard one from 8,991 in 2015 to 14,884 in 2016 due to the access free education. Enrolment and access to pre-primary and primary education has been given priority by Primary Education Department. Registration of children into standard one and pre-primary in the Ilemela Municipal Council increased from 7,667 expected pupils to 8,650 pupils actual registered in pre-primary and 11,719 expected pupils to 12,138 pupils actual registered in standard one 2017.

(c) Primary education schools' infrastructure

Primary Education Department face the problem of infrastructures like classrooms, pit latrines and teachers' houses. The current ratio of classroom pupil ratio is 1:146 while the national standard 1:45. There is a construction of 22 classrooms, 257 Pit Latrine and 2 teachers' office last year 2016/2017, to insure that there is a conducive environment for teaching and learning process. However, the council is facing acute shortage of infrastructure in primary education sector. The following table shows the existing shortage of infrastructure in Primary education department.

Table 10: Schools infrastructure at Ilemela Municipal in 2017

No	Type	Required	Available	Deficit	% deficit
1	Classrooms	1772	546	1226	69
2	T/ Houses	1427	80	1347	94
3	Pit Latrines	3597	898	2699	75

Source: Ilemela Municipal Council Primary Education Department 2017

The current desk per pupils' ratio is 1:4 while the national standard ratio is 1:3. Using own source, fund rising, donors and stakeholders, the municipal has made 7,000 desks in Primary schools by 2016/2017. However, the required desks are 23,684 while available is 19,986 and deficit is 3,698. On access to electricity, water and health facilities about twenty-six primary schools out of 74 have access to electricity while the remaining face the problem of remoteness while about 38 primary school have access to water supply.

(d) Teachers Recruitment, Deployment and Shortage

The current ratio of pupils per teachers' ratio is 1:55 in the municipal, while at some schools like Chasubi the ratio is 1:150 because of the remoteness and lack of social services. There has been a deployment of 20 teachers from the school of excess teachers to those with shortages. Since 2014 there is no recruitment of teachers. Primary school teachers demand is 1427 and deficit 345 in 2017. Teachers demand is obtained from the standard PTR 1:25 for Pre-Primary School and 1:45 for Primary School

(e) Primary School Dropout Rate and Education for Out of School Children

Ilemela municipal Council is located around Lake Victoria and one of the economic activity is Fishing, Because of that many people who engage in that, tend to move from one place to another this lead to some of pupils' dropout from school. Other pupils are used to sell vegetables by carrying basket in their head while other are used by their parent as a means of conducting economic activities for their family. Dropout rate have been increasing from 29 pupils in 2016 to 31 pupils, truancy 9 boys and 14 girls, death 2 boy and 1 girls, illness 1 boy and 2 girls, Pregnancy 2 in 2017.

On education for out of school children efforts have been made by the council to establish Complimentary Basic Education Training (COBET) for out of Schools Children and Youth by identifying teachers and students. A total of 757 (373 boys and 384 girls) have been earmarked up to March, 2012. The council has established 268 COBET centres run by 41 teachers, 18 form IV levers, and 19 are Grade A teachers and 4 facilitators with other qualifications.

2.2.6.4 Special Needs Education

Education for children with special needs i.e. children with disabilities are given priority in the Municipal. The Municipal has special units for children with special needs i.e. Visual impairment, Intellectual impairment, hearing impairment, Physical impairment and Albinism children attached to primary school at Pasiansi, Kirumba, Buswelu, Ibeshi, Sabasaba and Kayenze Primary Schools.

Table 11: Number of teachers and pupils for special education centers in 2016

School	Pupils			Teachers		
	Boys	Girls	Total	Male	Female	Total
Pasiansi	54	49	103	2	-	2
Kirumba	47	23	70	3	1	4
Buswelu	25	15	40	3	-	3
Ibeshi	17	18	35	1	1	2
Sabasaba	12	9	21	1	-	1
Kayenze	14	16	30	1	-	1
Elimu Jumuishi	59	39	98	-	-	-
Total	228	169	397	11	2	13

Source: Ilemela Municipal Council - Primary Education Department 2017

There is also an itinerant program for low vision. Awareness creation is still on going to ensure that parents and the entire community understand the importance of education for children with disabilities. Primary education sector is facing various constraints that are: shortage of school classrooms, shortage of furniture, shortage of pit latrines, shortage of teachers' house, inadequate number of teachers, shortage of teaching and learning materials, shortage of water and electricity supply, low enrolment numbers of pupils, problem of academic performance and pupils dropout.

2.2.7 Secondary Education

The Department of secondary Education has the responsibility of overseeing the implementation of education policies and plans in the Municipal, it also monitors and evaluate the education systems in the Municipal and schools operations to keep required standards, the Department is operating under the key functions which are students' enrolment expansion, education quality improvement, teachers' recruitment, financial assessment, and students' performance in national examinations, capacity building, schools' infrastructure, institutional arrangements and cross cutting issues.

The following are the core functions of secondary education:

- To advise academic overview to Municipal Director about Secondary education.
- To supervise income and expenditure of Secondary schools
- To prepare and supervise the implementation of Secondary education development plan
- To ensure that there is conducive environment for teaching and learning
- To coordinate and evaluate the national examination for CSEE FTNA and ACSEE by collaborating with regional and national level (NECTA).
- To adhere the report of quality assurance and advise the comments of that report to Municipal Director
- To control teachers and students transfers and deployment
- To insure there is a good relationship with other departments and units
- To control all teachers' academic development.

- To supervise and coordinate sports and game.

(i) Secondary Academic Section

The secondary academic section has the following functions:

- To co-ordinate and evaluate the national and Mock examination for CSEE, FTNA and ACSEE by collaborating with Regional and National level (NECTA)
- To control all teacher's academic Activities and development.
- To supervise the registration of form two, four and form six candidates into National Examinations
- To advise Municipal Education officer about academic performance of students and measures to improve them
- To prepare and supervise academic seminars at the Municipal level
- To prepare and control in service training and upgrading of teachers

(ii) Secondary Statistics and Logistics Section

The Secondary Statistics and Logistics Section has the following functions:

- To collect, interpret, analyze and evaluate educational data for the schools, ward, municipal, region and national educational development.
- To control teachers and Students transfers and deployment
- To supervise, co-ordinate and advise schools' Boards on proper utilization of school funds
- To co-ordinate and supervise construction of infrastructure in Secondary schools in the Municipal.
- To co-ordinate, supervise and make follow up on teachers' promotion and teachers' debts.
- To advise Municipal Educational officer about expansion and construction of new schools
- To supervise and co-ordinate the use of teaching and learning materials.
- To identify and procure departmental stationeries and furniture.
- To prepare departmental development projects and budget.
- To prepare various seminars and workshops on how to collect and utilize data.
- To prepare and co-ordinate weekly, monthly, quarterly and annual Educational reports
- To co-ordinate and keep record of schools' income and expenditures.

The Department seeks to strengthen the management of schools and the assurance of accountability of public resources in Education programs, the Department is one of the best funded by the Government to supplement free education in the country. Ilemela Municipal Council is also involved in the provision and financing education as other councils in the country in collaboration with Central Government, community, donors and education stakeholders. The provision and financing of Education includes Pre-primary, Primary, Secondary and Technical education. The Council has 48 secondary schools (24 are public schools and 24 are religion and private schools).

(a) Students Enrollment Form I-VI by 2017

The total number of Students in the Council is 9626 boys and 9494 Girls which give the total of 19,120. The number of students in our schools is large compared to the available of infrastructure and furniture at schools. Due to free Education Manifesto of the Ruling party "Chama cha Mapinduzi" the enrollment of students has drastically increased compared to the previous time, parents/Guardians are very much interested to take their children to public schools so this has caused trouble at the available infrastructure and furniture, but the Council with other Education stakeholders have been taking serious measures to overcome this problem but we still have challenge in fulfilling this.

Table 12: Students Enrollment Form I-VI by 2017

Class	Boys	Girls	Total
Form 1	3040	2765	5805
Form 11	2551	2532	5083
Form 111	1936	1702	3516
Form IV	1835	1635	3470
Form V	123	420	543
Form IV	141	440	581
Total	9626	9494	19120

Source: Illemela Municipal Council - Primary Education Department 2017

Enrolment and access to secondary education has been given priority by the Illemela Municipal Council as the enrollment of students into form one has increased by 10% as indicated. In 2017 a total of 5805 students were enrolled out of whom 3040 were boys and 2765 were girls as compared to the year 2016 the enrollment were 5271 of whom 2646 were boys and 2625 were girls.

(b) Student Performance

Increase in pass rates in CSEE and FTNA exams has been registered as a result of improved teachers' effectiveness and availability of essential teaching and learning materials. Pass rate for CSEE has gone up to 83 percent in 2014 from 76 percent in 2013. Also number of students who go to form three has been increased in three years consecutively from 2014 to 2016; the performance of students in CSEE has been increasing compared to the National target of 80%.

(c) School Infrastructures

There is a critical infrastructure problem at the Council level especially teachers' houses and students' latrines, this has led down the teachers and students morally for teaching and learning as the environment is not so very much conducive to them to conduct education programs as they come from very far from schools while teachers' houses, latrines and other infrastructure are very scarce despite the efforts which has been taken by the Council and other Education stakeholders. In administration block the required is 43, available 6 deficit 37. Classrooms required is 441, available 325 deficit 116 classrooms. In side of Laboratories the required number is 72, available is 66 and the deficit is 6. While teachers' houses the required are 798, available 107 and the deficit are 691. The students' latrines, required 736, available 269 which led to the deficit of 467 latrines.

Due to the increase of students enrollment in the Council it has led to a shortage of different furniture especial the tables and chairs for students in the Council this has led down the efforts of the council to encourage every student to attend classes as truants behavior have been experienced at schools. The table below indicates shortage of different furniture at the Council level.

Table 13: School infrastructures

No	Type	Required	Available	Deficit	Percentage of deficit
1.	Tables	19,120	15,861	3,258	17
2.	Chairs	19,120	16,208	2,911	15
3.	Cupboards	440	214	226	51
4.	Shelves	285	89	196	68

Source: Illemela Municipal Council - Primary Education Department 2017

Secondary school sector is facing various problems which are: insufficient classrooms at schools, insufficient furniture, insufficient of latrines, insufficient of teachers' houses, inadequate number of science teachers, low enrollment rate of form one students in secondary schools, low pass rate in form four and form six examinations, few number of schools with electricity in the council, insufficient text books, insufficient dormitories and insufficient laboratories.

2.2.8 Health

The status of public health services can be visualized through the health infrastructure, availability and commitment of health practitioners, implementation of preventive and curative measures and availability of medicine. Among others, the council experiences shortages of health practitioners such as laboratory technologist, radiographers, Medical officers, pharmacists, assistant medical officers (AMOs) and nursing officers (NOs); and medicines. This causes unnecessary loss of peoples' lives due to preventable diseases. The major killer diseases in Ilemela municipal council include: Malaria, Anemia, Pneumonia, Clinical AIDS and other communicable diseases.

A number of achievements have been attained after spending the received fund from different sources though the council did not do well in some indicators. In the year 2015, the council did well on immunization in most antigens. Immunization coverage (Penta valent 3) was 99%, BCG was 100%, OPV 0 was 45% and Measles was 100%. The council did well in most RCH performance indicators in the year 2015: ANC new attendance rate was at 100%, deliveries in health facilities was 92%, IPT 2 coverage for pregnant mothers was 65%, Clients receiving TT 2+ was 100%. Family planning new acceptance rate was low (55%). The council continued with construction of council Hospital, up to December 2015 the emergence block was almost 65% completed.

The availability of essential and tracer medicine was 90%. The council managed to procure some medical equipments, medical supplies and medicines by using other funds (Basket fund, User fees, NHIF) to complement and supplement supplies from Medical Store Department. In the year 2016, we also manage to do well in immunization coverage except for the measles (90%) as compared to 100% in the year 2016. There is little increase in vaccination of Penta Valent 3 to children in the year 2016 (100%) as compared to 2015 (99%). For the year 2016 coverage for BCG was as good as in 2015 (100%) . There is an improvement on coverage of OPV 0, (54%) in the year 2016 as compared to 45% in the year 2015. ANC new attendance rate was maintained to 100%. ANC clients receiving TT 2+ was 97%, also there was an increase on Vitamin "A" supplementation in the year 2016 (100%) as compared to 2015 (73%).

Though ANC new attendance rate continue to be very high in the council, percentage of Birth attended at health facility remained to be low (40%) in the year 2016, because most women prefer to undergo delivery at higher level facilities (hospitals and health centers) and the council have few number of public health centers (3) and does not have council Hospital. Proportional of pregnant mothers receiving IPT 2 remain to be low (49%), this is due to prolonged lack of SP tablets from Medical store department. Family planning new acceptance rate is also not promising (55%) in the year 2015 and (54%) in the year 2016. OPD attendances has been increasing each year, for the year 2016, attendance (158,081) has doubled compared to last year (78,516) this is probably due to improvement of health facilities services and availability of medicines by 90%. There is still high number of communicable disease in the council; this means there is still new infection in the community. Number of TB cases diagnosed for the year 2015 and 2016 were 639 and 461 respectively. Numbers of PLHIV cases recorded were 1,373 and 1,596 for the year 2015 and 2016 respectively. HIV prevalence among pregnant women (PMTCT) is also high 4.2%. A

number of interventions have been put into place to control communicable diseases, among them including scaling up screening of such diseases and proper management to those infected. Provision of vaccines, medicines, medical supplies and outreach services to make sure all people in need access quality health services.

2.8.1 Health Facilities

There is total number of 44 registered and functional Health facilities in the council. Among them only 16 are public owned which comprise 36.3% of all HFs in the council. Among the existing health facilities 12 are health centers of which 3 are government owned. The council has got 19 wards and 171 streets. For this matter there is shortage of 75% coverage of health facilities in the whole council as per MMAM policy and shortage of staff house for health care workers is by 70%. Among the 3 public health centers, its only one health centre (Sangabuye) which provide CEmOC services. Currently, percentage of health centers that provide basic EMOc in the council is 88%. The council has allocated budget to continue with construction of council Hospital, completion of operating theatre at Karume health centre and improve the existing infrastructures in health facilities. One general observation is that, the municipal failed to have even distribution of public health facilities among wards, which causes most of the analysis to be presented at council level instead of ward level.

Furthermore, the council is also still lagging behind in the implementation of health policy under which each ward has to have a health center and have a dispensary in each village or mtaa. Table 1 shows that among 19 wards given in the council, only three wards managed to implement the policy of one health centre per ward but no ward had one dispensary for each Mtaa. Wards with health centers are Bugogwa, Buzuruga and Shibula, while 9 out of 19 wards had dispensaries and causes shortage 159 dispensaries at mtaa level. Ilemela has the shortages of both health centers and dispensaries, as of now one health centre servicing 6 wards and each dispensary facilitating 14 mitaa. One general observation in this sector is that, participation of private sector in the provision of health services to the great extent has reduced these shortages.

Table 14: Distribution of Public Health Facilities in 2016

Ward	Number of Ward	Number of Health Centers	Health Center Ward Ratio	Number of Mitaa	Number of Dispensaries	Dispensary Mitaa Ratio
Bugogwa	1	1	1	15	0	0
Buswelu	1	0	0	11	1	11
Buzuruga	1	1	1	5	0	0
Ibungilo	1	0	0	7	0	0
Ilemela	1	0	0	10	1	10
Kahama	1	0	0	9	1	9
Kawekamo	1	0	0	7	1	7
Kayenze	1	0	0	5	0	0
Kirumba	1	0	0	12	0	0
Kiseke	1	0	0	8	1	8
Kitangiri	1	0	0	8	0	0

Ward	Number of Ward	Number of Health Centers	Health Center Ward Ratio	Number of Mitaa	Number of Dispensaries	Dispensary Mitaa Ratio
Mecco	1	0	0	5	0	0
Nyakato	1	0	0	8	1	8
Nyamanoro	1	0	0	7	0	0
Nyamhongolo	1	0	0	12	1	12
Nyasaka	1	0	0	6	1	6
Pasiansi	1	0	0	8	1	8
Sangabuye	1	1	1	14	1	14
Shibula	1	0	0	14	1	14
Total	19	3	3	171	12	14

Source: Illemela municipal council- Health department 2016

Although the available official health facilities are not enough to serve the ever growing population of Illemela municipal council, the municipal authority has not yet made significant efforts in the establishment of primary rural health centers to complement the existing facilities in all 171 mitaa. The only effort made so far by the authorities is an establishment of only 4 village health posts, employed 904 Mitaa Health Workers and registering 120 traditional medical practitioners. One general observation from these data is that health workers are evenly distributed with council and among the wards and according to the Health Policy, traditional birth attendants are allowed in rural areas only.

2.8.2 Health Facility Ratio

The availability of health facilities in Illemela municipal council falls below WHO standards caused by having few health facilities and lack of practitioners. According to the 2012 population census, Illemela had estimated population of 343,001 and 15 public facilities (3 health centers and 13 dispensaries) in 2016. Therefore, the estimated average coverage of the population by public health facilities in the council was 0.4 facilities per 10,000 people in 2016. However, the estimated average coverage of population by both public and private health facilities in council rose to 1.2 facilities per 10,000 people in 2016.

Lack of public health facilities has resulted to have few medical personnel in the council and causes worse population doctor ratio. In 2016, the council had 73 doctors (7 doctors, 8 assistant medical doctors and 52 clinical officers and 6 assistant clinical officers) attended 343,001 people. The data provided gives an average of 4,688 persons per each doctor. Again, this ratio will be worse (49,000 people per doctor) if the required standard population doctor ratio is followed since the council had only 7 doctors in 2016. As stated earlier, lack of health facilities to a great extent failed to disaggregate analysis at ward level.

2.8.3 Status of Health Personnel

Human resource availability is still a challenge to the council up to year 2016 the availability of human resource for health (mixed cadres) was 52%, this means the council has shortage of 48% of human resource for health of mixed cadre and skills at all levels of service delivery. The council has requested 131

health care workers of different cadres from relevant authority. In 2016, health personnel were dominated by trained nurses - NM/PHN (29.5 percent), clinical officers (16.1 percent) and assistant nursing officers (13.0 percent). Looking at sex difference, Table 3 also shows that, out of 322 medical personnel work at Ilemela council, female were more (71.7 percent) than male (28.3 percent). This parity was attributed by nursing carder and medical attendants of which female employees were more than three quarters. It is obvious that there is a need for municipal authority to come up with strategies that will ensure the health policy is fully implemented by establishing health centers and dispensaries in each ward and streets respectively together with improving work conditions for health personnel in order to motivate them to work in this council.

2.8.4 Out-patients and In-patients

(i) Out-patients

Ilemela municipal council had no out patients recorded in 2011, but data for 2016 shows that 89.3 percent of 67,326 out patients were suffering from one or the other of the first five illnesses. Malaria ranked first with a total of 27,548 (40.9 percent of out patients) followed by UTI (18.4 percent) and intestine worms (11.1 percent). The Fourth and fifth diseases were skin disease (9.6 percent) and upper respiratory infection (9.3 percent).

(ii) In-patients

In 2011, over 86 percent of in-patients suffered from the first five illnesses and malaria with 39.2 percent of occurrences was the first cause of illness for in-patients recorded in Ilemela municipal council, followed by UTI (20.3 percent), skin infections (9.8 percent), intestine worms (9 percent) and upper respiratory infections (8 percent). Similar observations were also made for in patients in 2015 when malaria, UTI, diarrhea and upper respiratory infection were the first, second, third and fourth causes of morbidity in Ilemela municipal council. The fifth cause of illnesses was intestine worms (Table 5.5). One general observation has been drawn in this analysis is that over 86 percent of patients recorded in both years were suffering from the first five illnesses described above and malaria was the major cause of morbidity in Ilemela municipal council.

2.8.5 Mortality

The available data does not give the true picture of the mortality level in Ilemela municipal council. However, the available medical records indicate that a dominant cause of mortality for inpatients of all ages in 2011 was malaria (60.0 percent) followed by UTI (8.6 percent), pneumonia (8.1 percent). Table 5.6 also shows that diarrhea (7.3 percent) was the fourth and the fifth illness was STI (3.8 percent). Other diseases were eye disease, anemia, upper respiratory infection, hypertension and diabetes. Among other important mortality ratios are Maternal mortality ratio of 73/100,000 infant mortality ratio of 3/1000 and neonatal mortality ratio 2/1000 (DHIS, 2016)

In 2015, malaria again was the first (54.3 percent) cause of mortality for inpatients of all ages in Ilemela council followed by UTI (11.6 percent), diarrhea (10.5 percent), pneumonia (8.5 percent) and STI (4.5 percent). Other diseases were anemia, eye disease, hypertension, Peptic ulcers and road accidents (Table 5.6). These data portray a new picture of illnesses that rise concerned about the imaging of modern diseases in the region, including hypertension, diabetes and road accidents.

2.8.6 HIV/AIDS Infections

Ilemela municipal council, like other councils in the region, uses three approaches to measure the extent and trend of the HIV prevalence among its people. These approaches are testing family blood donors, prevalence among VCT volunteers and expectant mothers participating in the PMTCT service. Though PMTCT service does not give a reliable indicator due to its biasness towards expectant mothers and infants as well as sex biasness, but highlights the extent and the trend of the HIV/AIDS problem to a very important group of population in the country. Figure 5.3 shows that out of 11,911 expectant mothers who participated in that service and hence screened, 397 expectants, equivalent to 3.3 percent of were found to be HIV positive and 336 were given Niverapine. One general observation from these data shows that not all expectant mothers who are HIV positive attend clinics and receive ARVs. Looking at ward level, the results also show that Nyamuhongolo ward had the highest rate of infection of 7.4 percent followed by Bugogwa (6.5 percent) and Nyakato (4.2 percent). Rest of wards had HIV prevalent rate ranging from 1.1 percent (Sangabuye ward) and 3.9 percent found in Buswelu, Buzuruga and Ibugilo wards.

The government initiatives of protecting a child from HIV infection has to a large extent been effected by large number of expectant mothers who were receiving ARVs in Ilemela municipal council. Table 5.8 shows that out of 379 children born in 2015, only 14 (3.7 percent) were infected with HIV virus. Bugogwa and Pasiansi wards had successfully protected infants from being effected with HIV from their mothers since all 25 and 23 babies born in these wards none of them were transmitted HIV virus from their mothers. The worst ward was Kahama with 20 percent of baby born were transmitted HIV by their mother followed by Nyamhongolo, Sangabuye and Shibula since out of 5 babies born one of them had HIV positive.

Establishment of VCT services in remote areas to a great extent enabled the Region to establish a reliable source of data on the extent and significant of HIV prevalence since it managed to raise confidence and willingness of people to examine their health. Table 5.9 shows an increase of prevalence rate of persons with HIV positive from 6.9 percent in 2013 and reached to 11.6 in 2015.

Looking at sex difference, Table 5.12 reveals that males were more affected (7.1 percent) than female (6.9 percent) of VCT volunteers who screened were found to be HIV positive in 2013, while females were the worst in 2015 with prevalence rate of 11.8 percent than males (11.1 percent). Absence of data at ward level makes difficulties to disaggregate this information in order to know levels of HIV prevalence at ward levels.

Table 15: VCT Volunteers who screened for HIV by Sex from 2013 and 2015

Year	Sex	No. Screened	No. of HIV+	Percent of HIV+	Number clients on ARV
2013	Male	3,909	277	7.1	864
	Female	6,953	477	6.9	1,747
	Both Sexes	10,862	754	6.9	2,611
2015	Male	4,548	507	11.1	1,076
	Female	7,166	848	11.8	2,821
	Both Sexes	11,714	1,355	11.6	3,897
Cumulative Total	Male	8,457	784	9.3	1,940
	Female	14,119	1,325	9.4	4,568
	Both Sexes	22,576	2,109	9.3	6,508

Source: Illemela municipal council- Health department 2016

Health sector is constrained by different problems which are: maternal Mortality Rate of 18/100,000; shortage of medicines medical equipment, and diagnostic supplies in Health Facility of 10%, poor condition of medical equipment by 10%; infant mortality rate by 3/1000; high prevalence rate of malaria of 12%; high prevalence rate of HIV of 4.2%; high number of new hiv infections cases of 1677; low TB case detection of 491; low leprosy case detection of 9 patients; detection rate of cardiovascular diseases of 0.12%; high new cases of mental health conditions of 612; high prevalence of eye diseases of 2.1 %; high prevalence of oral diseases of 1.2 %; high incidence of animal bite 12; high incidence of schistomiasis 257; high prevalence of skin diseases by 8.9 %; high prevalence rate Neglected Tropical Diseases (NTDS) by 6.4%; inadequate vermin control measures at health facilities environment by 40%; low sanitation of facility coverage by 60%; inadequate health care waste management at facility by 47%; inadequate food hygiene and safety monitoring mechanisms by 40%; low sanitation of facility coverage by 60%; inadequate health care waste management at facility by 47%; inadequate food hygiene and safety monitoring mechanisms by 40% ; inadequate access to social services and protection to vulnerable groups by 40%; shortage of skilled and mixed human resource for health by 48%; weak organization structures and institutional management at all levels by 50%; weak capacity on management of emergency/disaster preparedness and response by 70%; high incidence of injuries by 291' low community awareness on health and social welfare of 70%; high rate of patients with complications associated with traditional medicines by 75%, shortage of health facilities infrastructure at all levels in the council by 55% and shortage of staff house by 70%.

2.2.9 Works

Work department consist three sections namely Road, Building and Mechanical. The major function of work department are vehicle maintenance and repair, construct and maintenance of ward and street roads, design and planning infrastructure, storm water management, offer building permit, inspect and supervise construction works. Council has a total of 457km of roads which are maintained by municipal, out of which 22.1km are tarmac roads, 0.7km concrete road, 2.6km stone paved roads, 74.58km are gravel roads, and 357.02 km are earth roads and 55 culverts.

Municipal is continuing to conduct rehabilitation , maintenance, upgrading and construction of road and culvert to improve its road network within municipality specifically by focusing routes accessing to service areas by using fund from own source and other source.

Table 16: Number of public buildings

No	Public building	Available	Deficits	Total
1	Primary school classrooms	549	1226	1772
2	Secondary school classrooms	325	116	441
3	Staff house H/ quarter	3	17	20
4	Staff house P /school	80	1427	1507
5	Staff house S/school	107	691	798
6	Ward office	9	10	19
7	Street office	0	171	171
8	Dispensaries	24	147	171
9	H/centers	5	14	19

Source: Illemela municipal council- Health department 2016

Problem facing works department are: poor road accessibility especially ward and street roads which leads to lack of accessibility to social service; pour working environment place of works department staff due to

lack of office building; insufficient staff especially quantity surveyor and architecture; maintenance cost of council vehicles to private garage is too higher; lower awareness to community in planning residential and commercial building and community lack construction knowledge of public building.

2.2.10 Environment and Cleansing

Environment and Cleansing is overseer on monitoring and implementation of environmental policy and; play a great role in enforcement of laws pertaining to environmental conservation and management. The Department is responsible to requisite priority and attention on promoting environmental management agenda as well as solid waste management. Specifically the department is responsible in: provision of solid waste management services at Mtaa level; environmental Impacts Assessment for the local projects; collection, storage, transportation and disposal of solid wastes; environmental Natural Habitats Conservation; maintenance of cemetery yards; environmental Management of Pollution. It has two units namely cleansing and environment. The department currently has 4 workers i.e. 2 environmental officers and 2 environmental health officers. The department has a shortage of 13 staffs i.e. 4 environmental officers and 9 environmental health officers.

2.2.10.1 Solid Waste Management

Solid waste management unit in Ilmela established accordance with the Local Government Act 1982 section 55 (g) and the Environmental Management Act of 2004. The followings are duties as stipulated on Environmental Management Act of 2004. Solid waste management provide services that include: collection of solid wastes, provision and maintenance of solid wastes storage facilities, transportation of solid wastes, disposal of solid wastes, review of by-law for solid wastes management, management of street cleansing of solid wastes and cemetery management. In Ilmela Municipality solid waste collection is done under the public private partnership concept (PPP). The Council has decentralized authority to the mitaa/ward level for all issues concerning tendering contracts on Solid waste management, in this case using the public procurement procedure, interested partners bid for the job.

Currently, there are 43 solid waste management private partners (CBOs & Companies) in 78 (46%) Mitaa which are responsible for street cleansing and solid waste collection from households, shops, markets and any other business premises and take them to the nearest collection point situated in each ward. The estimated solid waste production in municipality is approximately 692 tons per day including all types of wastes from households, industries, commercial areas and market. It is estimated that about 11.2% of the daily solid waste generated i.e. (77.5 tons) is used as recyclable material and animal feed. All healthcare infectious wastes are not accounted as municipal wastes because they are managed as a separate stream.

The council has a capacity of collecting 436 (63%) of total waste produced per day in 14 improvised collection points through CBOs and private companies; and due to limited resources; council has a capacity of disposing only 56 (13%) of total waste collected daily by using its own vehicles (1 vehicle). The rest of solid wastes collected 380 tons (87%) are attended by using contracted vehicles. Currently, Ilmela do not possess any final disposal point (land fill) although there is land set aside for construction of landfill for safe and environmental friendly treatment of solid and liquid waste. Moreover, as part of solid waste management also within this unit there are activities of management of 23 cemetery yards allocated in 19 wards, all of them have no offices and not fenced as well as there is no cemetery attendant assigned/employed to take care of these areas as requirement of The Public Health Act No. 1 of 2009.

2.2.10.2 Environment Management

Environmental Management unit established under Environmental Management Act (2004), this law stipulate the functions of the Environment unit at the Local Government Authority. The unit has followings main functions:-law enforcement, review of by-law for environment management, environmental protection and conservation of natural resources, review and approval of Environmental impact assessment for local investment; co-ordination and monitoring of environmental issues and environmental Planning.

Principally, environmental management unit in Ilemela Municipality is liable directly to the local authority's responsibility. The local Government (Urban authorities) Act 1982 imposes under urban authorities the responsibility to environment protection. The Municipal Council plays an important role in the monitoring, protecting, planning and providing guidance to issues pertaining to environment management. Under the Municipal Council, environment management belongs to the structure of the Environment and Cleansing Department, but other departments such as Works, agriculture, Health and urban planning carry out part of its operation. Currently, environment unit has enrolled 10 (13%) projects into EIA/EA study out of 78 identified projects which ought to conduct this exercise as per Environment Management Act of 2004. Moreover, initiatives have been taken into account for enrollment of 15 industries (out of 20) into cleaner production technology for combating environmental pollution.

With regard to high growth rate of building activities in Ilemela Municipality more than 30 illegal borrow pits have emerged due to illegal sand mining and quarry stone as result led to land degradation to more than 321 surveyed plots for the year 2015/2016. Despite of many efforts invested to combat this situation only 167 plots had succeeded to be reclaimed from such destruction; although this situation is still persisting due to lack of land for sand mining and quarry stone. Additionally, environment unit has experienced tremendous invasion of wet land to 21 identified areas closely to shore of lake Victoria in year 2014/2015; with effort from the department only 4 areas has been reclaimed specifically for those areas which were built with permanent structure within 60 metres from shore of lake Victoria as stipulated by Environmental Management Act of 2004. Moreover, it has been a while since Ilemela Municipality has been established but there are only 2 recreational areas despite of availability of many open spaces as an opportunity for establishment of recreational areas.

Environment and cleansing facing different issues of major concern which are: insufficient equipments for collection, storage and transportation of municipal solid waste, insufficient institutional instruments to govern solid waste management, low level of recycling of solid waste , shortage of staffs (both environmental experts and cemetery attendants), low level of community involvement and participation in solid waste management, lack of surveyed land for disposal site, low level of solid waste management services in the council, lack of surveyed and approved plots for sand mining and stone quarry, release of raw sewerage or sludge into Lake and water bodies, no recreational area and lack of surveyed plot for borrow pit.

2.2.11 Planning Statistics and Monitoring

The Department has 3 sections namely; Policy and planning, Statistics and Monitoring. Currently, there are 6 Staff (4 Economists and 2 Statisticians). This department is responsible in preparing, coordinating, monitoring and evaluating development projects/activities in the Municipal. Also the department acts as a catalyst for the development of ideas to emerge from the community by encourage local community to review their problems and to identify alternative ways which these problems can be solved. In actual way this is done through the Planning approach and methodology known as Opportunities and Obstacles to

Development (O&OD). The core functions of the planning, Statistics and Monitoring department are as follows:

- To coordinate preparation of council Budget.
- To advise other council departments on how to prepare sectoral projects and plans
- To assist council departments in the identification, evaluation and formulation of development projects;
- To prepare annual Development and Recurrent Budget action plans and cash flows before implementation
- To prepare quarterly and annual progress reports (physical and financial implementation reports - CDR, MTEF etc)
- To facilitate implementation of investment projects in the Municipality through preparing the council investment profile, facilitation of Public Private Project etc
- To monitor and control plan implementation through periodic reviews and appraisal
- To facilitate quarterly Monitoring and Evaluation to 3 council committee on implemented projects.
- To collect, process, analyze, interpret and compile social and economic data
- To undertake social and economic research
- To maintain a social - economic statistical data base

IMC is aware of the O&OD approach that has been introduced by the Government to be used as a tool in the preparation of LGAs plans (for example, for the year 2016/2017, 36 prioritized community development plans were submitted to head quarter from 19 ward development committees and were included in the MTEF). Also the council considers: The 2015 Ruling Party Election Manifesto, SDGs (2015 – 2030), the NDV 2025, Guidelines for the preparation of Plans and Budget, second Five Year Development Plan (2016/17 - 2020/21), President's Inauguration Speech of the 11th Parliament on 20th November, 2015 and National policies and during preparation of council budget. The revised LGDG system includes CDG, CBG, and MEG to lower Levels is used as a remarkable contribution of the Government in bringing the quality and better life to the people.

Ilemela Municipal council is still largely dependent on fiscal transfers from central government and development partners (on average, for about 4 years since 2013/14 to 2016/17 the dependant status is more than 84%). This makes council budgeting not implemented as per needs and requirement of the community due to delayed/unreceived of development funds (for example, in 2015 only Tshs 3,440,609,134.81 received out of 5,435,627,930.00 equal to 63%). Also the current own source revenue base showed that, the council is unable to collect 100% of its projected revenues, therefore the allocation to development budget is too small as in financial years 2015 the council allocated less than 60% of its own source revenues to development activities. This situation generates high risk on reaching intended goal of the development plans of the Council. In particular, given the current situation, the council has managed to implement different projects such as construction of 28 classrooms, 15 pit latrines, 10 teacher's houses, 66 school laboratories, 2 teachers office, 30 pit latrines, rehabilitation of OPD building and construction of Maternity ward at Sangabuye dispensary, rehabilitation of 11 classrooms and 2 staff toilets at Ibinza secondary, procurement of 1 skip loader and is in use and Procurement of 100 pcs Point of Sale (POS) for revenue collection.

The council focuses on raising revenue collection from its own sources, in order to meet the implementation of its planned budget. To achieve this goal the council has identified various investment opportunities to be implemented in collaboration with Private Partners through Public Private Partnership (PPP). This option is backed by the ample opportunities available within the council in terms of potential areas for investment and its effectiveness on expanding income base such as improvement of market facilities (upgrading of Kirumba Market and construction of Buswelu Market), construction of modern commercial park at Buzuruga, construction of Nyamhongolo bus terminal, construction of real estate of different functions at Kirumba and plot survey. The financial forecasting has proved that this investment programs will have significant multiplier effect to facilitate the improvement of council capacity in both revenue expansion and socio - economic service delivery.

There are problems affecting performance of the includes: Limited development budget accrued from own source funds/revenues due to insufficient own sources funds/revenues hence lead to poor project implementation and follow-ups; Asymmetric information due to inadequate reporting and record keeping skills to Ward Executive and Mitaa officers; Lack of Monitoring and Evaluation skills for effective reporting; Delayed development grants disbursement from the Central Government for implementation of development project; Lack of professional training programmes; Poor community attendance in public meeting; Shortage of transport facilities and lack of clear motivation.

2.2.12 Community Development Social Welfare and Youth

Community, Social Welfare and Youth department is one of the 13 Departments and 6 independent units forming Illemela Municipal Council. The department has 31 workers, 20 are Community Development Officers, 10 are Social Welfare Officers and 1 is Youth Development Officer. This department is composed of 5 sections which are Women and children, Social welfare, Youth, HIV and AIDS Control Coordination and Civil Societies organization Coordination. Services rendered by this Department to the community are: Helping communities to plan, implement, monitor and evaluate their own Development issues; to train them on different community development issues and to equip them with different life skills; to impute them knowledge of gender equity this is the heart of community development policy.

Municipal through community development department has obligation of participating the communities of its 19 wards in different development issues accordingly. This is done through Community Development Officers (CDOs) and different development stakeholders such as Community Based Organizations, NGOs and others. This helps individual and groups to understand their ability to tackle there development challenges also to define opportunities around them that they can use in their Developments projects. Community social welfare and youth department have authority to register, monitor and evaluate the factions of civil Society Organizations in municipality. To date there is 1,553 registered Community Based Organizations (CBOs) and 63 Non-Governmental Organizations (NGOs). The department has managed to sensitize and register different social and Economic groups. Registered youth groups are 93 and registered women groups are 217. Municipal also managed to implement ruling party election manifesto of giving women and youth loans which is 10% of its own source financial collections.

The department has managed to provide loan to 114 women economic groups and 48 youth economic groups. The situation implies that, since 2014 to 2018, Youth and Women Economic groups were loaned T.

shs 240,000,000.00 from the Municipal Council. Municipal through this Department is also concerned with development and protection of most vulnerable children (MVCs) in 19 wards; the totals of 9,678 Children were identified in 171 Mitaa; girls are 5382 and boys are 4,296 this was in 2013. Municipal through this department is also concerned with rehabilitation in economic and social affairs such as provision of supportive gears [white cane, wheel chairs etc.] to the people with disabilities. 114 people with albinism were given protective lotion to protect them from harmful sunrise. Moreover, Ilemela Municipal council is one of the councils implementing TASAF III Program, there are 3,944 targeted households. These households are found in 104 Mitaa.

2.2.12.1 Women gender and children section

This section has different functions which are: coordination of women loans, sensitizing women to form different economic groups, monitoring and evaluation of functions of women groups, coordinating world women's day, coordinating children development issues and interprets national gender policy to the communities.

2.2.12.2 Social welfare section

This section is dealing with welfare of people with disabilities, welfare of children from the family of separated or divorced parents, welfare of the children who are against the law. The section has three sub sections:

(i) Family welfare and early childhood Development

The Social Welfare officer who will be in charge of this subsection should have the following responsibilities

- To conduct interviews with families and individuals who encounter social problems such as matrimonial, affiliation and maintenance cases.
- To conduct home visits and to prepare the report on the social situation of the families facing social challenges with the recommendations on how to reintegrate the particular families
- To coordinate the Day Care Centers and Children's Home in Municipal, including regular supervision
- To identify Children who are living in most vulnerable environment and to recommend the assistance which required
- To coordinate the applications for Foster Care, Day Care and Children's Home registration

(i) Welfare of the children who are against the law

The Social Welfare officer who will be in charge of this subsection should have the following responsibilities:

- To conduct interview with Children and Youth who are below the age of 18 and who are court suspects, then to prepare the social enquire report which will be presented before the court(under the Law of the Child Act of 2009, section 9)
- To conduct interview with parents, relatives and neighbors of a child who is against the law

(iii) Welfare of people with disability and elders

The Social Welfare officer who will be in charge of this subsection should have the following responsibilities

- To conduct interview with people with disability and elders so as raise the solution to their problems
- To establish different projects targeting to help people with disabilities and poor elders
- To reintegrate elders and people with disability
- To coordinate elderly homes

- To work together with different society organizations based on people with disability such as CHAWATA, CCAT, CHAVITA, TLB, TASODEB, TUSPO etc.

2.2.12.3 Civil Societies Organization Coordination

This section is one of major 5 sections in department of Community Social welfare and Youth. The section has the following functions:

- To sensitize the community to form different economic and social groups
- To help community groups to write their constitutions
- To do Monitoring and evaluation of the civil society organizations functions (CSOs).
- To register Community Based Organizations (CBOs) groups
- To facilitate NGOs registration
- To train Community Based Organizations (CBOs) groups on entrepreneurship and Project proposal writing
- To help community interpret Community Development policy and ruling party election manifesto

2.2.12.4 Youth Development

Youth development section is the section dealing with the follow obligations:

- To facilitate youths loans.
- Sensitizing youths to form different economic groups.
- Monitoring and evaluation of functions of youth groups.
- Coordinating world youth's day.
- Coordinating children development issues and interpreting national youth policy to different youth groups.
- To train youth groups on entrepreneurship and Project proposal writing.

All in all despite noticeable achievements the community development social welfare and youth is facing the following constraints

- Some of the loaned women and youth groups do not pay their loans and some are not pay on time due to different reasons.
- Poor attendance to public sensitization meetings.
- It is not easy to do monitoring and sensitization of CSOs due to inadequate budget transportation and office facilities.
- Some of the community based organizations loaned are used to misallocate or misuse loans given hence lead to late or failure to pay their loans.
- Some of groups are not registered due to lack of awareness and willingness.
- Some groups are formed for the sake of securing loans so the groups are not sustainable.
- Inadequate of department staffs in Mtaa and Ward level.
- Poor participation of community in different community development projects.
- Lack of active child protection committees in all levels from Mitaa ward and Municipal level.
- Existence of gender based violence.
- Lack of entrepreneurship skills among the community.
- Inadequate capital for the entrepreneur groups.
- Youth unemployment.
- Increasing of Street children.

- Inadequate of office facilities and transportation.
- Persistence of HIV and AIDS infections among the community.
- Political interference in HIV and AIDS intervention.
- Stigmatization of people living with HIV and AIDS.
- Lack of HIV and AIDS awareness among the pupils and students in both primary and secondary schools.
- Lack of life skills among the students and pupils living with HIV and AIDS.
- Lack of awareness on HIV and AIDS to the Most Vulnerable Children.
- Existence of HIV and AIDS among worker.
- Shortage of test kits
- Lack of concrete HIV and AIDS mitigation in council.

2.2.13 Internal Audit

The Local Government Financial Memorandum 2009 (11) required every council to have its own Internal Auditors who shall work closely with the Heads of departments and shall report to the accounting officer. Internal audit has the following functions:

- Prepare annual audit plan using an appropriate risk- based methodology and submit to the Audit Committee for review and approval with a copy to internal Auditor General, Municipal Director, Regional Administrative Officer and Chief External Auditor Mwanza Region.
- Issue periodic report to the Management, Audit Committee and internal Auditor General summarizing results of audit activities
- Assist in the investigation of Significant suspected fraudulent activities and inform management on results.
- Put in place a mechanism for tracking implementation of recommendations made in the audit report.
- Assist management on follow up of external auditors or regulatory reports and recommendations.
- Ensure internal audits work are in accordance with the standards for the Professional Practice of internal Auditing and internal audit Code of ethics as well as other professional auditing standards that may be applicable.

The overall objective of the Municipal Internal Audit is to ensure that the Municipal head quarter and Lower Local Governments adhere to Local Government Financial Memorandum (2009), other laws and regulations during dispensation of their roles and responsibilities. For three consecutive years, 2013/14, 2014/15 and 2015/16 the Illemela Municipal council obtained unqualified opinions from the Controller and Auditor General on the Financial Statements especially in 2012/13 Municipal council obtained qualified opinions. However, due to shortage of staffs and transport facilities, the Internal Audit Unit failed to audit some ward, secondary and primary schools. Other issues affecting the service delivery include, non-adherence to Financial rules, laws and regulations, untimely response to audit queries, uninterested information systems (Lawson, Epicor, LGRCIS, Land Management System, Planrep and GOMIS) and inadequate of resources.

2.2.14 Finance and Trade

Finance department assist other departments in strategic financial decision making. The department is responsible for overseeing all accounting functions taking place. Finance and Trade is divided into four sections namely: Revenue, Expenditure, Final accounts, Trade and markets. The department plays the

roles: To maintain accounting records so as to demonstrate how tax payer's money has been put into use. To prepare financial report as required by the law; to maintain the financial cash flow of the council so as to make sure there is adequate balance to meet the council's commitments, also the purpose of trade section to issue license, collect revenues and train entrepreneurs the benefits of business management skills, and to reparation of councils budget in collaboration with planning department.

In achieving its roles, finance department performs diverse the functions namely: to advise the councils in all matters related to finance; to prepare the council's annual Budget of revenue and expenditure in collaboration with planning department and other heads of department; maintaining proper Financial records as required by Local Authority Accounting Manual (LAAM); preparation of financial report to be submitted to the councilors; to ensure a proper internal control in the council and ;to safe guard the council's assets and financial management.

(i) Revenue collection from own source

Ilemela Municipal Council collects its own revenue from various sources that include: service levy, Business License, Hotel Levy, Fish landing fee, fish vessels license fee, market stalls rent, building permit, market fee, parking fee, central bus stand fee, house rent. The councils' revenue is collected in two ways. Revenue collected directly to the municipal council's head quarter and out sourced Revenue collected by agents. The revenue trend of the council for the past two years has shown that revenue has decreased, this is due to fact that property tax source was not collected due to government directive that the sources to be collected by Tanzania Revenue Authority thus the council's need to come up with alternative sources of revenue. In 2016/2017 financial year the council targeted to collect Tsh. 8,074,500,000.00 but it managed to collect Tsh. 3,655,484,084.00

Finance is facing a number of problems that need to be addressed such as which are: in adequate revenues to meet municipal targets, shortage of staff, in adequate knowledge in financial management tools and financial reporting (IPSAS, IFRS), in adequate number of motor vehicles for revenue collection and in adequate number revenue sources to increase the total revenue.

(ii) Trade and markets

This is the section that deals with overseeing trade and markets within the council. It is responsible in collection of revenue from license fees, hotel levy and market stalls rent, issuing of business license to traders, entrepreneurship and business skills training to traders, business license inspection in all 19 wards, markets management. The council has about 8,050 registered traders who are spread within the councils' 19 wards also. The council has 12 functioning markets that deals with grains, cereals, fruits, fish, vegetables and markets that deal with forest products like timber. In conformity with national Industrial Development Policy and The Five Year Development Plan to transform Tanzania into a semi Industrialized Nation, the council has 700 small industries, 15 mediums industries and 5 large Industries, also the council has set aside land for industrial investment at Nyamhongolo and Ihalalo area.

The performance of trade and market in the council is hampered by in adequate knowledge of business management and hence this hinders the performance of their business, some businesses are not registered and thus the need to formalize unregistered business, in adequate data regarding the number of

business and type of business, in adequate staff to provide the necessary service and produce the required results, in adequate working tools to perform the required tasks, poor infrastructures of the municipal markets that lead to inadequate services given to customers and reduced revenue; and lack of markets on some wards.

2.2.15 Information Technology Communication and Public Relations

The ICT and public relations Unit is essential for the Council achieving the implementation of other Departments and Units responsibilities, a key element between the Institute and the People, development partners and media. The Unit strives to make sure that it reaches the objective of the government which is to strengthen the information technology communication and public relations issues. The main role/function of this unit is to handle all issues concerning communication as well as ICT issues. The Illemela Municipal Council Information Technology, communication and public relations unit have got two sections which are: Communication and public relations section and ICT section. There are 3 staffs where as two are ICT officers and one is the Public Relations Officer who is the head of Unit.

2.2.15.1 Information Communication Technology (ICT)

Information and Communication Technology (ICTU), is the vast and growing array of computing and electronic data communications facilities and services, which is used daily to create access, examine, store and distribute material in multiple media and formats. It plays an integral part in fulfillment of Municipal director and other roles. The major function of information communication technology are: to equip the ICT customers (Heads of Department, Units and staff as whole) with knowledge of using the ICT policy; to operate efficiently and effectively to deliver the expected quality services; to appropriately equip the office with necessary ICT tools and facilities; to provide solutions that will add value to services provided by the office; to provide full support to all ICT related processes within the office; to support members of the Illemela Municipal council and the community to have a good knowledge in using ICT systems and the alike; point of sale Management; system support such as LGRCIS, HCMIS, FTS, IFMIS. Most ICT use parallels familiar activity in other media and format to, making the ICT Strategic plan to be important in determining what use is appropriate. At Illemela Municipal Council the ICT section ensures that it manage Illemela municipal ICT financial resources efficiently in compliance with set budgetary levels, it improve service delivery in the Illemela municipal ICT by implementing at least two Information Systems every three years, it increase awareness of ICT of Illemela Municipal council, it enhance competence in ICT personnel by providing capacity building so as to adopt the new Technology in every year.

The section has successfully carried various duties: Coordinate and provide support to electronic systems working in the Council. The Systems includes the Local government revenue collection information system 'LGRCIS'. Primary record management system 'PREM', 'Epicor' Human capital management information system 'HCMIS', Development of the Councils' Website, Maintenance and coordination of ICT equipments and systems, Coordination and installation of ICT softwares, Implementing ICT according to e - Government policy, Coordinating use of Government mailing system 'GMS' in the Council. Illemela Municipal Council has got seven ICT systems that operates namely Integrated financial system(epicor), human capital management information system(HCMIS), file tracking system, local government management information system (LGRCIS), PLANREP, BEMIS and TASAF where as all this system have been centralized at Dodoma (President office).

2.2.15.2 Communication and Public Relations

Government duty is to communicate fulfills the inalienable right of the citizenry to be informed, to air their views, to be heard and to demand accountability from their government. Good communication forms an essential component of good governance and that building an enhanced capacity to communicate effectively is a critical element in current public management practice. At Ilemela Municipal Council the communication and public relations section strives to make sure that it creates awareness on the policies, advice management on the issues related to government communication programmes and projects as well as enhancing a two way flow of information between and its stakeholders. The core function of communication and public relations include: create and maintain a good image of the institution; develop and coordinate printing of educational materials such as newsletters, brochures, booklets, posters; use print, electronic and new media to disseminate information and collect feedback from the public; media monitoring; website content management; preparing news releases, fact sheets and other communication materials; organize press conference, handle press inquiries and setting up interviews for councils officials with the press; facilitate communication of top management decisions to all staff members including matters related to government policies; handling customers complaints; develop and coordinate implementation of communication strategy; manage documentation centers; to serve as a link between media and government on one hand and government and public on the other through

Generally, information technology, communication and public relations faces the issues of major concerns that include: misunderstanding of the roles and functions of the government communication section; misconception on roles of the staffs, inadequate budget allocation, human resources shortage, shortage of office accommodation and working tools; communication channel not adhered; employees lack of knowledge on ICT issues; no support from regional level as all servers are centralized at data centers and limited access to ICT systems in our communities

2.2.16 Procurement Management Unit

Procurement Management Unit at Ilemela Municipal Council executes its functions under the Procurement Act no. 7 of 2011 and its Regulations of 2013. The primary objective of the unit is to provide expertise and services on procurement, storage and supply of goods and services for Municipal council. Currently, the Unit has four Procurement staffs. The core functions of the unit includes: advise the council Management on matters pertaining to the procurement of goods and services and logistics management; monitor adherence to procurement process and procedures as per Public Procurement Act; develop an annual procurement Plan for the council; procure, maintain and manage supplies, materials and services to support the logistical requirements of the council;

Maintain and monitor distribution of office supplies and materials; maintain and update inventory of goods, supplies and materials; and provide services to the Council Tender Board as per Public Procurement Act; Set specifications/standards for goods and services procured and monitor adherence to them to ensure value for money; and prepare action plan, progress reports and budgets for the Unit. Generally, procurement management unit faces various constraints: lack of public awareness on public procurement and its laws, regulations, guidelines, procedures and regulatory instruments, lack of awareness on public procurement markets, complaints review mechanisms among stakeholders, inadequate conducive working environment for staffs, increase in price differences among procuring entities, long lead time, high inventory levels, recurring stock out situation and price rise during the period of contract coverage, inadequate Monitoring and Evaluation, corruption in the public procurement transactions.

2.2.17 Beekeeping Unit

In Ilemela Municipal Council, the natural resources sector is comprised of forestry and beekeeping. The sector has various socio-ecological advantages, ranging from provision of employment and revenues, to microclimate regulation, protection of water sources and maintenance of soil fertility. Beekeeping, as one of the sustainable forms of forest utilization, has been conducted in these community forests. As of 2016, there were about 406 modern beehives installed in different forest patches. All of the beekeeping activities are operated by the local community member while the Municipal Council provides technical advices and supervision. The core functions of the Beekeeping Unit are:

- To facilitate provision of supportive backstopping to the community on bee raising and improvement of their environment.
- To coordinate and oversee implementation of Policy and laws governing beekeeping.
- To facilitate provision of technical expertise to communities dealing with bees and bee products and other beekeepers on production and preparation of bee products.
- To coordinate and oversee bee extension services in the council.
- To coordinate and oversee quality standards of bee products.
- To coordinate the establishment of extension demonstration apiaries in the council.
- To coordinate all research on bee resource.
- To facilitate provision of technical advice in preparation of beekeeping tools in the council.

Due to its urban nature, the potential for beekeeping in Ilemela is rather small. Beekeeping is practiced in modern wooden hives (Tanzania Top Bar Hives, TTBH) where beekeepers hang their hives on trees. The production of bee products and number of beekeepers for the year 2016/2017 is indicated in the table below.

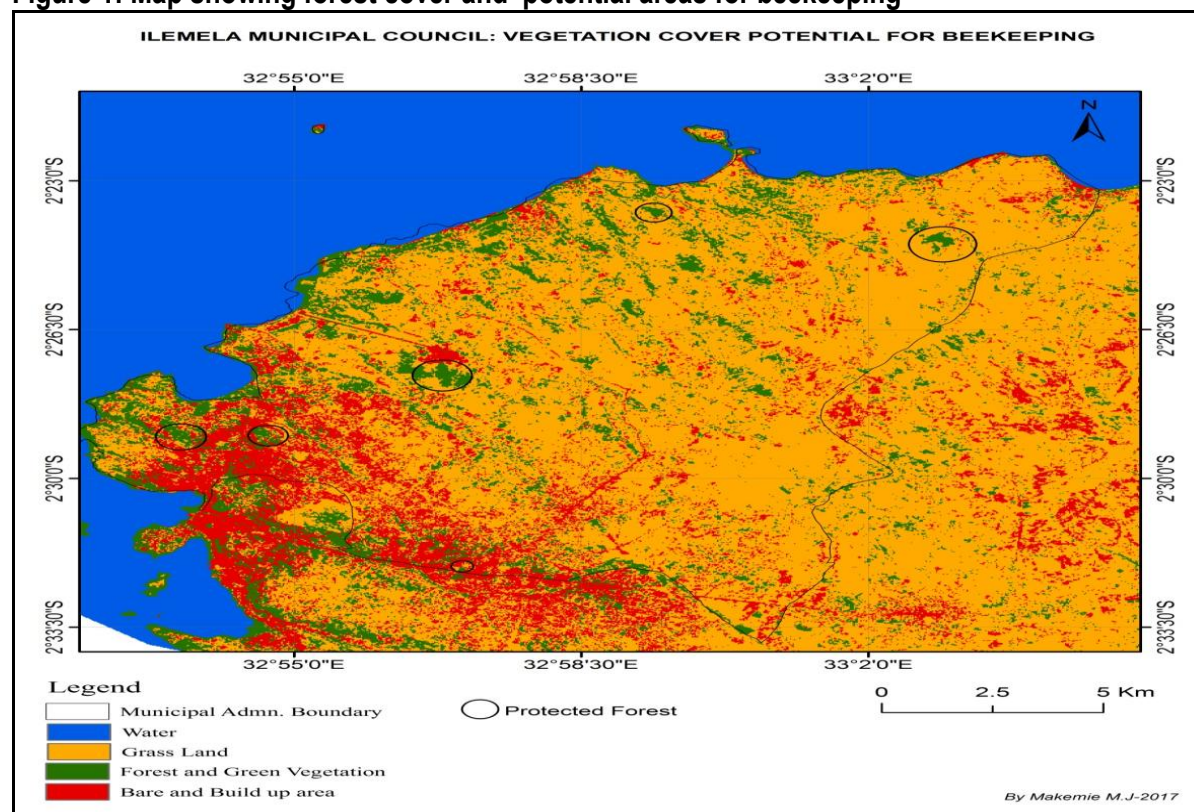
Table 17: Bee product production 2016/2017

No	Institution, CBO and private individuals	Number of bee hives	Number of Areas with Bee potentials	Forest name	Honey production (Kg)	Wax production (Kg)
1	Kikundi cha ufugaji nyuki kasamwa	140	41	Kasamwa (50ha)	14.2	0
2	Ilekako Beekeeping group	78	30	Ilekako	20	0
3	Kikundi cha ufugaji nyuki kabusungu	50	32	Kabusungu	28.4	6
4	Hifadhi ya Mazingira na Jamii (HIMAJA)	70		Bugogwa (4 ha)	54	0
5	Masele Benedicto	10	7	Buhilya	0	0
7	Haruna Rashid	2	2	Kiseke	0	0
8	Amina Kibuga	26	14	Sangabuye	0	0
Total		376	126		116.6	6

Source: Ilemela Municipal Council Socio-economic profile 2016

In order to increase the beekeeping potential in the area, the Council is undertaking serious efforts, including tree planting initiatives in collaboration with various stakeholders (Tanzania Forest Services Agency (TFS), schools, NGOs, religions and individuals). Since 2012, tree seedling raising has been increased, where over 2,639,000 seedlings have been planted.

Figure 1: Map showing forest cover and potential areas for beekeeping



Source: Ilemela Municipal Council Beekeeping Unit 2017

Despite some achievements beekeeping sector is affected by various issues of major concern that include: Inadequate and inappropriate processing facilities and packaging materials of the bee products, shortage of extension services (to beekeepers, processors, traders and manufacturers of beekeeping equipments), diseases and Bee pests, drought, inadequacy of bee folders, low level of community awareness and inadequate institutional capacity in beekeeping.

Beekeeping in Ilemela is conducted in small private owned forest and natural forests (locally known as Ngitiri, in Sukuma tribe) through a community based forest management (CBFM) approach, where local communities have legitimate power and authority to protect and sustainably utilize the forest resources. As of 2016, the forest area potential for beekeeping was recorded to be about 396.8 hectares equivalent to about 1.6 percent of the total landmass.

Table 18: The number of forests potential for beekeeping

No	Ward	Forest Name	Area (Ha)	Management Practice
1	Nyamanoro	Kawekamo	33.1	Private
2	Pasiyasi	National Medical Research	31.8	Research
3	Bugogwa	Kasamwa	50.0	CBFM
4	Sangabuye	Nyashimba	24.4	CBFM
5	Sangabuye	Ilekako	27.5	CBFM
6	Sangabuye	Isesa	15.0	CBFM
7	Sangabuye	Kwahuru/Mahondora	75.0	CBFM

No	Ward	Forest Name	Area (Ha)	Management Practice
8	Sangabuye	Igalagala	80.0	CBFM
9	Bugogwa	Shigabilo	30.0	CBFM
10	Bugogwa	Kihili	30.0	CBFM
11	Nyakato	Nyakato	0.7	CBFM
Total			396.8	

Source: Ilemela Municipal Council Socio-economic profile 2016

2.2.18 Legal

Legal unit is the department that assist other departments in providing legal advice and responsible for overseeing all legal matters and among the functions of Legal Unit are to advise the Municipal director and other department in all matters related to legal issues, representing Ilemela Municipal Council in all matters before the High Court and courts subordinate to it save for Primary court., Participating in making By-Laws and solving legal problems between the Ilemela Municipal Council and Individuals (Citizens), Interpreting the By-Laws, Participating in Levy collection, Drafting Contracts, Preparing Pleadings and to supervise all operations conducted by the Council.

Legal unit represent the Council in 73 cases instituted in different courts which are still undetermined by the Courts , High Court Seventeen (17) cases, Resident Magistrate Courts four 4 cases, Municipal Land and Housing Tribunal 51 cases, Commission for Mediation and Arbitration one (1) Cases while 23 matters has been determined by the Courts in Favor of the Ilemela Municipal Council. The department has prepared contracts to the three agents who have been hired to collect revenue on behalf of the Municipal and the contracts concerning markets and stores owned by the council. However, the department has been there to supervise all the operations conducted by other department, That the department is under the process of Making new by-laws for 2017 but there are delays in endorsing new LGAs by-laws, hence impacting on improvements in the service delivery in LGAs, Shortage of staff, delaying in paying Municipal revenue by the citizens and land disputes that accelerated/ increases number of cases to the Municipal council

2.2.19 Election

Currently, election section is headed by a single employee who is acting as a head of section since the inception of Ilemela Municipal Council. Election Section exists from the date of establishment of Ilemela Municipal Council in 2012 thou the Section started its responsibilities effectively in 2014 Local Government election and later general election in October, 2015.

The major duties of the Section is to coordinate and to smoothly running the election activities within Ilemela Municipal council (including Local government election and General Election). The General election is supervised by the national Electoral Commission and the Local Government is supervised by the President's Office, Regional administration and Local Government. Election activities are conducted in every five years save where there is by – election resulted either court's annulment or death of any elected member. Election section in collaboration with National Electoral Commission and the Ministry responsible for Local Government has powers to prepare, administer, register voters, update the permanent voters register, and polling stations.

The Election section also is vested with powers to appoint, elect and select assistant returning officers but election section is not limited to the above duties, the section can extend its duties if it deemed fit and proper to do so. In October 2015 the Election section supervised and administered the National election, within Ilemela constituency which resulted to have a President of United republic of Tanzania, a Member of Parliament, and member of chancellors within the Ilemela Constituency. Together with the implementations of its duties, the Election section is facing various challenges among others is lack of human resources (personnel's), lack of delivery information on time from institution and the ministry responsible with election matters and inadequate fund.

2.3 The External Environmental Scan

2.3.1 The Tanzania National Development Vision (2025)

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

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

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

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

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

2.3.2 The Long Term Perspective Plan (LTPP 2011/2012-2025/2026)

The Long Term Perspective Plan (LTPP, 2011/2012-2025/2026) is being implemented in a series of Five Year Development Plans. In order to realize the socio-economic transformation envisaged in TDV 2025, the LTPP's strategic direction delineates specific sector policies, guiding principles and long-term objectives and targets. With greater emphasis on capital (development) investment, particularly in the productive sectors and human resources (skills) development, the Plan gives adequate attention to protect and improve the social sector gains, governance and key cross-cutting issues. This being the case Ilemela Municipal Council plan and strategies always are focused on the strategic direction envisaged in the LTPP as a way of ensuring its contribution to the implementation of the National LTPP.

2.3.3 Tanzania National Five Years Development Plan 2016/2017 - 2020/2021

This is an important milestone for Tanzania that a formal Five Year Development Plan is being unveiled. Spanning from 2016/2017 to 2020/2021, the Plan is the formal implementation tool of the country's development agenda, articulated in the Tanzania Development Vision 2025. A prime aspect of the Plan is the recognition of fast-tracking realization of Development Vision 2025 goals. FYDP II is built on three pillars of transformation, namely industrialization, human development, and implementation effectiveness. Specifically, the Plan aspires to:

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

In realizations of industrialization, transformation and human development, Ilemela Municipal Council should effectively harness its potentials and use the derived prospective in creating conducive environment for encouraging regional investments.

2.3. 4 Sustainable Development Goals (SDGs)

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25th Septembers, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals and 69 Targets by 2030 deadline. Therefore Ilemela Municipal Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that endeavour. The Sustainable Development Goals which Ilemela Municipal Council should contribute to achieve in long term are summarized below.

- Goal 1:** End poverty in all its forms everywhere
- Goal 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3:** Ensure healthy lives and promote well-being for all at all ages
- Goal 4:** Ensure inclusive and quality education for all and promote lifelong learning
- Goal 5:** Achieve gender equality and empower all women and girls
- Goal 6:** Ensure access to water and sanitation for all
- Goal 7:** Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8:** Promote inclusive and sustainable economic growth, employment and decent work for all
- Goal 9:** Build resilient infrastructure, promote sustainable industrialization and foster innovation
- Goal 10:** Reduce inequality within and among countries
- Goal 11:** Make cities inclusive, safe, resilient and sustainable
- Goal 12:** Ensure sustainable consumption and production patterns
- Goal 13:** Take urgent action to combat climate change and its impacts
- Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- Goal 16:** Promote just, peaceful and inclusive societies
- Goal 17:** Revitalize the global partnership for sustainable development

2.3.5 Agenda 2063: The Africa We Want

The 24th African Union Assembly held in January 2015, adopted a continental plan for the next fifty years, to ensure transformation and sustainable development for future generations through Agenda 2063. Agenda 2063 is a 50 year strategic aspirations that African Union states committed to achieve by 2063. The African states have rededicated themselves to the enduring Pan African vision of *“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.”* As a Vision and an Action Plan, this integration agenda is the blue-print that will guide the ongoing transformation of Africa. It is a call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny.

The aspirations reflect the desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth, boys and girls are realized, and with freedom from fear, disease and want. Africa is self-confident in its identity, heritage, culture and shared values and as a strong, united and influential partner on the global stage making its contribution to peace, human progress, peaceful co-existence and welfare. Africa is confident that has the capability to realise her full potential in development, culture and peace and to establish flourishing, inclusive and prosperous societies. Thus, commit to act together towards achieving the following aspirations:

- Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development
- Aspiration 2: An integrated continent, politically united, based on the ideals of Pan-Africanism and the vision of Africa's Renaissance
- Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law
- Aspiration 4: A peaceful and secure Africa

Aspiration 5: An Africa with a strong cultural identity, common heritage, values and ethics

Aspiration 6: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children

Aspiration 7: Africa as a strong, united and influential global player and partner.

2.3.6 Small and Medium Enterprise Development Policy 2002

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

2.3.7 National Agriculture Policy 2013

The National Agriculture Policy 2013 takes into account the existence of huge potential and opportunities for development of the agricultural sector. In this view **Vision** of agriculture policy is: An agricultural sector that is modernized, commercial, highly productive and profitable; that utilizes natural resources in an overall sustainable manner in Eastern and Central Africa that acts as an effective basis for inter-sectoral linkages by the year 2025. The **Mission** is: To facilitate the transformation of the agricultural sector into modern, commercial and competitive sector in order to ensure food security and poverty alleviation through increased volumes of competitive crop products. The **General Objective** is: To develop an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation. Since agriculture provides livelihood to about 25,000 people, and provide income to those producing surplus for sale' the municipal council should put much effort in promoting agricultural production in the municipal.

2.4 Strength, Weaknesses, Opportunities, and Challenges (SWOC) Analysis

In promoting Ilemela municipal council as a hub for economic growth and human development, the council shall effectively utilize its internal strength and external opportunities to address the existing internal weaknesses and external challenges. The internal and external analysis was participatory conducted involving key stakeholders in the municipal. Through participatory process several strengths, weaknesses, opportunities and challenges were identified.

2.4.1 Strength

- Increase of enrolments in primary and secondary school
- Availability of skilled, competent staff
- Availability of peace, political stabilities and good leadership
- Availability of various industries, Buzuruga bus stand, Retail shops and Kirumba fishing International Market and other markets
- Availability of sector policies and the council's by laws
- Availability of electronic Revenue collection system
- Availability of natural resources (Lake Victoria, minerals etc)
- Strategically located in East and central Africa
- Availability of various development partners
- Well defined organization structure with good chain of command and feedback.
- Availability of fertile soils which favors agricultural production
- Planning and management procedures, regulations and guidelines in place

2.4.2 Weaknesses

- Non adherence to plan and budget implementation
- Poor data management system
- Poor communication and strategy techniques
- Inadequate involvement towards project implementation
- Poor public infrastructure (road etc)
- Inadequate working tools (Transport facilities in conducting M&E)
- Low level of education to Tax payers
- Inadequate computer equipment
- Inadequate knowledge in financial management tools and financial reporting (IPSAS, IFRS)
- Low level of law enforcement
- Policies and strategies have not been disseminated and understood by stakeholders
- Low commitment to staff
- Lack of client Service Charter
- Lack of clear motivation scheme
- Lack of training programmes
- Political interference in technical issues
- Poor performance in O level school

2.4.3 Opportunities

- Availability of funds for Implementation of Development Projects from Central Government and other stakeholders
- Availability of capacity building initiatives sponsored by the central government/other donors to improve knowledge of Municipal staff through seminars/workshops
- Availability of new technologies especially ICT for improved working conditions
- Positive Political support by Councilors and Political leaders
- The rapid growth of skilled and unskilled human labour

- Availability of enforcement organs (Police etc
- Availability of RAS office, and Ministries
- Existence of Policies guidelines and circulars
- Availability of new technologies especially ICT for improved working conditions
- Presence of natural resource especially water from Lake Victoria
- Presence Mwanza Airport
- Availability of attractive land
- for agriculture, settlements and Investment
- Availability of Mwanza City Master Plan
- Presence of stakeholders supporting development initiatives
- Presence of Private Sectors, Faith Based Organizations and None government organizations (NGOS)
- Availability of diversity of crops production (Cotton, Rice etc).
- Fertile soil for agricultural activities.
- Availability of Vocational training and higher learning institutions

2.4.4 Challenges

- Inadequate teaching and learning infrastructure to primary and secondary schools.
- Inadequate social science teachers
- Lack of skills and knowledgeable staff in certain specialized areas (Health etc
- Shortage of Transport facilities
- Lack of conducive working environment at HQ, Wards and Mitaa level has brought about low morale
- Lack of commitment, integrity creativeness and innovations in undertaking municipal affairs
- Shortage of staffs houses such head quarter, health, education, livestock staffs
- Inadequate response by the communities in cost sharing aspects of education, water resources development and maintenance
- Increased rate of inflation affecting the purchasing power of Illemela residents
- Unwillingness of majority of traders to comply to business laws and regulations
- Unbearable collateral conditions imposed by financial institutions to business community
- Policies and strategies have not been disseminated and understood by stakeholders
- Delay in Technical assistance from central government when needed
- Shortage of water supply in rural setting areas
- High exploitation of environment resources beyond sustainable level.
- Lack of Capital to the Community to initiate IGAs
- Lack of commitment, integrity creativeness and innovations in undertaking municipal affairs
- High population growth, emigration and social and demographic changes
- Growing of most vulnerable children
- High increase of endemic and epidemic human diseases e.g. Prevalence of HIV/AIDS, STI and other communicable diseases.
- Inadequate community participation in development issues
- Conflicting interests between community and other stakeholders in development
- Inadequate rainfall affects crops production, hence results into low income earning to farmers.
- Environmental degradation and weather changes due to global climate change.

- Unreliability of external ready market.
- Inadequate modern knowledge of cooperative societies and farmers in Agricultural production.
- Funds received are not sufficient or not received as planned/ Budget cut by Central Government and donors
- Delays in disbursement of funds from ministry of finance hinder implementation of development projects on time.
- Political interruptions have effected work plans and budgets
- Shortage of transport facilities to monitor development activities.

2.5 Stakeholders Analysis

Stakeholders analysis in Illelela Municipal Council involved the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success of the rolling strategic plan (either as implementers, facilitators, beneficiaries or adversaries). The key questions asked during stakeholder analysis were therefore 'whose problems or opportunities are we analyzing' and 'who will benefit or loose-out, and how, from a proposed strategic plan intervention'? The ultimate aim being to help maximize the social, economic and institutional benefits to the target groups and ultimate beneficiaries, and minimize its potential negative impacts (including stakeholder conflicts).

A basic premise behind stakeholders' analysis for the Municipal Council was that different groups have different concerns, capacities and interests. Therefore this need to be explicitly understood and recognized in the process of problem identification, objective setting, target formulation and strategy selection.

Table 19: Stakeholders analysis matrix

No.	Name of Stakeholder	Service Delivery to Stakeholder	Expectation of stakeholder	Potential impact if the expectation is not met	Rank (H- High M- Medium L-Low)
1.	Community	Soc - economic services	Delivered with high quality soc – economic services	Complain Mistrust Poor living standards Riots	H
2	NGO's	Data/Reports Man power Coordination	Cooperation Accountability and Transparent	Withdraw Complaints	M
3	CBOs	Data/Reports Registration Coordination Supervision	Maximum collaboration Accountability and Transparent	Withdraw Complaints	M
4	FBOs	Participation Provision of security	Cooperation Accountability and Transparent	Withdraw Complaints	M
5	Donors	Data/Reports Manpower Supervision	Cooperation Accountability and Transparent	Withdraw Complaints Sure	M
6	Political Parties (CCM & CHADEMA)	Reports	Efficiency Effectiveness and Transparence Administration and	Punishment the management riots	H

No.	Name of Stakeholder	Service Delivery to Stakeholder	Expectation of stakeholder	Potential impact if the expectation is not met	Rank (H- High M- Medium L-Low)
			leadership compliance Provide soc – economic services to the community		
7	Service Providers	Payment/fund Coordination Supervision	Payment on time	Sue Resistance Withdraw Poor service delivery	H
8	Central government	Reports	Adherence of guidelines and policies Accountability Transparency	Punishment Demotion	H
9	Media	Reports	Timely availability of required information Transparency	Withdraw or none cooperation/ Black list	M
10	Employees	Salary Fringes benefits	Motivation	Complain Under performance	H
11	Traders	Registered Business issued license Peace and Security	Good service delivery	Complains Reluctant Riots	H

2.6 Core Values

In achieving the vision of Illemela Municipal Council, the council formulated the core values which are inviolable commitments that express "what the institution is in terms of distinctive philosophy" and what principles or qualities should infuse all practices and activities within the institution. The implementation of the Illemela Municipal Council strategic Plan is therefore guided by 7 major core values that constitute what the council values most. During the analysis of core values for Illemela Municipal Council, the following were identified as core values which will guide the enduring during implementation of the strategic plan.

(i) Integrity

All staff should be truthful, sincere, fair and consistent in all dealings, acknowledge the persons dignity, and be thoughtful of people's needs and supporting them in ways that protect their ways and self A esteem/dignity. Spending time and energy and to ensure that people are well served, avoid corruption practices.

(ii) Team work spirit

Illemela Municipal council should manage itself through participatory style, involving its internal and external stakeholders in decision making processes. Should work in team to increase effectiveness and efficiency. All staff and members organizations put their personal agendas and interests aside to save their needs of its organizational needs and those customers and clients.

(iii) Accountability

Every person should be accountable to his/her decisions and action, ensuring transparency of process, structure and communication.

(iv) Transparency

All financial matters should be open to all citizens and other stakeholders. All financial transactions are liable for auditing and investigation.

(v) Efficiency and Effectiveness

Ilemela Municipal council should be output-oriented, striving to deliver high quality services to its customers and clients. The council should set and maintain high standards /optimal output in service delivery. Ilemela Municipal council should make things happen and it's proactive to anticipate and address future matters and issues. It should aim at choosing activities that deliver utility to its customers and clients doing the right things at right time. Ilemela Municipal council consciously aim at using all of its resources in the most efficient way possible to serve its internal and external customers and clients. It should strive to deliver its services at minimum costs and in time.

(vi) Professionalism

All staff should always adhere to ethics and uphold quality and standards in performing their duties.

(vii) Fair distribution of resources and services

All staff should perform their functions without favoritism or discrimination of some customers. All staff should avoid all forms of nepotism in terms of sex, religion, political ideology, race and tribalism. All staffs should not be biased in political affiliation during service delivery. All functions of the Regional Secretariat should be fair to everybody without profit conscious.

CHAPTER FOUR

THE PLAN

4.1 Vision

To be a council with strong economic base for provision of high quality and equitable socio-economic services for sustainable development of the community by 2025

4.2 Mission

To provide high quality socio- economic services through efficient use of available resource to attain a strong economic base and sustainable development of the community

4.3 Strategic Objectives

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced
- F. Social Welfare, Gender and Community Empowerment Improved
- G. Management of Natural Resources and Environment Enhanced and Sustained
- H. Local Economic Development Coordination Enhanced
- I. Emergency and Disaster Management Improved
- J. Information and communication Technology improved

4.4 Strategic Plan Matrix

4.4.1 Strategic Objective 1

- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- E. Good Governance and Administrative Services Enhanced

4.4.1.1 Result Area: Human Resource and Administration

Strategic Objective	Strategies	Targets	Performance Indicators
B: Enhance, sustain and effective implementation of National Anti-corruption strategy	Provide awareness to staffs about corruption and ethics	Awareness on corruption and ethics created to 2545 staffs by June 2021	Number of staff sensitized Existence of council integrity committee
E: Enhance Good Governance and Administrative Services	Provide client charter	Service /client complaints reduced from 500 to 70 per year by 2021	Number of complaints reported
	Conduct meeting	788 Statutory Meetings conducted annually by June 2021	Number of meetings conducted

Strategic Objective	Strategies	Targets	Performance Indicators
E: Enhance Good Governance and Administrative Services	Facilitate rules of conduct, discipline and termination of appointment	Adherence to the existing rules and regulations among staffs raised by 2021	Number of employees held responsible
	Provide normal and fringe benefits	Normal and fringe benefits to 3500 council staffs provided by 2021	Number of staffs provide with benefits
	Construct offices	72 offices for Municipal Staffs constructed by June 2021	Number of offices constructed
	Promote staffs	2136 staffs with good performance are promoted by June 2021	Number of staffs promoted
	Recruit staffs	1540 staffs are employed by June 2021	Number of staffs recruited
	Train staffs	1235 staffs are trained by June 2021	Number of staffs trained
	Confirm staffs	1793 staffs confirmed by 2021	Number of staffs confirmed

4.4.2 Strategic Objective 2

D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

E. Good Governance and Administrative Services Enhanced

4.4.2.1 Result Area: Urban Planning and Land

Strategic Objective	Strategies	Targets	Performance Indicators
D. Quality and Quantity of Socioeconomic Services and Infrastructure Increased	Make compensations for acquiring land for Public use and survey of plots projects Prepare the Land use development plan drawings Conduct Cadastral survey projects.	Surveyed and offered plots within the Municipality increased from 45,000 to 68,000 plots by June 2021	Number of surveyed plots

Strategic Objective	Strategies	Targets	Performance Indicators
D. Quality and Quantity of Socioeconomic Services and Infrastructure Increased	Make compensations in acquiring Land for cadastral survey projects Make compensations for existing Public Use Plots Create Public awareness on the importance of building houses, according to the Town Planning drawing of a particular area		
	Mobilize funds	Financial capacity in land compensations increased from 1.424 Billion to 4.0 Billion by 2021.	Amount of funds mobilized
	Provide training, enforce rules and regulation	Compliance and adherence to rules and planning regulations in all 171 mitaas increased by 2021	Number of mitaas in which training conducted
	Develop land transaction guidelines, develop complaint solving mechanism	Complaints due to unregulated Land plot sells at local level minimized from 219 to 0 by 2021	Number of complaints reported
E. Good Governance and Administrative Services Enhanced	Provide office facilities and tools, Facilitate transport and staff rooms	Conducive working environment created to all staffs in the department by 2021	Number of staffs facilitated
	Recruit staffs	Human resource capacity in the department increased from 25	Number of staffs recruited

Strategic Objective	Strategies	Targets	Performance Indicators
		to 53 staffs by 2021	
G. Management of Natural Resources and Environment Enhanced and Sustained	Plant trees	Forest area increased from 396.8 ha to 700ha by 2021	Number of trees planted

4.4.3 Strategic Objective 3

- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced
- F. Social Welfare, Gender and Community Empowerment Improved
- I. Emergency and Disaster Management Improved

4.4.3.1 Result Area: Agriculture Irrigation and Cooperatives

Strategic objectives	Strategies	Target	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Provide relevant information about sources of inputs Train farmers on how to make composite Provide information on how and where to acquire loan for purchasing inputs Make follow ups	Increase utilization of agriculture inputs from 60% to 65% by June 2021	Tones of seed, fertilizers, pesticides utilized by farmers
	Visit farmers Make follow ups	Increased number of farmers visited by extension officer per month from 30 to 60 by June 2021	Number of training visits
	Sensitize farmers to form groups Facilitate formation of farmers groups Make follow ups	Increased number of farmers groups from 25 to 75 by June 2021	Number of farmers groups formed
	Provide knowledge on other sources of water Sensitize farmers to use other sources of water Make follow ups	Number of farmers using other water sources for agriculture incresed from 720 to 1,300 by June 2021	Number of formed farmers groups using other sources of water for agriculture

Strategic objectives	Strategies	Target	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Train farmers Demonstrate to farmers Sensitize farmers Make follow ups	Increased crop productivity from 52% to 57% by June 2021	Percentage increase of yield
	Sensitize on the importance of training Train input suppliers Make follow ups	Increased number of trained input suppliers from 35 to 85 by June 2021	Number of input suppliers trained
	Train farmers on new diseases and pests Make follow ups	Farmer's knowledge on new diseases and pests enhanced through training sessions conducted at Mtaa level from 3 sessions to 6 sessions by June 2021	Number of farmers trained
	Acquire seed packages for farmers Sensitize farmers to use resistant varieties Train farmers on use of resistant varieties Make follow ups	Improved availability of resistant seed varieties through acquisition of seed packages from research centers from 1 seed package to 6 seed packages by June 2021	Number of seed packages
	Provide market information through 6 means of communication Sensitize farmers on utilizing the information Make follow ups	Improved ways of providing market information to farmers through means of communication from using visits and documents(two means of communication) to using visits, documents, media, sms,debates,	Number of means of communication used

Strategic objectives	Strategies	Target	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		dialogs(6 means of communication) by June 2021	
	Provide fund to farmers for agriculture projects Look for donors to fund projects Sensitize them to donate	Increased financial resource allocation to farmers from 5% to 15% by June 2021	Amount of fund allocated to farmers
	Train farmers on irrigation technologies Sensitize them to use the technologies Make follow ups and backstopping	Increased utilization of irrigation technology for small scale producers through training sessions at ward level from 2 to 5 sessions by June 2021	Number of training sessions on irrigation technologies
	Create awareness on the importance of working in groups Sensitize farmers to form groups Facilitate them to form groups Make follow ups	Increased number of irrigation groups from 5 to 55 by June 2021	Number of irrigation groups formed
	Create awareness on traditional irrigation systems Sensitize farmers on the importance of using traditional irrigation systems Train them on different types of traditional irrigation systems Mobilize them to contribute fund Make follow ups	Increased number of farmers using traditional irrigation systems from 520 to 950 by June 2021	Number of farmers using traditional irrigation systems
		knowledge of leadership in management of cooperative	

Strategic objectives	Strategies	Target	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved		societies and that of managerial board enhanced through training at every cooperative society and to the board from 1 training sessions to 3 training by June 2021	
		Improved loan repayment rate from 86% to 95% by June 2021	
	Train record keepers Audit their reports Make follow ups	Knowledge of record keepers enhanced through training at every cooperative society from 1 to 3 trainings by June 2021	Number of record keepers trained
	Train cooperative society members Make follow ups	Knowledge on cooperatives to society members enhanced through increased number of trainings to cooperative society members from 2 to 4 training sessions by June 2021	Number of cooperative members trained
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Provide refresher courses to extension officers on new technologies Make follow ups	knowledge of extension staff on new technologies enhanced through increase number of refresher courses from 2 to 10 by June 2021	Number of extension staff who attended refresher courses
	Formulate value addition interventions Fund the projects Write proposals/ look for donors	Increased number of value addition interventions from 20 to 45 by June 2021	Number of value addition projects implemented

Strategic objectives	Strategies	Target	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Make follow ups and backstopping		
	Create awareness to private sector Sensitize them to promote irrigation interventions Convince them to fund irrigation projects Write proposals to solicit fund Inform private sector about the need for those interventions	Increased participation of private sector in promotion of small scale irrigation interventions from 1 to 5 interventions by June 2021	Number of private sectors participating in promotion of small scale irrigation interventions
	Survey potential areas Construct irrigation infrastructures in the areas	Increased number of surveyed and developed irrigation potential areas from 1 to 5 by June 2021	Number of surveyed and constructed areas
E. Good Governance and Administrative Services Enhanced	Motivate the staff Pay their employment benefits Discipline them	Morale for departmental staff inspired through provision of motivation and employment rightst from 75% to 100% by June 2021	Number of staff inspired and working efficiently and effectively
F. Social Welfare, Gender and Community Empowerment Improved	Sensitize the community to work in groups Form groups Make follow ups	Improved community willingness to work in groups through increased sensitization meetings conducted at ward level from 2 meetings to 6 meetings by June 2021	Number of groups formed
	Create awareness to youth on the importance of agriculture Sensitize them to	Number of youth involved in agriculture increased from 375 to 700 by June	Number of youth involved in agriculture

Strategic objectives	Strategies	Target	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	employ themselves in agriculture Convince them to accept the idea Train them by study tours to other youths involved in agriculture	2021	
	Sensitize society members to contribute more	Amount of savings for extension of business at each cooperative society increased through sensitization by increasing number of sensitization meetings from 1 to 4 by June 2021	Increased amount of savings
I. Emergency and Disaster Management Improved	Provide food packages to victims	Impact of natural disasters reduced by provision of food aid in terms of food packages to victims from 1 package to 4 packages by June 2021	Number of food packages provided to victims

4.4.4 Strategic Objective 4

C. Access to Quality and Equitable Social Services Delivery Improved

D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

G. Management of Natural Resources and Environment Enhanced and Sustained

4.4.4.1 Result Area: Livestock and Fisheries Development

Strategic Objectives	Strategies	Targets	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Conduct trainings Create awareness Motivate processing industry to improve product values	Number of livestock keepers adopting urban farming increased from 250 to 400 by June 2021.	Number of livestock farmers
	Increase number of Livestock Field Officers Purchasing	Animal health service delivery to all 19 wards in IMC especially at remote	Number of wards

Strategic Objectives	Strategies	Targets	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	motorcycles	areas provided annually	
	Purchase poison Purchase veterinary equipment Mobilize transport and day worker	Number of eliminated stray dogs increased from 500 to 3000 by 2021.	Number of eliminated stray dogs
	Implement Master Plan Abide Environmental regulation of keeping 60m away from the water source	Fifteen (15) landing sites surveyed by 2020/2021	Number of surveyed landing sites
	Mobilize fund from donors and stakeholders Coordinate construction Consult Engineers	Fifteen (15) toilets and offices for each BMUs constructed by 2021	Number of constructed toilets and offices
	Conduct Trainings Create Awareness Provide Extension services	Sixteen (16) Trainings on sustainable fishery, fish farming and fish handling conducted by 2020/2021	Increased level of awareness
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Purchase AI equipment Purchase veterinary drug and equipment Purchase transport for service delivery	Artificial Insemination (AI) facilities for one AI center provided by 2020	Number of AI center provided with AI facilities
	Purchasing construction materials Mobilize transport and day workers Consult construction engineering	Eight livestock ponds rehabilitated by 2021	Number of ponds rehabilitated

Strategic Objectives	Strategies	Targets	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Purchasing construction materials Mobilize transport and day workers Consult construction engineering	Two livestock dips rehabilitated by 2020	Number of dips rehabilitated
	Purchasing construction materials Mobilize transport and day workers Consult construction engineering	One cattle crush rehabilitated by 2020	Number of cattle crush rehabilitated
	Purchasing construction materials Mobilize transport and day workers Consult construction engineering	Two slaughter slabs rehabilitated by 2021	Number of slaughter slabs rehabilitated
	Mobilize fund from donors and stakeholders Coordinate construction Consult Engineers	Three (3) developed landing sites rehabilitated by 2021	Number of well-Functioning landing sites
	Create Awareness Provide Extension Services	Number of fish Ponds for fish farming increased from 47 to 100 by 2021	Increased aquaculture production

Strategic Objectives	Strategies	Targets	Performance Indicators
	Mobilize fund from donors and stakeholders Coordinate construction Consult Engineers	Aquaculture center for good seed and feed production Established at Sangabuye by 2021	Presence of well-functioned aquaculture structures
G. Management of Natural Resources and Environment Enhanced and Sustained	Awareness Creation Collaborate with TAFIRI	Protected area for fish spawning and eggs production well located by 2021	Increased level of Fish Catch
	Conduct Patrol Confiscate illegal fishing gear Supervise and oversee fisheries law No. 22 of 2003 and its Regulation of 2009	Surveillance, control and monitoring sustained by 2021	Reduced number of incidences of illegal fishing practices

4.4.5 Strategic Objective 5

A. Services Improved and HIV/AIDS Infections Reduced

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

4.4.5.1 Result Area: Water

Strategic objectives	Strategies	Target	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Construct new projects, complete ongoing projects, drill borehole	Accessibility to safe and clean water increased from 30% to 90% by 2021	Percent of water coverage increased
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Construct RWH system, demonstrate RWH	30 demonstration rainwater harvesting system constructed by 2021	Number of demonstration rainwater harvesting
	Maintain hand pump	40 hand pump rehabilitated by 2021	Number of hand pump rehabilitated

Strategic objectives	Strategies	Target	Performance Indicators
	Equip office with adequate working tools, provide training,	Conducive working environment for 13 water department staffs provided by 2021	Number of staffs provided with conducive working environment
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Establish WUA, Register WUA, train WUA	Increase the number of registered Water Users Associations from 9 to 40 by 2021	Number of WUA increased
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Create awareness, facilitate training	Awareness on environmental conservation and protecting pollution of water resources provided to 600 people by 2021	Number of people provided with awareness on environmental conservation and protecting pollution of water resources
	Create awareness, provide training	600 people facilitated on environmental conservation and protecting pollution of water resources	Number of people facilitated
	Create awareness, facilitate training	Awareness and advocacy of on sanitation issues created to 1000 people by 2021	Number of people provided with awareness
	Create awareness, provide training	Education on hazard of feacal pollution to ground water and surface water provided to 50 villages by 2021	Number of village educated
	Provide training, employ qualified staffs	3 engineers and 6 technician employed by 2021	Number of staff employed

4.4.6 Strategic Objective 6

C. Access to Quality and Equitable Social Services Delivery Improved

D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

4.4.6.1 Result Area: Primary Education

Strategic objectives	Strategies	Target	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Create awareness Provide training Mobilize Funds	200 classrooms constructed by 2021	Number of classrooms constructed
C. Access to Quality and Equitable Social Services Delivery Improved	Rise fund from educational stakeholders Parents and Donors contributions Set budget for fabrication of desks Use of grants	4000 desks fabricated by 2021	Number of Desks fabricated
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Mobilize non-governmental organization and parents Mobilize Funds	1000 pit latrines constructed by 2021	Number of pit latrine constructed
	Parents contributions mobilize non-governmental organization Municipal own source Mobilize funds	300 teachers' house constructed by 2021	Number of teachers' house constructed
	Deploy teachers Recruit teachers	400 teachers recruited by 2021	Number of teachers recruited
	Mobilize fund Seek donors	Teaching and learning materials provided for 74 schools by 2021	Number of schools provided teaching and learning materials
	Mobilize fund Use Municipal own sources	Number of schools with access to water and electricity supply increased from 26 to 60 by 2021	Number of schools access to water and electricity supply increased
	Use of Mtaa Executive officer, Head teachers, Ward Education officer and Ward Executive officer.	Enrolment of pre-primary and primary schools increased from 93% to 100% by 2021	Enrolment increased

Strategic objectives	Strategies	Target	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Provide teaching and learning materials Deploy teachers Provide furniture and build schools infrastructure	Pass rate for national examination of standard VII increased from 91% to 98% by 2021	Pass rate increased
	Apply education policy of 1978 Use of Mtaa Executive officer, Head teachers, Ward Education officer and Ward Executive officer	Dropout of pupils reduced from 0.3% to 0.0% by 2021	Dropout reduced

4.4.7 Strategic Objective 7

C. Access to Quality and Equitable Social Services Delivery Improved

D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

4.4.7.1 Result Area: Secondary Education

Strategic objectives	Strategies	Target	Performance indicator
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Create awareness among the community, Educational stakeholders and NGOs Provide training to Heads of school on how to construct classrooms Mobilize Funds	100 classrooms constructed by 2021	Number of classrooms constructed
C. Access to Quality and Equitable Social Services Delivery Improved	Mobilize Funds from educational stakeholders, Parents and Donors Set budget for fabrication of desks Sol side fund from Ilemela Municipal Council as own source.	4000 sets of chairs and tables fabricated by 2021	Number of chairs and tables fabricated
D. Quality and Quantity of Socio-	Mobilize non-Governmental	420 students latrines constructed	Number of students latrines constructed

Strategic objectives	Strategies	Target	Performance indicator
Economic Services and Infrastructure Increased	organization and parents Mobilize Funds from different sources.	by 2021	
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Mobilize Parents contributions Mobilize non-Governmental organization Sol side funds from Ilemela Municipal Council as own source.	250 teachers' house constructed by 2021	Number of teachers' houses constructed
	Mobilize Parents contributions Mobilize non-Governmental organization Sol side funds from Ilemela Municipal Council as own source.	Number of schools with access to water and Electricity supply increased from 16 to 24 by 2021	Number of schools with access to water and electricity supply increased
	Mobilize Parents/Guardians, Village/Mtaa Executive officers/ Ward Educational officers to promote students enrollment	Form one students enrollment increased from 85% to 90% by 2021	Enrollment increased
	Mobilize Parents/Guardians, Village/Mtaa Executive officers/ Ward Educational officers to promote performance at different levels of Education	Pass rate for form four examination results increased from 78.9% to 90% by 2021	Pass rate increased
	Mobilize Parents/Guardians, Village/Mtaa Executive officers/ Ward Educational officers to promote	Pass rate for Form six examination Results increased from 95% to 100% by 2021	Pass rate increased

Strategic objectives	Strategies	Target	Performance indicator
	students performance at different levels of Education		
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Mobilize funds from different stakeholders, Non Governmental organization	Teaching and learning materials provided to 24 schools by 2021	Number of schools provided with teaching and learning materials
	Deploy teachers Recruit teachers	Number of science teachers increased from 181 to 410 by 2021	Number of teachers increased
	Mobilize Parents/Guardians, Village/Mtaa Executive officers/ Ward Educational officers to promote students performance at different levels of Education	Percentage of schools with ICT increased from 17% to 100% by 2021	Percentage of schools with ICT increased
	Mobilize Parents contributions Mobilize non-Governmental organizations Sol side funds from Ilemela Municipal Council as own source.	Number of dormitories increased from 27 to 40 by 2021	Number of dormitories Increased
	Mobilize Parents contributions Mobilize non-Governmental organizations Sol side fund of Ilemela Municipal Council as own source.	Number of laboratories increased from 66 rooms to 72 rooms by 2021	Number of laboratories increased

Strategic objectives	Strategies	Target	Performance indicator
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Mobilize Parents/Guardians, Village/Mtaa Executive officers/ Ward Educational officers to reduce dropout	Dropout of students reduced from 0.2% to 0.0% 2021	Dropout reduced

4.4.8 Strategic Objective 8

A. Services Improved and HIV/AIDS Infections Reduced

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.8.1 Result Area: Health

Strategic objectives	Strategies	Target	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Assess lifelong ART Supportive supervision Create awareness Surveillance system Conduct Community Home Based Care Open Care and Treatment Center HIV testing and Counseling	HIV prevalence reduced from 4.2% to 3% by 2021	HIV prevalence rate reduced
C. Access to Quality and Equitable Social Services Delivery Improved	Access to Maternal, Newborn and Child Health (MNCH) services Quality MNCH and nutrition services Conduct BEMONC Mentorship/supportive supervision Conduct mobile RCH clinic Conduct Maternal & Perinatal deaths audit Procure ANC medicines	Maternal mortality rate Reduced from 18 to 0 per 100,000 live birth by Year 2021	Maternal Mortality rate reduced
	Pharmaceuticals, medical supplies	Shortage of medicines, medical	Shortage of medicines, medical equipment and

Strategic objectives	Strategies	Target	Performance Indicators
	and equipment accessible at all level Control of quality of pharmaceuticals, medical supplies, medical equipment Rational use of pharmaceuticals, medical supplies and equipment in health facilities	equipment and diagnostic supplies reduced from 10% to 0% .by 2021	diagnostic supplies reduced
C. Access to Quality and Equitable Social Services Delivery Improved	Strengthen immunization services	Infant mortality rate reduced from 3/1000 to 0/1000 by 2021	Infant mortality rate reduced
	Malaria surveillance Community participation in reducing Malaria Reduce morbidity and mortality rate Manage Malaria Case	Prevalence rate of malaria reduced from 12% to 0% by 2021	Malaria prevalence rate reduced
	Expand and mainstream DOTs Introduce and implement MDR/XDR (TB management) Leprosy elimination prevention of disabilities and social economic rehabilitation of people affected by leprosy TB surveillance	TB detection rate increased from 491/100,000 to 177/100,000 by June 2021	TB detection rate increased
	Reduce mental disorder Strengthen Mental health services	Mental health conditions case reduced from 612 to 460 by 2021	Mental health condition cases reduced
	Emergency response to health	Capacity on management of	Capacity on management of Emergency/ disaster

Strategic objectives	Strategies	Target	Performance Indicators
	disasters	Emergency/ disaster preparedness and response strengthened from 70 % to 100 % by 2021	preparedness and response strengthened
C. Access to Quality and Equitable Social Services Delivery Improved	Food hygiene and standard adhered	Food hygiene and safety monitoring mechanisms improved from 40 % to 90% by 2021	Food hygiene and safety monitoring mechanisms improved
	Social protection in the community Gender sensitive and socio-economic wellbeing	Access of social health services to most vulnerable Groups increased from 40% to 70% by June 2021	Access of social services to vulnerable group increased
	Plan for Human Resource for Health Effective use of Human Resource for Health Train Human Resource for Health	Shortage of skilled and mixed human resource reduced from 48% to 35% by 2021	Shortage of skilled and mixed human resource reduced
	Quality health services delivery	Institutional Management at all levels strengthened from 50% to 100% by 2021	Institutional Management strengthened
	Create awareness to the community Rules and regulation on alternative medicines adhered	Rate of patients with complications associated with traditional medicine and alternative healing practices reduced from 3 % to 0% by 2021	Rate of patients with complications associated with traditional medicine and alternative healing practices reduced
	Funds solicit	Shortage of Health facilities infrastructure reduced from 55 % to 25 % by 2021	Health Facility infrastructure improved
	Create awareness	Incidence of	Incidence of Schistosomiasis

Strategic objectives	Strategies	Target	Performance Indicators
	Manage Schistosomiasis	Schistosomiasis reduced from 1034 to 900 by 2021	reduced
	Manage community waste Create awareness	Health care waste management improved at community level from 47 % to 90% by 2021	Health care waste management improved
C. Access to Quality and Equitable Social Services Delivery Improved	Provide outreach services	Neonatal mortality rate Reduced from 1 to 0 per 1,000 live birth by 2021	Neonatal mortality rate Reduced
	Procure medicines Create awareness	Large number of Diabetes Mellitus cases reduced from 614 to 550 by 2021	Large number of Diabetes Mellitus cases reduced
	Manage cardiovascular disease Create awareness	Prevalence rate of Acute Cardiovascular diseases reduced from 343 to 200 by June 2021	Prevalence rate of Acute Cardiovascular diseases reduced
	Manage injuries Reduce complication due to injuries	Number of injuries reduced from 1194 to 1000 by 2021	Number of injuries reduced
	Manage oral disease Create awareness	Prevalence of oral diseases among OPD cases reduced from 1 % to 0 by 2021	Prevalence of oral diseases among OPD cases reduced
	Manage eye disease	Prevalence of eye diseases among OPD cases reduced from 1.7% to 1% by 2021	Prevalence of eye diseases among OPD cases reduced
	Create awareness	Sanitation facility coverage increased from 60 % to 90% by 2021`	Sanitation facility coverage increased
	Care for disabled	Proportion of	Proportion of Households

Strategic objectives	Strategies	Target	Performance Indicators
	children Strengthen health services to disabled children	Households with Children with Disabilities supported in Urban areas from 0.185% to 0% by 2021	with Children with Disabilities supported

4.4.9 Strategic Objective 9

C. Access to Quality and Equitable Social Services Delivery Improved

D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

4.4.9.1 Result Area: Works

Strategic objectives	Strategies	Target	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Mobilize resource, Provide office building,	4 office rooms of works staff department constructed by June 2021	Number of office room constructed
	Create awareness, Supervise work, Provide working tools	19 wards supervised and coordinated in building construction by 2021	Number of ward supervised and coordinated
	Recruit qualified staff	2 Quantity Surveyor and 2 Architecture employed by June 2021	Number of staff recruited
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Mobilize stakeholder's fund, Routine maintenance of 150km of feeder road, Sport maintenance of 80km of street roads, Periodic maintenance of 70km of gravel road, Mobilize heavy equipment and machine.	Ward and street roads network Increased from 257 km to 557km by June 2021	Length in km increased.
	Construct yard and full equipped	35 Council vehicles maintained by June	Number of vehicles maintained in council

Strategic objectives	Strategies	Target	Performance Indicators
	garage	2021	garage
	Supervise public building, quality control, Provide conducive working environment to Works staff, Provide working tools	562 public building supervised and coordinated in 19 ward by June 2021	Number of building coordinate and supervised yearly

4.4.10 Strategic Objective 10

E. Good Governance and Administrative Services Enhanced

G. Management of Natural Resources and Environment Enhanced and Sustained

4.4.10.1 Result Area: Environment and Cleansing

Strategic objectives	Strategies	Targets	Performance Indicator
G. Management of Natural Resources and Environment Enhanced and Sustained	Solicit fund	Established solid waste storage facilities increased from 14 to 37 by 2021	Number of solid waste storage facilities established
	Create awareness Enforce bylaw, procurement of equipments and solicit funds	Solid waste collection increased from 436 to 554 tons by 2021.	Number of tons of solid waste collection increased
	Solicit fund	Solid waste transportation vehicles increased from 1 to 7 by 2021.	Number of solid waste vehicles increased
	Create awareness Provide training	Public private partnership involvement in solid waste management increased from 46%- 60% by 2021	Percentage of solid waste management partners increased
	Create awareness Facilitate development of markets for recycled materials and encourage innovation in	Solid wastes recycling rates increased from 11.2% to 60% by 2021	Recycling rate increased

Strategic objectives	Strategies	Targets	Performance Indicator
G. Management of Natural Resources and Environment Enhanced and Sustained	recycling technology Stimulate additional investment in new or enhanced waste and recycling infrastructure as part of the Waste Less, Recycle More initiative		
	Solicit fund Acquire land for solid waste disposal site	Sanitary land fill constructed from 0 to 1 by 2021	Number of Landfill constructed
	Enforce Environment Law Sensitize the inhabitants on industrial pollution of environment	Industrial with effluent treatment plant increased from 6 to 15 by 2021	Number of effluent treatment plant increased
	Acquire land for sand mining Engage environmental management committees	Borrow pit for sand mining established from 0 to 3 by 2021	Number of sand borrow pits established
	Construction	Cemetery yards with fences increased from 0 to 14 by 2021	Number of cemetery fences increased
	Acquire land for recreation sites Beautification	Recreational areas increased from 2 to 15 by 2021	Number of recreational sites increased
E. Good Governance and Administrative Services Enhanced	Employ	Staffs in the department increased from 4 to 17 by 2021	Number of department staffs increased
	Employ	Cemetery attendants increased from 0 to 11 by 2021	Number of cemetery attendants increased
	Purchase	Office working instruments increased from 3 to	Number of office tools increased

Strategic objectives	Strategies	Targets	Performance Indicator
		17 by 2021	

4.4.11 Strategic Objective 11

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- E. Good Governance and Administrative Services Enhanced
- H. Local Economic Development Coordination Enhanced

4.4.11.1 Result Area: Planning Statistics and Monitoring

Strategic objectives	Strategies	Target	Performance indicator
A. Services Improved and HIV/AIDS Infections Reduced	Conduct training Support condoms to department Mobilize resource	HIV testing and counseling services conducted to 8 staff of Planning department by June 2021	Number of staff training
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Conduct training Facilitate books, brochures etc	Anti corruption strategy enhanced to 8 staff of Planning department by June 2021	Number of staff training
E. Good Governance and Administrative Services Enhanced	Conduct training Facilitate on job training	Working Knowledge and skills to 6 Staff strengthened by June 2021	Number of staff provided training
	Provide statutory benefits Procure working tools	Conducive working environment to 8 staff enhanced by June 2021	Number of reports submitted
	Conduct training Mobilize resource	Leadership Knowledge and skills to 171 Mitaa chairpersons, 29 Councilors and 20 CMT Members improved by June 2021	Number of people trained
C. Access to Quality and Equitable Social	Procure of M&E Vehicle	Participatory implementation,	Number of reports submitted

Strategic objectives	Strategies	Target	Performance indicator
Services Delivery Improved	Build capacity	monitoring and evaluation system ensured by June 2021	
C. Access to Quality and Equitable Social Services Delivery Improved	Sensitize community Conduct O&OD Provide training Conduct meeting/session	Quality Council Plan and Budget approved two months before the end of Financial year annually by June, 2021	Budget book submitted
	Provide training Update Core data Collection of Core data	Statistical data Management to 19 wards strengthened by June 2021	Core data in place
	Conduct session/meeting Mobilize resource Conduct monitoring and supervision	Coordination and Management of Development Projects in 19 wards strengthened by June 2021	Number of reports submitted
H. Local Economic Development Coordination Enhanced	Establish Special Economic Zone. Conduct training Coordinate PPP projects Writing write ups (Proposals)	Number of Industries increased from 455 to 500 June 2021	Number of functioning industries established

4.4.12 Strategic Objective 12

A. Services Improved and HIV/AIDS Infections Reduced

C: Access to quality and equitable social services delivery improved

F. Social Welfare, Gender and Community Empowerment Improved

4.4.12.1 Result Area: Community Development Social Welfare and Youth

Strategic objectives	Strategies	Target	Performance indicator
F. Social Welfare, Gender and Community Empowerment Improved	Create Awareness	350 youth and 950 women economic groups trained on entrepreneurship by 2021	Number of economic groups trained.
	Create Awareness	Community in 171 Mitaa sensitized on	Increased number of people attending public meetings

Strategic objectives	Strategies	Target	Performance indicator
		the importance of attending public meetings by 2021	
	Increasing Budget	Quarterly monitoring and evaluation to 1553 CBO and 63 NGO's conducted by 2021	Increased number CSOs monitored and evaluated.
F. Social Welfare, Gender and Community Empowerment Improved	Create Awareness	350 youth and 950 women economic groups trained on entrepreneurship by 2021	Increased number youth and women trained.
	Create Awareness	Community in 171 Mitaa sensitized on the importance of having registered groups by 2021	Increased number of registered groups.
	Create Awareness	1,553 groups in 171 Mitaa sensitized on the importance of having different economic projects to make a groups sustainable by 2021	Increased number of sustainable groups in 19 wards.
	Create Awareness	Community sensitized on the importance of participating on public development activities in 171 Mitaa by 2021	Increased number of people participating in community development activities.
	Create Awareness	350 youth and 950 women economic groups trained on entrepreneurship skills by 2021	Increased number of groups trained on entrepreneurship skills
	Assurance of Loan provision	950 women and 350 youth trained on economic project	Increased amount of loan and number of groups securing loans.

Strategic objectives	Strategies	Target	Performance indicator
		write up to acquire loans from financial institution and ensure that 10% of internal annual budget has been set aside by 2021.	
F. Social Welfare, Gender and Community Empowerment Improved	Create Awareness	Youth groups and individual in 171 Mitaa trained on entrepreneurship skills by 2021	Increased number of Youth employed in formal and informal sectors
	Increasing budget	Office and transportation facilities purchased at ward and Municipal level by 2021	Increased facilities, effectiveness and implementation of work plan.
C: Access to quality and equitable social services delivery improved	Increasing Budget	16 Social Welfare Officers, 7 Community Development Officers and 2 Youth Development Officers recruited by 2021	Increased number of staffs at Ward and Municipal head quarter.
	Formulating Child Protection Committees	Child Protection Committee formulated and trained in 171 Mitaa by 2021	Increased number of Child Protection Committees at Ward and Mitaa Level.
	Create Awareness	Community sensitized on the importance of Human rights and equality between men and women in 171 Mitaa by 2021	Decreased number of gender based violence.
	Create Awareness	Community through public meetings sensitized on child rearing and child rights in 19 wards by 2021	Decreased number of street children.
	Create awareness.	Advocacy and	Increased number of media

Strategic objectives	Strategies	Target	Performance indicator
		Political commitment strengthened to 35 leaders by 2021.	campaigns.
	Create awareness.	Stigma, Denial and discrimination reduced in 19 wards by 2021.	Number of PLHIV representatives in 19 WMACs.
	Create awareness.	Community HIV and AIDS response strengthened in 19 Wards by 2021.	Number of stakeholders on TOMSHA.
A. Services Improved and HIV/AIDS Infections Reduced	Create awareness. Conduct training.	School based gender sensitive sexual reproductive health and HIV and AIDS education provided in 23 primary schools by 2021.	Number of primary school teachers trained on life skills and HIV and AIDS education in schools.
	Conduct training. Create awareness.	130 primary school pupils trained on life skills and HIV and AIDS in 23 Primary schools by 2021.	Number of school pupils trained.
	Create awareness.	Risk of HIV infection among the most vulnerable groups reduced in 19 Wards by 2021.	Number of wards which vulnerable population groups reduced the HIV risk infection on
	Create awareness.	Workplace HIV and AIDS program developed in council by 2021.	Number of Information, Education Communication materials on HIV and AIDS in 9 departments.
	Create awareness.	Continuum of care, treatment and support to 1,200 PLHIV improved by 2021.	Number of PLHIV supported.
	Create awareness.	Home based care and support strengthened to 1,200 PLHIV by 2020.	Number monthly supervision visits to 1,200 PLHIV cared by Home Based Care service providers.

Strategic objectives	Strategies	Target	Performance indicator
A. Services Improved and HIV/AIDS Infections Reduced	Create awareness.	Community based MVC Program developed and implemented in 19 wards by 2021.	Number of MVC in 19 wards.
	Create awareness.	HIV and AIDS Plan prepared and Mainstreamed in Council Comprehensive Plan by 2021.	Number of council comprehensive HIV and AIDS plans.

4.4.13 Strategic Objective 13

E. Good Governance and Administrative Services Enhanced

4.4.13.1 Result Area: Internal Audit

Strategic objectives	Strategies	Target	Performance indicator
E. Good Governance and Administrative Services Enhanced	Conduct regular audits in all departments at both Municipal and lower local government levels.	Rules, laws and regulations in 13 department and 6 units adhered by 2021.	Number of audit queries on non adherence to rules, laws and regulation among departments/units
	Request Quarterly Audit Reports from departments/units	Timely response of audit queries by 13 department and 6 Units achieved by 2021.	Number of Quarterly Audit Report submitted and Replied
	Provide training	6 Staff knowledge on information systems (Lawson, Epicor, LGRCIS, Land Management System, Planrep and GOMIS) enhanced by 2021	Number of staffs attended training

4.4.14 Strategic Objective 14

D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

C. Access to Quality and Equitable Social Services Delivery Improved

E. Good Governance and Administrative Services Enhanced

4.4.14.1 Result Area: Finance and Trade

Strategic objectives	Strategies	Target	Performance indicator
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Advertising, Motivating revenue collectors, Use Revenue task forces regularly, Educating taxpayers, purchase of 4 vehicles	Revenues increased to 14,130,375,000 by 2021	Amount of revenue increased.
	Increase the number of staff.	10 staff employed by 2021.	Number of staff employed.
	Facilitate training, On job training,	20 staff trained by 2021.	Number of staff trained
C. Access to Quality and Equitable Social Services Delivery Improved	Facilitate purchase of vehicles	4 vehicles purchased by 2021.	Number of vehicles purchased.
	Issue Business licenses.	10,000 Business license issued annually by 2021.	Number of Licenses issued.
	Provide Training on business Management skills.	2500 traders trained on business management by 2021.	Number of traders trained.
	Collect business data.	Business data collected from 19 wards by 2022.	Number of business data collected.
	Increase the number of staff.	8 staff employed by 2022.	Number of staff employed.
E. Good Governance and Administrative Services Enhanced	Increase the number of markets rehabilitated.	10 markets Rehabilitated by 2022.	Number of markets Rehabilitated.
	Construction of new markets	2 markets constructed by 2022	Number of markets constructed.

4.4.15 Strategic Objective 15

E. Good Governance and Administrative Services Enhanced

4.4.15.1 Result Area: Information Communication Technology and public Relations

Strategic objectives	Strategies	Target	Performance indicator
E: Enhance Good Governance and Administrative Services	Provide training/capacity building Provide working tools	Good conducive working environment enhanced by June 2019	Number of Staffs working performance improved
	Publicize 360 Council matters every year through social media facilitate production of corporate souvenirs and promotion materials every year conduct press conferences Quarterly every year up to 2022 conduct 12 radio/press talk show/interviews for Illemela Council Officials annually up to 2022 Formulate communication strategy by 2019 Analyze and advice accordingly 100 public criticisms and complains annually. Prepare and Distribute 500fliers,1000 brochures, 1000Diaries 1000 Calendars and 1000 seasons	Information, education and communication strategy in 19 wards of Illemela Municipality stakeholders implemented by June 2022	Number of stakeholders provided with different information.

Strategic objectives	Strategies	Target	Performance indicator
	cards annually up to 2022 to internal and external stakeholders		
E:Enhance Good Governance and Administrative Services	Strengthen capacity of urban people on the use of appropriate ICT technology to improve wellbeing in all streets within the Municipal Council up to June 2021 All departments and units within the Municipal Council should read and understand the ICT Policy and the ICT unit will update regularly the policy every year	ICT awareness to 3 Municipal Council employees increased by June 2021.	Number of employees with improved ICT knowledge
E:Enhance Good Governance and Administrative Services	Ensure maintenance of hardware and software's Regular update and maintenance of Council electronic systems. Regular updating and maintaining of Municipal Council websites Establish Local Area network for Illemela Municipal Hospital and all health Center Establishment of new information system	ICT security, accessibility and maintenance standards to 19 Department and sections improved by June 2021	Number of departments maintained ICT maintenance and standards

4.4.16 Strategic Objective 16

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

E. Good Governance and Administrative Services Enhanced

4.4.16.1 Result Area: Procurement Management Unit

Strategic objectives	Strategies	Target	Performance indicator
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Develop specific Codes of Conduct to public procurement officials, Blacklist Fraudulent tenderers	Corruption in the Public Procurement Transactions minimized to 0 by 2021	Number of corruption cases dealt
E. Good Governance and Administrative Services Enhanced	Develop effective complaints mitigation mechanisms, Establish effective inquiry and arbitration mechanisms	Complaints in the Public Procurement System minimized to 0 by 2021	Number of complaints raised
	Provide Training	Knowledge on Procurement Act no.7 of 2011 and its Regulations of 2013 to all council public officials provided by 2021	Number of public officials trained
E. Good Governance and Administrative Services Enhanced	Create public awareness on the available opportunities in the public procurement	Public Procurement Support to Small and medium Enterprises increased by 2021	Number of Small and medium Enterprises supported
	Develop Monitoring and Evaluation indicators	Monitoring and Evaluation schedules increased from annually to quarterly basis by 2021	Number of Monitoring and Evaluation reports
	Recruit staffs	Professional and Human Resource Capacity Development increased from 4 to 10 staffs by 2021	Number of staffs recruited

4.4.17 Strategic Objective 17

E. Good Governance and Administrative Services Enhanced

G. Management of Natural Resources and Environment Enhanced and Sustained

4.4.17.1 Result Area: Beekeeping

Strategic objectives	Strategies	Target	Performance indicator
E: Good Governance and Administrative Services Enhanced	Recruit staffs	Beekeeping unit capacity increased from 2 to 10 staffs by 2021	Number of beekeeping staffs recruited
G: Management of Natural Resources and environment Enhanced and Sustained	Provide technical material	Community capacity in Beekeeping in 19 wards provided from 376 to 5000 beehives by 2021	Number of beehives provided
	Provide training	Public awareness on bee folders planting in 19 wards created by 2021	Number of wards in which awareness created
	Establish bee reserves/apiaries	Bee Reserve for Biodiversity Conservation increased from 2 to 10 by 2021	Number of established bee reserves/apiaries
	Provide training	Knowledge on modern beekeeping provide to 10 beekeeping groups by 2021	Number of beekeeping groups trained

4.4.18 Strategic Objective 18

E. Good Governance and Administrative Services Enhanced

4.4.18.1 Result Area: Legal

Strategic objectives	Strategies	Target	Performance indicator
E. Good Governance and Administrative Services Enhanced	Facilitate training to the Staff	Clear and effective framework for speeding up development in Legal service	Number of department/ sections provided with Legal service delivery

Strategic objectives	Strategies	Target	Performance indicator
		delivery provided to 19 departments/sections by 2020	
		New Municipal by – laws prepared by 2020	New by- law endorsed
	Provide training to the people on land ownership	Number of land disputes reduced to 0 by 2020	Number of land dispute reduced
	Increase number of Staff	Overcome the ongoing operation conducted by 2020	Number of ongoing operation conducted
	Provide education on paying Municipal revenue	Number of cases concerning Municipal Revenue reduced to 0 by 2020	Number of cases concerning Municipal Revenue reduced

4.4.19 Strategic Objective 19

E. Good Governance and Administrative Services Enhanced

4.4.19.1 Result Area: Election

Strategic objectives	Strategies	Target	Performance indicator
E. Good Governance and Administrative Services Enhanced	Conduct election Mobilize resources	General election in 19 wards by June, 2021	General election conducted
	Conduct election Mobilize resources	Local Government election in 171 Mitaa conducted by June, 2021	Number of Mitaa where local Government election conducted
	Budget and plan for election staff Mobilize resources	Welfare working condition to 3 staff provided by June, 2021	Number of staff facilitated
	Conduct training Provide seminars	Civil education to 171 Mitaa provided by June, 2021	Number of Mitaa provided with civil education

CHAPTER FIVE

PLAN IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORK INTERNAL AND EXTERNAL REPORTING PLAN

5.1 Plan Implementation

The Municipal Director (MD), who is the Chief Executive Officer of the municipal council, is the custodian and accountable for the implementation of Ilemela Municipal Council strategic plan 2016/2017 - 2020/2021. MD will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. Moreover, with the support of the management, shall regularly report to the full council with regards to the strategic plan implementation and its overall performance. For the successful coordination of all Result Areas, the planning statistics and monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of this strategic plan. Thus, the respective Departments and Sections with a helping hand from the key stakeholders from within and outside the council shall be responsible for the day to day operation of the Strategic Plan activities that shall derived from respective targets and included in the Medium Term Expenditure Framework for annual costing and implementation.

5.2 Plan Monitoring

Monitoring for Ilemela Municipal Council's strategic plan shall provide essential feedback mechanisms within the adaptive management framework to keep the plan dynamic and responsive to changing conditions. Monitoring shall provide the public and partners with information on the progress and results of the strategic plan implementation. Monitoring of this strategic plan will include both simple observation of the results of planned activities and more rigorous and systematic data collection, to provide a basis for periodic evaluation of the plan. Therefore, monitoring implementation of the plan shall be a continuous process. Its objectives shall include the following:

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

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Ilemela Municipal Council Community including the Municipal Management Team and the Municipal's Full Council. Presentations shall be made to make sure that able 18 shall guide the format of the progress reports.

Table 20: Example of quarterly progress report

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

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

5.3 Plan Evaluation

In order to assess the plan performance, three types of evaluations are recommended; there shall be on-going evaluation that shall be taking place throughout the life span of this strategic plan at specified period preferably on annual basis. At this stage it is recommended that the evaluation exercises are conducted at the end of the financial year. There shall be also Midterm review as an interim evaluation that shall be conducted after two and half years to be carried out by internal evaluators. The Midterm review shall draw lessons from the previous annual implementation period and in the process generate information that can be utilized in the subsequent period of plan implementation. This evaluation will focus at the Matching activity funding with plan implementation, evaluation and review. The third type of evaluation to be carried is terminal evaluation that shall be carried out at the end of the plan period to determine achievements, failure and constraints. This is preferably done by using external evaluators with the assistance from internal evaluators. Here detailed assessment of each plan components will be done. Both the quarterly ones, annually and midterm reports shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan.

Specifically, the evaluation of the Ilemela Municipal Council Strategic Plan (2016/2017 - 2020/2021) shall largely aim at:

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

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

5.4 Plan Review

Plan review is carried out in order to remain focused in realizing the Municipal Council core missions, strategic objectives, targets and therefore stay the course to the vision. Plan reviews shall be triggered by the results of evaluation activities. That is, plan reviews are meant to be responsive to the shortcomings in the course of plan implementation. There shall be minor plan reviews annually, Mid-term review after two and half years and a major Plan review after five years.

Table 21: A Review Plan

S/No.	Years	Planned Review	Time Frame	Responsible
1.	Year 1: 2016/17	Annual Performance review	May, 2016	Head of department responsible for Planning, Monitoring and Statistics
2.	Year 2: 2017/18	Annual Performance Review	May, 2017	
3.	Year 3: 2018/19	Mid-term review	March, 2018	
4.	Year 4: 2019/20	Annual Performance Review	May, 2019	
5.	Year 4: 2020/21	Final MDCSP Outcome Review	May, 2020	

5.5 Internal Reporting Plan

There shall be internal reporting plan to control the periodic internal reporting system during plan implementation period. In this case there shall be six internal reports disseminated to a range of committees; these reports include: Council Procurement Report provided quarterly, Council Audit Report provided quarterly, Council workers report provided bi annual, Council Fraud and Risk Management Reports provided quarterly, Council Progress Reports provided monthly, Council Finance and administration Report provided monthly.

Table 22: Internal Reporting Plan

S/No.	Types of Report	Recipient	Frequency	Responsible
1.	Council Progress Reports	Management Team, Council standing Committee & full Council	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
2.	Council Audit Report	Audit Committee,	Quarterly	Head of section responsible for Internal Audit
3.	Council workers report	Workers Board Meeting	Bi annual	Head of department responsible for Human Resource and Administration
4.	Council Fraud and Risk Management Reports	Council Management, Finance Committee	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
5.	Council Finance and administration Report	Finance and administration Committee	Monthly	Head of department responsible for Finance
6.	Council Procurement Report	Finance and administration Committee	Monthly	Head of Section Responsible for

				Procurement
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5.6 External Reporting Plan

The external control of the plan shall involve the external reporting system in which various reports shall be presented to heterogeneous respective authorities. There shall be 7 external reports provided to external organs; these include: The Council CCM Manifesto Implementation Report submitted to the Municipal Commissioner Officer, Regional Administrative secretary and to the Ministry Responsible for Local Government. The Council Performance and Progress Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Annual Audited Financial Statements submitted to Regional Administrative Secretary, Ministry Responsible for Local Government and the Controller and Auditor General. The Council Fraud and Risk Management Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Council Audit Report submitted to the Regional Administrative secretary and Ministry of Finance, the Council Procurement Report submitted to Regional Administrative secretary and Public Procurement Regulatory Authority. And the Council Sector Progress Report submitted to Regional Administrative secretary and Ministry responsible for each sector.

Table 23: External Reporting Plan

S/No.	Type of Report	Recipient	Frequency	Responsible
1.	Council CCM Manifesto Implementation Report	Municipal Commissioner Officer, Regional Administrative Secretary and Ministry Responsible for Local Government	Biannual	Head of department responsible for Planning, Monitoring and Statistics
2.	Council Performance and Progress Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
3.	Annual Audited Financial Statements	Regional Administrative secretary and Ministry Responsible for Local Government ,CAG	Annually	Head of department responsible for Finance
4.	Council Fraud and Risk Management Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
5.	Council Audit Report	Regional Administrative secretary and Ministry of Finance	Quarterly	Head of Internal Unity Section
6.	Council Procurement Report	Regional Administrative secretary and Public Procurement Regulatory Authority	Quarterly	Head of Section Responsible for Procurement

7.	Council Sector Progress Report	Regional Administrative secretary and Ministry responsible for each sector	Quarterly	HoD/Section responsible for each Sector
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