

**CHEMBA DISTRICT COUNCIL  
(CDC)**



**CDC Five - Year Strategic Plan**

**2016/2017 - 2020/2021**

**MAIN DOCUMENT**

July, 2017

## **PREFACE**

Chemba District Council (CDC) which is synonymously known as Chemba District is a newly established District Council started its operations four years ago. The Council is among the eight (8) district councils of Dodoma region situated about 110 km from the region headquarters. The Council was established with effect from July 2013; vide a Certificate of establishment under the terms of the provisions of the Sections 8&9 of the Local Government (District Authorities) Act of 1982. As per 2012 National Population and Housing Census, the District's population was 235,711 and now it is projected to 256,623. The Council has now developed its second comprehensive and participatory strategic plan which will be used for the period of five years (2016/2017-2020/2021)

Preparation of the strategic plan for Chemba District Council has considered all the relevant documents prepared by the Central and the Local Government which guides the planning and budgeting process. These include the local Government Restructuring Manual, Guide for the preparation of Medium Term Plan and Budget Framework for 2015/2016, Guideline for the preparation of Local Government Authorities' Medium Term Plans and Budgets for 2016/17, The 2025 National Development Vision (2005), The National Strategy for Growth and Reduction of Poverty (NSGRP). Other areas include The National Five Year Development Plan II (FYDP II) 2016/17-2020/21, The Election Manifesto of the ruling part in Tanzania (CCM), the Opportunities and Obstacles to Development (O&OD) process conducted in 2015, Sustainable Development Goals and The speech by Honorable President of the 5<sup>th</sup> Phase of the United Republic of Tanzania (URT) during the inauguration of The Parliament of URT December, 2015. Likewise, the advices developed during the second stakeholder's workshop have also been in cooperated. In this context, Chemba District Council aims to have its people living high quality life, with strong and sustainable economy and able to access high quality social-economic services by the year 2021.

As head of the Management Team in Chemba district council, I will ensure through implementation of this plan, that we are able to solve the entire problem addressed herein, for the better life of the people in Chemba District. During the implementation of this Strategic Plan, Chemba District Council will focus on providing quality Health, Water and Education services, improving the productivity in the Agriculture and Livestock. Furthermore the Chemba District

Council will put more emphasis on improving general strategic issues such as investments, administration, human resource management and development, financing, infrastructure, planning and monitoring. Other interested areas include cross cutting issues of HIV/AIDS, environment, gender, technology/globalization, cultural and social welfare development.

Chemba District Council shall be able to realize most of the objectives of the local government reform program especially by having and utilizing this District Strategic Plan. Through this document, Chemba District Council will be able to provide all services to its stakeholders more effectively and efficiently in a participatory and sustainable manner. Resources will be mobilized, coordinated and utilized only in prioritized activities as stipulated in this plan.

Dr. Semistatus H. Mashimba  
District Executive Director  
**CHEMBA**

## **ACKNOWLEDGEMENT**

There are significant numbers of people who have tirelessly contributed their moral and physical support to ensure this report is fully developed and successfully produced. Since it is very difficult to mention all of them by their names, Chemba District Council would like to extend its sincere appreciations to all whom in one way or another have contributed their moral and material support in the production of this document. So far, cordial appreciation should go to the President's Office, Regional Administration and Local Government, for its continuous advises and guides which led us in the preparation of this Second District Strategic Plan.

Moreover, high acknowledgement is made to the Regional Secretariat; The Office of Chemba District Commissioner under good leadership of Mr. Simon Odunga, Honorable District Commissioner and the Full Council together with Statutory Committees for their invaluable advices that led to successful development of this document. Sincere gratitude must be made to the District Council Management Team who always gave their constructive ideas while fully participating to ensure the process is successfully completed. Special debt of gratitude is owed to Dr. Semistatus H. Mashimba, the District Executive Director who contributed much in the initial stage of the preparation of this Strategic Plan document and thereafter, he didn't leave the process alone with others, but his eyes were always on. Also we thank Dr. Arbogast Moshi of the University of Dodoma who devoted to spend his much time in Chemba DC, facilitating the exercise of formulating/designing the District Strategic Plan. Also we have to thank all who devoted to spend their much time, facilitating the exercise of formulating/designing the District Strategic Plan.

**Hon. Mweshimiwa Rajab  
Chairman of the Council**

## EXECUTIVE SUMMARY

Chemba District is one of the seven districts of the Dodoma Region of Tanzania. It was formed after 2010, when it was split off from Kondoa District, Dodoma region. Five years rolling strategic Plan for Chemba defines the future direction of the Council for the period 2016/2017 - 2020/2021 by setting the goals, defining the major strategy and strategic objectives, targets, activities and resources needed to realize the vision. It is based on a systematic assessment of the existing situation and was developed through a highly participatory process involving all key stakeholders. The basic building blocks of our organization include our dedication to our vision and values; as well as our commitment to our citizens/customers through our actions as described in our Strategic Plan.

Chemba district strategic plan was elaborated on the basis of accomplishment of the previous strategic plan. The strategic plan elaborates the district's medium-term goals and aspirations over the period of five years. It takes into account of the country's medium and long term programs especially Vision 2025, National Five Year Development Plan 2016/2017-2020/2021 (FYDP II) and Sustainable development goals (SDGs), Promulgation of 2015, CCM election manifesto, National policies and Local demands and priorities. The main focus during preparation of this Strategic Plan has been guided by the ongoing socio economic reforms aimed at buying about macro-economic stability, to be realized through achieving the set objectives. This is to be attained through utilization of the available resources with expected end result of poverty reduction and acceleration of strong economic growth. In connection to this Chemba District Council has a vision to be a council with developed economy and improved social service delivery for sustainable development of the community by 2025.

For sustainability purpose of the activities to be implemented, collaborative approach was a cornerstone during strategic plan preparation. The process was

characterized with the involvement of a consortium of stakeholders. Critical analysis of both internal and external environment was conducted to determine both internal issues of major concern and external surroundings which Chemba District Council is operating under. In doing this, both primary and secondary data were collected analyzed and presented and issues affecting the performance of each sectors of the District were identified for strategic intervention. Moreover, in analyzing external environment, this strategic plan has taken into account the Tanzania National Development Vision (2025), Tanzania Five Years Development Plan II - 2016/2017- 2020/2021 (FYDP II), Tanzania Mini- Tiger Plan, Tanzania Open Government Partnership (OGP), and Sustainable Development Goals (SDGs).

At the district level, the technical staffs provided their sector plans and the top management put in more insights. The district sector plans were harmonized with the sector plans from ministries and a logical framework was developed showing how programs and projects will be addressed to meet specific outcomes and outputs in the strategic plan. This framework assists sectors and district to identify the resource gaps and lay strategies to mobilize resources for the strategic plan implementation.

Chapter one shows the district context and purpose of the strategic plan, highlights methodology used and presents the stakeholders involved in the implementation of the strategic plan. Chapter two presents the district overview especially focusing on the district geographical and demographic features, population specifics and topographic make up. The chapter also presents the socio-economic situation of the district; the challenges faced and proposed viable recommendations for overcoming challenges. It sets priorities for the next five years across all the sectors and concludes with mainstreaming cross-cutting issues.

Chapter three sets the strategic framework to be used in implementation especially focusing on improved rural and urban settlement, increased agriculture investment and product transformation, improved road network and accessibility to key destinations, improved accessibility to energy, reduced vulnerability to climate change, increased investment through credit provision, mechanisms of empowering youth and women to raise income, improved health and education quality and accessibility, improved local government efficiency, justice, reconciliation, law and order. The chapter ends with strategies for mainstreaming cross-cutting issues into the district development plan. Chapter four defines roles and responsibilities of different actors in the district in the implementation of the district development plan. Chapter five presents the monitoring and evaluation strategies, and sets the feedback mechanisms.

The implementation of this strategic plan shall be the responsibility of all stakeholders of the District Council. The District Executive Director (DED) who is the Chief Executive Officer of the District Council shall be responsible and accountable for the implementation of 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 respective organs. There shall be annual plan evaluation exercises for the entire plan period, to match activity funding with plan implementation. The implementation of Chemba District Council strategic plan is guided by 6 major core values: team work spirit, honesty and integrity, efficiency and effective use of available resources, enhanced community participation, custom focus and result oriented (quality assurance) and high commitment in service delivery.

## **ABBREVIATIONS**

CDC	Chemba District Council
CMT	Council Management Team
CSPD	Child Survival Protection and Development
CSPD	Child Survival Promotion and Development
DDP	District Development Plan
DED	District Executive Director
DEO	District Education Officer
DLNRO	District Land and Natural Resources Officer
DP	Development Partners
DSEO	District Secondary Education Officer
FYDP	Five Year Development Programme
HBF	Health Basket Fund
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency
HPSS	Health Promotion Strengthening System
HSSP	Health Sector Strategic Plan
ICT	Information Communication Technology
IFAD	International Fund for Agricultural Development
LGAs	Local Government Authorities
LGRP	Local Government Reform Programme
MDGs	Millennium Development Goals
M&E	Monitoring & Evaluation
NSGRP	National Strategy for Growth and Reduction of Poverty
O&OD	Opportunity and Obstacle to Development
PMU	procurement Management Unit
RWSSP	Rural Water Supply and Sanitation Programme
PEDP	Primary Education Development Programme



PO-RALG	President's Office-Regional Administration and Local Government
SACCOS	Saving and Credit Cooperative Society
SEDP	Secondary Education Development Programme
SP	Strategic Plan
SWOT	Strength Weakness Opportunities Threat
WFP	World Food Programme
WSDP	Water Sector Development Programme

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## CHAPTER ONE

### 1.0 Background Information

The local Government system in Tanzania was established under the Constitution of the Republic of Tanzania of 1977 under section 145 and 146. The operationalization of the Local Government system is pursued through the District Councils Authorities. Chemba District Council was officially established on 1st July 2013 under provision of section 8 and 9 of the Local Government (District Authorities) Act of 1982.

Chemba District Council like any other Councils in Tanzania, operates with statutory powers and in line with legislation and regulations enacted by the parliament under the Local Government Act No. 7 of 1982. The Council is given wide-range of functions which includes: (i) To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, (ii) To promote the social welfare and economic well-being of all persons within its area of jurisdiction; (iii) Subject to the national policy and plans for the rural and urban development and to further the social and economic development of its area of jurisdiction.

Chemba District Council adopted various reform measures that were undertaken during the Local Government Reform Programme (LGRP) Phase one and two, thus the council is expecting to improve the delivery of services to the public. In fulfilling the Council's functions as summarized in section 111 of the Local Government (District Authorities) Act of 1982, the Council requires strategic decision making to trigger sustainable local economic development through strategic planning at district level.

## 1.1 Location and Boundaries

Chemba District is one of the seven districts of the Dodoma Region of Tanzania. It was formed after 2010, when it was split off from Kondoa District. Chemba District is bordered to the north by Kondoa District, to the east by Manyara Region, to the south by Chamwino District and Bahi District, and to the west by Singida Region. Its administrative seat is the town of Chemba. The district comprises of 4 divisions, 26 wards, and 114 villages with 494 hamlets as shown in Table 1 below.

**Table 1: Distributions of Divisions, Wards, Villages, Hamlets and Households**

S/n.	Divisions	Wards	Number of villages	Number of hamlets	Number of households
1	Farkwa	BABAYU	4	17	2,126
		FARKWA	7	25	
		GWANDI	3	11	
		TUMBAKOSE	3	10	
		MAKORONGO	3	13	
2	Goima	CHANDAMA	3	17	2,609
		CHEMBA	3	11	
		GOIMA	3	26	
		KIDOKA	5	14	
		KIMAHA	4	20	
		MRIJO	4	28	
		MSAADA	7	15	
		SONGOLO	5	14	
		SOYA	4	15	
3	Kwamtoro	KINYAMSHINDO	4	13	2,174
		KWAMTORO	3	30	
		LAHODA	6	13	
		LALTA	3	17	
		MPENDO	4	18	
		OVADA	4	26	
4	Mondo	SANZAWA	4	27	2,208
		CHURUKU	5	17	
		DALAI	3	27	
		JANGALO	7	25	
		MONDO	4	13	
		PARANGA	4	30	
		TOTAL	26	114	

**Source:** Chemba District Council, 2017

## 1.2 Population and Ethnic Groups

### 1.2.1 Population

According to 2012 national Population and housing census report, Chemba District had a population of 235,711 of which 117,585 males and 118,126 are females and average population growth rate per annum is 1.7%. The number of house hold (HH) is 50, 151 with average HH size of 4.7 and the life expectancy is set at an average of 46 years. Currently, the population in the district is projected to 256,623.

**Table 2. Population Profile.**

Division	Male	Female	Total population
1.Farkwa	5,091	5,355	7,971
2.Goima	6,061	6,375	12,261
3.Kwamtoro	4,995	5,254	9,785
4. Mondo	4,675	4,918	9,494
Total population	117,585	118,126	235,711

**Source:** Population & household census 2012

### 1.2.2 Ethnic Groups

The district has three major ethnic group, the Burunge, Rangi and Sandawi tribes. The Sandawi and Burunge tribes are Halotic speaking group while the Rangi people are Bantu-speaking group. These tribes are relying on agriculture and livestock keeping as their main sources of food and income. Apart from source of income, Livestock keeping especially cattle plays an important role in traditional ceremonies and social tie. Other ethnic groups found in the District include Sukuma, Gogo, Iraq and others who are mainly employees in the public and private sector.

### 1.2.3 Climate and Ecology

Chemba District Council is mostly Semi-arid due to low and erratic rainfall. Rainfall is the most important climatic factor in the Region. It falls in a single rainy season between November/December and April/May. Generally these rains fall in heavy storms resulting in flash floods. Consequently about 60% of



the precipitation becomes run-off rather than penetrating the soil for crop growth. Total rainfall ranges from 500mm to 800mm per annum with high geographical, seasonal and annual variation. The temperature in the Region vary according to altitude but generally range from about 15°C in July to 30°C during the month of October. Moreover, temperature differences are observed between day and night and may be very high with hot afternoons going up to 35°C and chilly nights going down to 10°C.

Chemba District Council occupies the Northern part of the central plateau of Tanzania which has elevations ranging from 1,200m to 1,500m above sea level. Surrounding the Region on all sides except the South-Eastern boundary with a major scarp of up to 180 Meters high which is the Eastern part of the Great Rift Valley. Topographically Dodoma Region forms party of the Central Plateau of Eastern Africa extending from Ethiopia in the North to the Transvaal in the South.

### **1.3 Purpose of District Strategic Plan.**

The Chemba district strategic plan 2016/2017-2020/2021 is aligned to the national orientation and priorities included in the revised Vision 2020, five years Development Program (FYDP), Millennium Development Goals (MDGs).

The general purpose of this development plan is therefore to provide an instrumental tool which reflects the vision and harmonized development of the district, through a planning and a coordination of the interventions, with objective of improving the living conditions of the population and attainment of sustainable development of the District. The Strategic Plan aims at building the capacity of the Management and Councilors. It is also providing the direction for the Council to fulfill its functional objectives better and more sustainable.

The main purpose of the District Development Plan (DDP) is to produce a tool of planning and coordinating interventions in order to improve the living conditions of the District population and to ensure harmonized development.

Overall, a five-year District Development Plan is a tool for the, district to get its development strategies to contribute to the achievement of the Vision 2025 targets and objectives

#### **1.4 Strategic Planning Process**

Collaborative approach was used during preparation of this strategic plan where participatory techniques were employed during the process. Participatory approach was used to involve the population and stakeholders in order to create a spirit of ownership. The steps used to develop the strategic plan involved the following:

- i. Review of relevant documents;
- ii. One day brainstorming workshop for Council Management Team;
- iii. One week training workshop of the Council's Stakeholders on Strategic planning;
- iv. One week planning workshop involving the Council's stakeholders to review and agree on:
  - The Council's Strengths, Weaknesses, Opportunities and Threats (SWOTs)

Key issues and results areas;

- Vision and mission statements;
- Strategic objectives, strategies and activities;
- Implementation action plan and budget;
- Monitoring and evaluation system.
- Presentation of the strategic plan to Council Management Team (CMT).
- Presentation in the Planning and Finance Committee of the Council
- Presentation to full Council for adoption.

#### **1.5 Structure of the Document**

This development plan is organized into six chapters. Chapter one provides the

context and purpose, methodology, achievements, district geographical location, main economic activities, poverty levels, social and environmental issues in the district. Chapter two provides an overview of the district by setting out the current status, challenges and recommendations, priorities and crosscutting issues related to district development; while chapter three is the core strategic framework. Chapter four draws out key features of the implementation for the strategic plan such as, roles and responsibilities of stakeholders and a mechanism for coordination/information-sharing. Chapter five addresses the monitoring and evaluation framework while chapter six deals with financing and costs. It also has annexes for vital information that complements information in the previous chapters.

## **CHAPTER TWO**

### **2.0 SITUATION ANALYSIS**

The objective of this chapter is to present the overview of the District, its current situation, the implementation of different programs, the main achievements as well as the outstanding challenges and the most important priorities to boost the district development.

#### **2.1 District Main Features**

##### **2.1.1 Main Economic activities and source of income in the district**

The main activities and sources of income are agriculture and livestock keeping though trade, carpentry, masonry and bee keeping also contribute to household income in the district.

###### **2.1.1.1 Agriculture**

Agriculture is the main economic activity in Chemba District which employs about 95% of the inhabitants. The district has an area of 7,653 square kilometers out of which 554,402.73 hectares are arable land. Area under crop cultivation is only 128,167.63 hectares which is 23% of arable land currently under cultivation.

Agriculture is still very traditional since some farmers are still in low level of input application which results to low yields of farm produce per hectare. Majority of farmers in Chemba District Council are peasant farmers who cultivate food crops and cash crops. The major food crops grown in Chemba District are sorghum; bulrush millet, and maize, cash crops are groundnuts, sunflower, sesame, Bambara nuts and finger millet. The following are important statistics in relation to Targets, production and productivity of different crops in Chemba District Council for the past two years.

**Table 3 Production Trend for 2 Years & Yield Estimates for 2015/2016 and 2016/2017.**

2015/2016					2016/2017			
	Targets		Actual		Targets		Actual	
CROP	Ha	Tons	Ha	Tons	Ha	Tons	Ha	Tons
<b>Cereals</b>								
Sorghum	10,416	12499	8835	7068	9469	10775	8032	9097
Bullrush Millet	10589	12707	9250	11100	9626	10286	5943	7118
Maize	29530	35436	22256	26707	28124	38396	17256	24008
Finger Millet	1500	1650	950	760	1200	1440	650	780
<b>Total</b>	<b>52,035</b>	<b>62,292</b>	<b>41,291</b>	<b>45,635</b>	<b>48419</b>	<b>60897</b>	<b>31881</b>	<b>41003</b>
<b>Roots crops</b>								
Cassava	8595	25785	3680	11779	8595	10286	2805	8785
Sweet potatoes	4811	14433	1608	5628	3811	20309	978	2249
<b>Total</b>	<b>13406</b>	<b>40218</b>	<b>5288</b>	<b>17407</b>	<b>12406</b>	<b>30595</b>	<b>3783</b>	<b>11034</b>
<b>Legumes</b>								
Beans	1400	770	416	145	1379	551	136	80
Cowpeas	2063	1093	1626	1627	2063	825	626	288
Total								
Bambara nuts	5833	1925	2470	988	833	223	470	110
Green gram	1820	6001	1353	677	1820	1221	196	68
Pigeon Peas	20705	11591	10807	8646	20705	4018	3577	948
<b>Total</b>	<b>28358</b>	<b>19517</b>	<b>14630</b>	<b>10311</b>	<b>23358</b>	<b>5462</b>	<b>4243</b>	<b>1126</b>

Oil crops								
Groundnuts	8006	6405	5245	4196	6996	4466	3292	2084
Sunflower	23147	27,776	15460	12368	20843	13028	16357	8734
Sesame	9675	7740	6431	5145	12866	1778	2305	1241
<b>Total</b>	<b>40828</b>	<b>41,921</b>	<b>27,136</b>	<b>21,709</b>	<b>40,705</b>	<b>19,272</b>	<b>21,954</b>	<b>12,059</b>

The pressing problem in Agriculture is a drop in production especially for millet and maize due to inability of farmers to procure farm inputs, inadequate information of market for produce, low extension services due to inadequate working facilities such as transport to extension workers. However, different measures have been taken to mitigate these problems such as establishment of Market centers and strengthening of rural financial Institutions.

#### 2.1.1.2 Livestock

Apart from crop production, the majority of the populations in Chemba district are engaged in livestock keeping which is also a source of income. There are 278, 797 cattle (278,666 are indigenous cattle and 131 are improved cattle), 185,135 goats (184, 569 indigenous goat and 283 milk goat), 86,667 sheep, 600 Pigs, 352,000 chickens (350,000 indigenous and 1,000 improved chicken), 120,000 ducks, 12,933 donkeys, 3,081 dogs, 600 cats and 5,400 rabbits. Current status of livestock infrastructures are presented in Table 2.2.

Table 4. Livestock Infrastructures

S/N	INFRASTRUCTURE	Required	Available	Deficit	REMARKS
1.	Cattle dips	90	20	71	Only 8 are Working
2.	Livestock markets	18	16	0	Only 15 are working
3.	Veterinary centers	4	0	4	
4.	Crashes	95	80	15	Local crashes and most of them are not permanent.
5.	Abattoir	1	0	1	
6.	Hides/Skin Buildings	20	11	9	Require rehabilitation

7.	Dams /charcoal dams	95	18	77	13 are working
8.	Slaughter slab	95	15	71	Most of them need rehabilitation
9.	Water trough	95	32	63	

**Source:** DLFDO Chemba District, 2016

## 2.1.2 Standard of living

(put some words to explain what do we mean by standard of living, words that linking std of living and its subsequent items number 2:1:2:1,2,3,4 )

### 2.1.2.1 Water and Sanitation

Chemba District is in semi-arid zone and its water supply sources depend much on underground sources. There are several places where there are charcoal dams and few springs which in average water consumption per capita per day are 18.5 litres compared to the national standard of 25 litres per capital. However, water department is aiming at providing clean and safe water to the community and bring water services closer to the community within 400 meters of the home radius. The district has the following water schemes:

**Table 5. Type of water schemes and distribution**

Type of water scheme	Requirement	Available	Function	Not function	Distribution (Villages)
Gravity water schemes	2	2	2	0	10
Pumped (Hydroelectric)	112	78	62	16	78
<b>TOTAL</b>	<b>114</b>	<b>80</b>	<b>64</b>	<b>16</b>	<b>88</b>

**Source:** DWE-Chemba District, 2016

In achieving its objective of providing water for all, Chemba District Council has managed to supply water to over 78 villages out of the 114 registered villages and streets. Still the average services level is only 31% against the preferred services level of over 75%. There are 36 villages with no water sources.

**Table 6. Status of Water Supply**

S/N	Item	Requirement	Available	Functioning	Not Functioning
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1.	Shallow wells	95	17	10	7
2.	Boreholes	113	78	59	19
3.	Gravity schemes	2	2	2	0
4.	Dams	48	10	7	3
5.	Rain water harvesting	160	35	25	10
6.	Windmills	0	0	0	0
	<b>TOTAL</b>	<b>418</b>	<b>142</b>	<b>103</b>	<b>39</b>

**Source:** DWE-Chemba District, 2016

Several initiatives have been taken by the district in order to improve water service to its people. Improving traditional water wells, construction of rain water harvesting and construction of new water scheme has been applied as a strategy so as to meet demand. Also, the district has identified several opportunities that can accelerate the target of district in relation to the improvement of water service delivery.

The opportunities open to improving the water supply in the council are;

- The Rural Water Supply and sanitation program (RWSSP) which is going to take charge in the 2016/2017 financial year
- Involvement of private sector in construction of water supply projects
- Water Sector Development Grant. (WSDG).
- National Village Fund through TASAFA programme has earmarked social as integral part of assistance.
- Improvement of Traditional water wells
- Sensitizing the community on sense of ownership of Water projects
- To educate community on introducing rainfall harvest and earth dam's technology.
- Presence of permanent springs in some part of the District.

However, the district is facing several obstacles which need special attention to address them as follows:

- Poor community contribution in water supply projects and water user fund.
- Shortage of staffs in water department.

- Destruction of water sources due to persistence of human activities near water catchment areas.
- Salinity to some of boreholes
- Water infrastructure being vandalized by the community
- Lack of equipment for drilling and testing of boreholes

### **2.1.2.2. Transport sector.**

Chemba District Council has got a road networks of a total length of 1323 km and these roads are classified as trunk roads 50km in length, regional Rural Roads 170 km in length, District main roads 283km, feeder roads 570 km and community roads 250 km in length. Trunk and Regional roads are maintained by Tan road Regional Manager's Office, District roads are maintained by the District Council while the community roads are mainly maintained by the villagers themselves.

About 28% of District Roads have gravel wearing course; the remaining 72% of District Roads are earth roads. Only 70% of District roads are passable by vehicles without problems throughout the year, 30% are passable by vehicles with problems especially during rainy season. Community Roads (Village Roads) these are mainly small paths, which are mainly used by cyclists, pedestrians and in few cases by motorcars. 100% of them are earth roads. The villagers participate in doing maintenance of feeder roads on self-help basis. Traffic volume in these roads is very minimal. Generally, the most confronting problem under this sector is inadequately funds for road maintenance, unsystematic survey, repair, Maintenance and monitoring on the quality of roads especially rural roads. Maintenance in most cases is executed on ad hoc basis steered by political pressure and release of donor funds. One among strategies set by the District in solving this problem is to establish and capacitate the community in road maintenance.



### 2.1.2.3 Natural resources

Like any elsewhere in Tanzania, Chemba's economy and the livelihoods of its people are dependent on natural resources such as water, land, air, plants and animals. The natural resource department is responsible in the management of natural resources and ensuring its sustainable utilization for the benefit of present and future generation. The department also plays a great role in generating income of the district council through collection of natural resources royalties. Currently the district has 1 Hunting Blocks known as Swagaswaga. The following are important statistics in relation to Natural Resources sector in Chemba district:

**Table 7. Tree Planted For 2015 - 2016**

YEAR	TARGET	TREE PLANTED	ACHIEVEMENT (%)
2015	1,500,000	900,000	60
2016	1,500,000	382,666	26
<b>TOTAL</b>	<b>3,000,000</b>	<b>1,282,666</b>	<b>43</b>

**Source:** DLNRO Chemba District 2016

#### **Opportunities:**

- Participatory Forest Management Programme (PFM) for Community Based Forest Management.
- Availability of Miombo Forest to be conserved and for beekeeping industry
- Tourist Hunting Blocks i.e Swagaswaga Game Reserves.

#### **Obstacles:**

- Uncontrolled illegal harvest of Natural Resources Products
- Shortage of staff
- Uncontrolled forest fires which lead to environmental degradation
- Shortage of working gears (i.e. Transport facilities), capital and other facilities.

#### 2.1.2.4 Lands

Land department is dealing with designing various land uses on the earth's surface such as physical planning, land surveying, land valuation, issuance of Title deeds to land owners so as to ensure security of land tenure and advising on land laws to the public at large. Land department in delivering its services to the public as per the above named basic functions, has got various multidisciplinary team members that are divided into four major sectors

- Urban and Rural Planning
- Land Management
- Land Valuation
- Land Surveying and Mapping.

Achievements registered in this department for the current year (2015 – 2016) is as shown in Table 2.6:

**Table 8. Land use plans for various land uses**

Planning areas	Planned Plots	Surveyed Plots	Allocated Plots	Developed Plots	Undeveloped Plots
Kwamtoro Township	500	385	385	378	7
Chemba District HQ	4,616	1888	654	324	330

**Source:** DLNRO Chemba District, 2016

#### **Opportunities:**

The followings opportunities have been identified in Land department:

- Contract out land survey activities
- Raised awareness on Cost Sharing
- Contribution from Ministry of Lands, Housing and Human settlements Development to support implementation of new Village Land Act No: 5 of 1999.

#### **Obstacles**

- Low awareness on New Land Acts (The Land Acts of 1999 and The

Urban Planning Act No.8 of 2007)

- Inadequate funds to facilitate Preparation and Implementation of Land Use Plans both General and detailed ones.
- Low rate of awareness to land owners/users on cost sharing in respect to preparations of Title deeds
- Delay in offering customary rights of occupancy to villagers due to absence of supporting facilities such as village and district land registry.
- Shortage of staff, especially Land Officer, Valuer, Surveyor, Typist, record personnel and Town Planner.
- Land dispute between pastoralists and agriculturalists.
- Dispute over boundaries among villages and neighboring district.

### **2.1.3 Social Aspects of the District**

(Dr. I suggest that we write here some lines that link social aspects and subsequent discussed parameters of education, health etc)

#### **2.1.3.1 Education**

Education sector in Chemba District Councilis among many sectors which contribute to the development of the district. The role of education sector in the district is to improve education performance in both; primary and secondary education. The main areas of Education department include Pre & Primary education, Adult Education, and Secondary Education.

#### **2.1.3.2 Pre and Primary Education**

In 2016, there were 103 pre and primary schools in the district. In order to achieve the goal of education for all as stipulated in the national education policy, Chemba District Councilobliged to enhance capacity to enroll all school going age children. The rate of enrolment has increased by 29%. Currently, pre-primary schools have 8,476 pupils (4,288 boys and 4,188 girls) and primary

schools have a total of 45, 511 pupils of which 21,476 are boys while 24,035 are girls. The table below shows the Gross Enrollment ratio and Net Enrollment Ratio in primary Schools in 2016.

Table 9. Enrolment to standard I - VII

Total enrolled Std. I - VII			Ger %	Enrolled age 7 -13 TSM			Ner%	Population age 7- 13		
Boys	Girls	Total		Boys	Girls	Total		boys	Girls	Total
21,476	24,035	45,511	96	21,476	24,035	45,511	96	22,572	24,830	47,402

**Source:** DEO Primary Chemba District, 2016

On number of Teachers, there are 899 teachers in the sense that,799 are Grade “A” teacher, 49 Diploma, 19 Degree and grade B/C teacher are 32. This makes a total number of 921 teachers. However there is a deficit of 410 (31%) teachers in Chemba district out of 1309 teachers required in order to effectively deliver quality education in primary schools.

### 2.1.1.3 Academic Performance and School Infrastructures

The quality of education depends on the quality of curriculum, students, teachers, physical infrastructure and instructional materials necessary for effective delivery and acquisition of education. The table below shows distribution of school infrastructure and furniture’s in primary schools in the District.

Table 10. School Infrastructure and Furniture

NO	TYPE	REQUIRED	AVAILABLE	DEFICIT	%
1	Classrooms	1227	706	476	38
2	Teachers House	1235	272	954	77
3	Latrines	2302	886	1445	63
4	Offices	243	120	123	51
5	Stores	168	50	118	70
6	Desks	16,088,000	14,590,000	1,498	90
7	Tables	2007	795	1212	58
8	Chairs	2674	1070	1604	60
9	Cupboards	1431	343	1087	75

**Source:** DEO Primary Chemba District, 2016

On academic achievement for primary school leaving examination in 2015, 1893 pupils' equivalent to 45.5% passed the exam out of 4156 pupils that attended the exam. Among of them boys were 790 and girls were 1103. This shows that the performance of this year (2015) increased compared with 30.4% of last year (2014).

### 2.1.2 Secondary Education

The Secondary Education Department is responsible in supervising and delivering quality education to the community (secondary schools students). Chemba district has a total number of 23 secondary schools of which 22 are government based schools and 1 is a private school. The distribution of number of students, teachers, physical infrastructure and furniture's in secondary education are presented in tables below.

Table 11. The Number of Students in Secondary Schools:

SEX	Form I	Form II	Form III	Form IV	Form V	Form VI	TOTAL
BOYS	704	373	211	230	57	45	1,721
GIRLS	1003	633	346	531	39	-	2,551
<b>TOTAL</b>	<b>1,707</b>	<b>1,006</b>	<b>557</b>	<b>861</b>	<b>96</b>	<b>45</b>	<b>4,272</b>

**Source:** DSEO Chemba District, 2016

Table 12: The Number of Teachers in Secondary Schools:

Grade	Required	Available			Shortfall
		Male	Female	Total	
DIPLOMA	299	68	35	103	196
DEGREE	187	94	34	128	59
MASTERS	-	1		1	-
<b>TOTAL</b>	<b>486</b>	<b>162</b>	<b>69</b>	<b>232</b>	<b>354</b>

**Source:** DSEO Chemba District, 2016

Table 13: The Number of Physical Infrastructure of Secondary

	Classrooms	Teacher House	Latrines	Laboratories	Mess room	Administration	Hostel
Requirement	204	260	374	66	22	22	60

Available	166	66	208	5	2	8	6
<b>Shortfall</b>	<b>38</b>	<b>194</b>	<b>66</b>	<b>61</b>	<b>19</b>	<b>14</b>	<b>54</b>

**Source:** DSEO Chemba District, 2016

Table 14: School Furniture in Secondary Schools:

	<b>TABLES</b>	<b>CHAIRS</b>
Requirement	260	4057
Available	154	3998
<b>Shortfall</b>	<b>106</b>	<b>59</b>

**Source:** DEO Secondary Chemba District, 2016

Generally, issues of major concern affecting performance of secondary education are:

- Inadequate transport facilities for close monitoring of education related activities. (Primary Education department has only one car which is not enough to serve a big and vast district like Chemba. Secondary Education department has none)
- Poor teaching and learning environment (Working environment)
- Increase in number of the Most Vulnerable Children who need assistance of Government in secondary education.
- Shortage of teachers mostly in English and Science subjects

### **2.1.3 Health Sector**

The health policy in Tanzania aims at improving the health and well being of all Tanzanians by reducing the burden of diseases and death and increase life expectancy. Health Policy also aims at involving the people, stakeholders and donors to participate in managing and planning health activities in their respective areas. However, in Chemba District there is no hospital as it is at its infancy stage, but it has, **4** Health Centers and **34** Dispensaries.

#### **2.1.3.2 Service proportions**

The proportion of service per patient is presented in the table 2.11. This implies that the health sector in the district needs to be developed further to achieve the national targets.

Table 15: Service proportions

Proportion	Current status	National Threshold
Doctor per patient	1: 235,711	1:78,570
Hospital per patient	No hospital	-
People per dispensary	1:9,604	1:7,366
Per Health centre	1:69,882	1:58,928
Bed per patient	1:2,312	1:2,264

### 2.1.3.1 Diseases:

Top Ten Diseases data reveals that in Chemba District, Respiratory infection, Diarrhoea, and outbreak diseases are among the diseases that affect most of the people as shown below. However mortality and morbidity is caused mostly by Malaria and HIV/AIDS.

Table 16. Ten top diseases (2016)

S/N	DISEASES	NUMBER OF PEOPLE AFFECTED
1	Malaria	4,229
2	Upper Respiratory Infection	9,729
3	Diarrhea diseases	5,291
4	Eye Infection	397
5	HIV/AIDS/STD	2,377
6	Intestinal worms	7,301
7	Skin Infection	5,775
8	Anemia	910
9	Ear Infection	1,886
10	Pneumonia	7,679

Source: DMO Chemba District, 2016

### 2.1.3.2 Immunization Coverage:

Immunization coverage has been improving in Chemba over years. The immunization target was 37,502 with actual performance of 35,185 in a year 2012. The trend of immunization shows average of 94% over past 2 years.

### **2.1.3.3 Malnutrition**

Malnutrition situation for under-five in the past three years has continued to be a health problem. Currently the severe malnutrition rate is 1.2% while moderate malnutrition rate is 1.4%. The district is continuing with efforts of taking care on this issues related to malnutrition through the program of Child Survive Protection and development (CSPD) by educating woman on child nutrition and community Integrated Management of Child Illness (CIMCI)

### **2.1.3.4 Health Facilities**

Most of the health facilities owned by the District Council are in bad shape. The district is deliberately continuing to rehabilitate these facilities in phases and whenever possible to replace worn-out equipments. The District has a maintenance policy in place to ensure rehabilitation of buildings and replacement of equipments.

### **2.2.3.5. District Poverty Situation**

Chemba District Council is one among the growing districts council in Tanzania. It had a per capita income of Tshs 839,988 in 2012. High morbidity and mortality, poor education and nutritional status and high incidence rates among diseases, over-reliance on the hand hoe, unreliable rains, low soil fertility and traditional agriculture contribute to the poverty situation in the district.

### **2.3. Stakeholder Analysis:**

Chemba District Council has a very enthusiastic Community both men and women participating equally in Socio-Economic Development, Central Government, PMO - RALG, Ministry of Finance, Non-Governmental Organizations, Community Based Organizations and other Development partners from outside the Country.



### **Names of key stakeholders:**

The major stakeholder/ donors in Chemba District include Central Government i.e. Ministry of Finance and PO-RALG, World Vision (Tanzania), BFFS/IFAD, AFRICARE, HSSP, The contribution of donors accounts for more than 70% of the District's annual budget in education, health and water services. World Vision is very active especially in the Farkwa and Kwamtoro divisions whereby it has established Area Development Programs. There are also Programs working through government these are HBF, PEDP,SEDEP, RWSSP, TASAF, Road Fund and WFP. In order to encourage pupils to attend school, World Food Program (WFP) is financing a school-feeding programme in Farkwa, Chemba, Mondo, and Kwamtoro wards, which are frequently hit by famine. This programme has helped to reduce truancy in these schools by 80%. WFP has also extended its program in education infrastructure eg. Classrooms in Gwandi and Rofati.

The strategy used by these service providers does not differ so much from each other. Most of them involve the community in the whole process of planning (from identification of the problems to the evaluation of the project/activity). Therefore this makes the implementation of the projects to be smooth and sustainable.

Some of them use the strategy of cost sharing/contribution (either in cash or by community participation). Few of the other service providers provide their services commercially. The capacity of these service providers varies from those with enough resources (staff, funds and materials) to those with limited amount of resources.

Table 17. Stakeholder Analysis Matrix

/N	Stakeholder	What we do for them	Expectations/Interest	Potential impact of not meeting expectation	Priority H, M or L
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1	Regional Secretariat	<ul style="list-style-type: none"> <li>• Provide advice and technical support</li> </ul>	Provide advice and technical support	<ul style="list-style-type: none"> <li>- Inadequate capacity of local authorities</li> <li>- Uncoordinated plan.</li> <li>- Uncoordinated development activities in the district</li> </ul>	High
2	PMO-RALG	<ul style="list-style-type: none"> <li>• Provide advice and technical support</li> </ul>	Advisory/consultancy services to council management.	<ul style="list-style-type: none"> <li>- Inadequate capacity of local authorities</li> <li>- Uncoordinated plan.</li> <li>- Uncoordinated development activities in the district</li> </ul>	High
3	Tanzania Social Action Fund (TASAF II)	<ul style="list-style-type: none"> <li>• Supervision and Monitoring</li> <li>• Involvement in Development activities</li> <li>• Provide advice and technical support</li> </ul>	<p>Policy guidelines and staff support from LGA in areas of:</p> <ul style="list-style-type: none"> <li>- function of departmental staff</li> <li>- Development</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate of staff in social sectors</li> <li>- Poor community participation</li> </ul>	High
4	RWSSP	<ul style="list-style-type: none"> <li>• Supervision and Monitoring</li> <li>• Involvement in Development activities</li> <li>• Provide advice and technical support</li> </ul>	<p>Policy guidelines and staff from LGA's on social sector support services in areas of:-</p> <ul style="list-style-type: none"> <li>- Water sector</li> <li>- Health sector</li> </ul>	<ul style="list-style-type: none"> <li>- Poor community participation in terms of cash contribution</li> </ul>	High

	Stakeholder	What we do for them	Expectations/Interest	Potential impact of not meeting expectation	Priority H, M or L
--	-------------	---------------------	-----------------------	---------------------------------------------	--------------------

5	Belgium Fund for Food Security (BFFS)	<ul style="list-style-type: none"> <li>• Supervision and Monitoring</li> <li>• Involvement in Development activities</li> <li>• Provide advice and technical support</li> </ul>	Policy guidelines and staff from LGA's on social sector support services in areas of:- <ul style="list-style-type: none"> <li>- Water sector</li> <li>- Health sector</li> <li>- Livestock</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate capacity of staff.</li> <li>- Poor community participation.</li> </ul>	Medium
6	World Vision Tanzania	<ul style="list-style-type: none"> <li>• Supervision and Monitoring</li> <li>• Provide advice and technical support</li> </ul>	Policy guidelines and management support in:- <ul style="list-style-type: none"> <li>- Planning</li> <li>- Administration</li> <li>- Community</li> <li>- Development</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate capacity of CDC staffs</li> <li>- Uncoordinated plan and development initiatives</li> <li>- Bad governance</li> <li>- Poor community participation</li> </ul>	Medium
7	UMAK WA	<ul style="list-style-type: none"> <li>• Supervision and Monitoring</li> <li>• Involvement in Development activities</li> <li>• Strengthening community participation in development projects</li> </ul>	Policy guidelines and staff from LGA's on social sector support services in areas of:- <ul style="list-style-type: none"> <li>- Social interactions</li> <li>- Community participation in development activities</li> </ul>	<ul style="list-style-type: none"> <li>- Dependency syndrome from the community members</li> <li>- Low sense of ownership from community</li> <li>- Low knowledge in planning and implementation</li> </ul>	Medium
8	Community	<ul style="list-style-type: none"> <li>• Provide social and economic services</li> <li>• Ensure peace and order</li> <li>• Interpretation of policies and guidelines</li> <li>• Conduct advocacy for HIV/AIDS</li> <li>• Resolving conflicts and complaints</li> </ul>	Policy guidelines and staff backstopping on:- <ul style="list-style-type: none"> <li>- Planning</li> <li>- Monitoring</li> <li>- Evaluation</li> <li>- Implementation</li> <li>- Training</li> <li>- Community development</li> <li>- Technical support</li> <li>- Policy guidelines and economic development support services in areas of social economic development.</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate capacity in local authorities</li> <li>- Uncoordinated development plan.</li> <li>- Uncoordinated economic activities in the district</li> <li>- Food shortage</li> <li>- Poor economic in the district</li> <li>- Poor inadequate infrastructure to sustain district development objectives.</li> </ul>	Medium

	Stakeholder	What we do for them	Expectations/Interest	Potential impact of not meeting expectation	Priority H, M or L
--	-------------	---------------------	-----------------------	---------------------------------------------	--------------------

9	AFRICARE - PAMOJA TUWALEE	<ul style="list-style-type: none"> <li>Supervision and Monitoring</li> <li>Involvement in strengthening economy of households of Most Vulnerable Children (MVC)</li> <li>Provide advice and technical support to MVC</li> </ul>	Policy guidelines and staff from LGA's on community sector support services in areas of:- - Child rights -	<ul style="list-style-type: none"> <li>Inadequate capacity of staff.</li> <li>Poor planning of community in supporting child growth</li> <li>Dependency syndrome from the community in supporting children</li> </ul>	Medium
10	TUNAJALI (Home based care) (Home based care)	<ul style="list-style-type: none"> <li>Supervision and Monitoring</li> <li>Involvement in Development activities</li> <li>Provide advice and technical support</li> </ul>	Policy guidelines and staff from LGA's on social sector support services in areas of:- -Health	<ul style="list-style-type: none"> <li>Inadequate capacity of staff.</li> <li>Stigma</li> </ul>	Medium
11.	COMPASSION TANZANIA	<ul style="list-style-type: none"> <li>Supervision and Monitoring</li> <li>Provide advice and technical support to MVC and providing community development services</li> </ul>	Policy guidelines and staff from LGA's on community sector support services in areas of:- - Development of child - Community development services	<ul style="list-style-type: none"> <li>Poor planning of community in supporting MVC</li> <li>Dependency syndrome from the community in supporting children</li> </ul>	
12	HEALTH PROMOTION STRENGTHENING SYSTEM (HPSS)	<ul style="list-style-type: none"> <li>Supervision and Monitoring</li> <li>Involvement in Development activities</li> <li>Provide advice and technical support</li> </ul>	Policy guidelines and staff from LGA's on social sector support services in areas of:- -Health promotion - Community Health Fund (CHF)	<ul style="list-style-type: none"> <li>Inadequate capacity of staff.</li> <li>Poor community participation in terms of funds contribution and in kinds</li> </ul>	
13	TANAPA	<ul style="list-style-type: none"> <li>Supervision and Monitoring</li> <li>Involvement in environmental conservation</li> <li>Provide advice and technical support on bee-keeping</li> </ul>	Policy guidelines and staff from LGA's on social sector support services in areas of:- - Environmental conservation - Game reserve - Bee-keeping	<ul style="list-style-type: none"> <li>Inadequate capacity of staff.</li> <li>Low sense of ownership from the community on forests and wild organisms</li> </ul>	

Source: Chemba District Council (Adjust Tables Content Accordingly)

#### 2.4. Major Strengths, Weaknesses, Opportunities and Challenges

Based on the analysis of the Council's present capabilities and performance and the evaluation of the relevant strategic external environment, it has been possible to identify the major SWOTs (Strengths, Weaknesses, Opportunities and

Threats) as well as the major enablers and obstacles, which must be considered by the plan for the period 2013/2014 to 2017/2018. The chapter has also identified the major strategic issues that must be addressed through implementation of the plan.

### **Strengths**

- Qualified and experienced staff in different disciplines.
- Presence of Institutional arrangement.
- Existence of By-laws, policy guidelines and circulars.
- Good relationship between various stakeholders in service delivery participation.
- Existence of Organization structure.
- Qualified Council Management Team (CMT) staffs.
- Team work and spirit currently enjoyed by the Council.

### **Weaknesses**

- Inadequate financial resources
- Poor working environment
- Low community adaptability to new agricultural packages.
- Inadequate number of transport facilities
- Inadequate number of staff to some of the departments (Health, Cooperative and Education).
- Unreliable market to some of the agricultural/livestock products (legumes, mango fruits and hide & skins).
- Low level of gender sensitivity
- Inadequate infrastructure in education, health, water and road sector.

### **Opportunities**

- Community to contribute for development activities.
- Availability of natural resources e.g. mineral deposit, wildlife and forest.

- Availability of fertile and virgin land.
- Availability of Regional Secretariat.
- Availability of Donor agencies – JICA.
- Existence of Policies, guidelines and circulars.
- Presence of community organization
- Availability of Private Sector and Nongovernmental organization.
- Financial Institutions and Saving and Credit
- Cooperative Societies (SACCOS).
- Availability of Agricultural and marketing cooperative societies (AMCO's)

### **Challenges**

- Endemic and epidemic human diseases e.g.
- Prevalence of HIV/AIDS, Cholera and other communicable diseases.
- Endemic and epidemic livestock disease e.g. Swine Flue, .....etc.
- Natural calamities (for instance floods or drought)
- Effect of global changes e.g. fuel prices.
- Environmental degradation
- Presence of vermin/pests

### **2.5 District Priorities for the Next Five Years**

In reference to the above challenges, the following top key priorities are to be implemented to speed up the district development.

- i. Improve access to economic infrastructures which has a positive impact on increasing agricultural land, promoting land use consolidation. Under this priority the biggest projects will be the development of urban and rural road network through the construction of 15 Km of tarmac roads, 11.68 Km of stone paved roads, the rehabilitation of 350 km of feeder roads and upgrading (asphalt) of 53 km in the district District) to improve urban and rural accessibility and easy movement of persons,

goods and services as well as the implementation of Chemba Town Master Plan.

- ii. Modernize the agriculture sector and increase agricultural productivity through the usage of improved agricultural inputs and technologies as well as improved livestock.
- iii. Increase access to electricity, diversification of sources of energy for lighting and for cooking and the spread of ICT facilities use
- iv. Increase capacity of private sector particularly in service delivery and industry, with access to financial services which will facilitate the creation of off-farm jobs in order to reduce the predominance of informal sector and increase the district revenue.
- v. Improve social provisions to population through access to quality health, education, recreational facilities and extended coverage by social protection programs.
- vi. Increase access to electricity, diversification of sources of energy for lighting and for cooking and the spread of ICT facilities use.

## **CHAPTER THREE**

### **3.0 STRATEGIC FRAMEWORK**

#### **3.1 Introduction**

After analyzing the district current situation, challenges, identification of district priorities and existing potentialities, this chapter provides the strategic framework for the district to achieve its vision and therefore, contributing to the country's development. The chapter presents the district vision, mission and objectives and then states the district contribution to the strategic pla. It also highlights the results chain showing the district outcomes, outputs, policy actions and targets to be delivered by the district all along the implementation period.

### 3.2 Vision Statement

To be among the best Councils in the country with the ability to provide better and sustainable services to all stakeholders by 2021.

### 3.3 Mission Statement

To provide high quality socio-economic services to our community (not to its community) through efficient and effective use of the available resources while ensuring good governance for improving living standards

### 3.4 District Core Values

To achieve this vision and mission, the Chemba District Council has to be guided by positive values summarized as follows:-

- ❖ Chemba District Council's Councilor or staff shall discharge his/her responsibilities efficiently, diligently with discipline and honesty.
- ❖ Chemba District Council's Councilor or staff shall avoid personal conflict of interest in Council business, shall exercise self commitment and shall abide to the rule of law when executing his/her duties.
- ❖ Chemba District Council's Councilor or staff shall be fair, open, truthful and honest and shall conduct his/her duties in such a manner that will protect the Council's integrity.
- ❖ Chemba District Council's Councilor or staff shall participate fully in all Councils' activities such as revenue collection, city cleaning and any other activities meant for the betterment of the Council.
- ❖ Chemba District Council's Councilor or staff shall not have prohibited sexual relationship with fellow members of staff or members of the



Council. In this case prohibited relationship means a relationship between people who are not spouses to each other.

- ❖ Chemba District Council's Councilor or staff shall abide to the requirements of his/her respective code of act No. 7 of 1982 and section 20 A of act No. 10 of 1982 respectively.

### **3.5 Functions of the District Council**

The Chemba District Council functions as provided by the Local Government Act No. 7 of 1982 are:-

1. To maintain and facilitate the maintenance of peace, order and good governance within its area of jurisdiction;
2. To promote the social welfare and economic well-being for all persons within its area of jurisdiction;
3. Subject to the national policy and plans for rural and urban development; to further the social and economic development of its area of jurisdiction
4. To take necessary measures to protect and enhance the environment in order to promote sustainable development;
5. To give effective and meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services of all levels of local government authorities;
6. To promote and ensure democratic participation and control of decision making by people concerned; and
7. To establish and maintain reliable sources of revenue and other resources enabling local government authorities to perform other functions effectively and to enhance financial accountability of local government authorities, their members and employees.
8. And all other functions as provided for in the Local Government Authorities.

### **3.6 Objectives of the Strategic Plan**

The Chemba district strategic plan is built around four strategic areas (Economic Transformation, Rural Development, Productivity and Accountable Governance) plus foundation issues. It will be implemented through a set of ... sectors and ....district strategies fully aligned to the district strategic priorities.

The Chemba district strategic plan focuses mostly on four key areas of economic development, rural development, productivity and youth employment and accountable governance. This will require cross-sector and cross-government coordination. Its implementation will maintain and enhance the gains registered in the foundation issues during implementation of the previous strategic plan 2012/2013-2016/2017.

Both sectors and District strategies contribute to the achievement of the priorities and targets, consequently the achievement of Vision 2025 targets. Sectors are at the level of elaborating guidance focused on the development of policies, programmes, legal frameworks and conducting monitoring and evaluation while districts are at the implementation level. Sectors have the mandate of supporting district technically and financially to facilitate the performance. Implicitly, the implementation of the strategic plan contributes to the achievement of sector strategies, which are also the instruments of implementation of the plan. District strategic plan are therefore expected, to reflect the sectoral and local priorities as the implementation process is being executed at the district level. To this end, district strategic plan strategic priorities are aligned to the sector outcomes to which they contribute to. The table below presents main sectors outcomes to which the Chembadistrict strategic plan priorities contribute.

**Table 18: Sector outcomes to which District priorities are aligned to**

Sector	Outcomes
1. Agriculture	Increased agricultural production and maximizing productivity
2.Livestock	Increased quality of livestock farming

	Increased values of agricultural and livestock product
2. Works	Improved road conditions
3. Energy	Increased access to electricity
	Reduced consumption of biomass
4. Water and Sanitation	Increased access to safe water
	Increased access to basic sanitation
5. Urbanization and rural planning	Improved settlement in rural area
	Improved urban planning
6. Private Sector Development	Improved facilities for business development
	Improved skills in entrepreneurship and cooperative management
8. Environment and Natural Resources	Increased forest cover
	Improved land use planning
	Enhanced protection of ecosystems
9. Financial Sector Development	Increased access to financial services
10. Youth and women	Economically empowered Youth and women
11. Health	Improved access to quality health services
	Improved maternal and child health
	Reduced fertility rate
	Reduced mortality rate
12. Education	Improved learning conditions across all primary, secondary and vocational centers
13. Administration	Increased effectiveness and efficiency in service delivery
	Improved service delivery via long term budget
	Increased universal access to justice
	Enhanced unity and reconciliation
	Strengthened rule of law, accountability and competitiveness
14. Community development	Improved coverage of social protection program to extreme poor

**(Table contents Needs adjustment)**

### **3.7 Chemba District Contribution to the Strategic Plan**

As stated earlier, the main goal of the Tanzania vision 2025 is to provide a better quality of life for all Tanzanians through a combination of a rapid economic growth and poverty reduction. The implementation of Chemba district strategic plan will contribute to the achievement of MTEF priorities and targets. To this end, Chemba district strategic priorities are aligned to the MTEF priorities and outcomes to which they contribute to. The following paragraphs show how

Chemba district will contribute to each of the four thematic areas and hence to the achievement of strategic plan targets.

### **3.7.1 Economic Transformation**

The vision 2025 target is to ensure that Tanzania attains the status of a low middle-income country by the year 2025. For this purpose, the growth domestic product has to increase at least by 11.5% per year over the period of the strategic plan.

To achieve this target, there is a requirement that the Tanzanian economy base should be more diversified than it is today. This target has served as a reference point while developing the district priority and strategies. Among other possible strategies that will facilitate the economic growth and its diversification within the district include the development of urbanization, modernize the agriculture sector and increase the agricultural productivity, improve the access to the socio-economic infrastructures, increase capacity of private sector particularly in the sectors of services and industry, increase access to financial services, reduce the predominance of informal sector and promote touristic zones and service delivery.

In order to facilitate transport within the District, 424, 23 km of feeder roads will be rehabilitated. Priorities in the energy sector will focus on increasing access to electricity, rural electrification and diversification of sources of energy for lighting and for cooking. The district target is 70% of the households with access to electricity by 2020/2021. The use of improved cooking stoves will be promoted to reduce the rate of wood consumption of households in 2020/2021. The use of gas for cooking will also contribute to the reduction of firewood consumption in households and institutions like schools and other collective households.

To ensure urbanization development, Chemba Town Master Plan has been elaborated and the production of detailed local development plans has started to accelerate its implementation. The urban road network will be developed. Developing surveyed plots for housing and settlement will increase the population living in the planned urban area and will also improve the Council's own source collection through payment of annual land occupancy fee.

In order to promote private sector and increase local revenues, the District will construct modern/improved market at Chambe town by June 2019, one abattoir at Chemba town and two slaughter slabs at two villages of Mondo and Sanzawa. **The District, in collaboration with the Private Sector, will construct meat processing industry that will include animal feeds production.**

### **3.7.2 Rural development**

In Tanzania, Rural development has been centered on the intensive exploitation of land for agriculture. However, modernizing agriculture sector requires changes in agricultural techniques and production. The need for rural development has created more focus on a broad range of development goals rather than merely being occupied by agricultural activities. Rural development is then characterized by its emphasis on rural production network and rural economic development strategies.

For the district of Chemba, to contribute to the national targets to reduce the share of the population living on less than \$1.90 a day from 48.8% to 4% or less by 2030, and to improve the living standards of the bottom 40% of the population. To achieve this goal, priority needs especially agriculture, basic infrastructure development and promotion of farm technologies to increase arable land for agriculture have been identified. Also to emphasize the importance of

sound, accountable, and transparent governance of public resources as the foundation of a healthy and growing economy that spreads benefits throughout the population.

For proper land use planning, the District will make sure that security of land tenure through systematic land registration ensured, by issuance of all land leasehold titles availed; sustainable and rational land use in district ensured through land use planning and mapping specifically by developing district Land Use Plan and training of district land officials in GIS and Land Use Planning. Further, the District will play a major role in rehabilitating watershed and enhancing water storage facilities by controlling soil erosion in catchments through land husbandry, afforestation; promoting rainwater harvesting at household and institution levels

More so, the district will work closely with the Environment and Natural Resources sector to raise knowledge of national mineral potential through the sensitizing of youth to study mining related subjects, training of small scale miners in resources evaluation; raise mineral and quarry product productivity substantially and sustainably by facilitating the investors in the process of permit application, helping in building technical and management capacities of mining cooperatives and small scale mining companies, organizing sensitization and training sessions on entrepreneurship in mining for women and youth.

Home grown solutions will be encouraged to accelerate poverty reduction and equitable growth and access to basic services will be guaranteed. In particular the largest most vulnerable population needs will be addressed under social protection programmes.

### **3.7.3 Youth and Women Empowerment**

Although Tanzania has made good progress in creating a business environment conducive to the private sector growth, initiatives to ensure this extends to household and micro enterprises as well as SMES are to be encouraged. The district actions and priorities with regard to this area will ensure that the following actions will be implemented:

- Increasing the number of women cooperatives/vikoba from ..... to .....through establishment of new cooperatives and supporting them to get financial support.
- Building youth capacities (knowledge and skills) by ensuring access to vocational and technical education so that new jobs are created and unemployment rate is reduced.
- Promoting the Youth social interaction and trade exchange both within and outside the district.
- Fighting drug abuse among the Youth and promote Youth health friendly programmes.

The overall expected results among others for the district with regard to this area is to ensure increased off-farm jobs, poverty reduction, quality labour force to attract private sector development and consequently the industry and service sector growth in the next five years of this plan period. The above interventions and many others are intended to promote and facilitate entrepreneurship by making it easier to start and run enterprises in order to provide more and better jobs for young people. Entrepreneurship will be supported so that enterprises can sustain themselves. The district will ensure equal opportunities for both young women and men.

#### **3.7.4 Accountable governance**

With regard to the thematic area of Accountable Governance and its mission for citizens' ownership of the development process and for improved accountability, it is clear that a better educated and involved citizenry is better

empowered to exercise ownership of its development, and to hold those charged with facilitating this development accountable on an on-going basis.

This will be achieved through enhancing voice through active participation and promoting citizen participation and accountability. Citizen's participation aspect especially in political decentralization empowers the local communities and enables them to receive and utilize the powers that are transferred to them especially in problem analysis, priority setting, planning, and constantly demanding accountability from their local and national leadership or any governance actor at the district and other local levels.

### **3.8 Foundational issues**

The foundational priorities will continue to provide the basis block for the emerging priorities as discussed in the section above aiming for the achievement of the emerging priorities for growth and poverty reduction. The foundational issues include:

#### **3.8.1 Early childhood development and Basic education**

Early childhood development is considered as a foundation for increasing pre-primary enrolment. Therefore, the District of Chemba will continue to increase pre and primary enrolment, secondary schools enrolment, increase school infrastructure and ensure qualification and motivation of teachers.

#### **3.8.2 Uproot malnutrition**

Fighting malnutrition and the associated challenges will continue to be among District priorities and will be implemented through community sensitization. Providing nutrition education and counseling are some of the government's strategies to combat malnutrition, especially in children. The education and counseling practices teach correct feeding procedures and aim to improve individuals' knowledge of pediatric areas to improve healthcare.



### **3.8.3 Primary Healthcare**

The District considers primary health care as a major contributing factor underlying to population health. The District will make every effort to strengthen primary health services in collaboration with the Ministry of Health in order to record lower rates of hospitalization, lower mortality and better health outcomes. This task will involve: carrying out community health promotion and sensitization and illness prevention. The sensitization of the district population to adherence to community health insurance scheme will continue to ensure communities and individuals take the responsibility for their healthcare.

### **3.8.4 Support to vulnerable households**

To contribute to restoring food security and livelihoods through the provision of agricultural inputs for food production, carrying out income-generating activities and training to increase resilience and self-reliance of drought. Therefore, the major task during this phase of the strategic plan is to maintain the support (mainly direct support and financial services) to vulnerable persons or extreme poor and develop sustainable empowerment of the vulnerable groups graduating from lower to upper categories.

### **3.8.5 Security, order and justice**

Maintaining peace and order within the district is fundamental to any business development. The private and public operators need assurance and confidence that their businesses and investments are protected from all sorts of mess and destruction. Therefore, the district will continue to enhance collaboration with security organs to ensure that there is a conducive business environment in the District. The universal access to justice will be strengthened while Citizens' initiatives will have to be continuously promoted and encouraged.

### 3.9 Results Chain

This section develops the hierarch chain of results to be achieved through out the implementation of this district strategic plan. This results chain is developed based on Results Based Management principles and is in consistency with international standards.

Since the overall aim of this district strategic plan is to contribute towards the achievement of Vision 2025 targets of transforming Tanzania into a middle income country by the year 2025. The mandate of this strategic plan is to identify and develop priorities and capacities based on the outstanding challenges to ensure that district resources are utilized and managed productively in support of sustainable national development in line with the vision 2025 objectives and aspirations and this will be achieved through different interventions from district stakeholders. To accomplish the M&E functions, the district strategic plan M&E framework has been developed and is provided in Table.... This framework is designed to ensure that information will be available to district on an on-going basis to guide district official in decision making. This result based matrix indicates the district outputs, their respective targets for the period of this plan, strategies to accomplish and performance indicators. The results chain is presented in details sector by sector as follows.

The results chain are summarized in Table 19 showing the Strategic Objectives, Result Area, Targets, Strategies and Performance Indicators

Table 19. Strategic Objectives, Targets, Strategies and Performance Indicators

Sector	Target/Outputs	Strategies/outcome	Performance Indicators
<b>1. GENERAL ADMINISTRATION</b>			
	CHF members increased by 50% by June 2019	Facilitate CHF board meetings each year	CHF Annual Report
		Facilitate working tools by June 2017	CHF Annual Report
		Facilitate supervision and monitoring	Supervision and

		by June 2017	Monitoring Report
		Facilitate availability of medicines/medical equipment at all health facilities	Increased availability of medicines and medical equipment
	Chemba District Council's headquarter established by June 2019	To construct council offices at Chemba District Council headquarters by June 2019	New offices Constructed
	Conducive working environments enhanced	Facilitate completion of construction of village/ward offices at paranga, lalta, banguma, msera,babayu,makorongo and jangolo wards	Number of new offices Construction completed
		Facilitate construction of 4 ward offices (Tumbakose, songolo, kimaha, kinaha)	Number of ward offices constructed
	Nine (9) Statutory rights attained and meetings conducted as per requirements	To pay councilors allowances as per statutory	Payments made to councilors
		To conduct monthly councilors finance, planning and admiration committee meeting.	Number of meetings conducted
		To conduct audit committee meetings	Number of meetings conducted
		To conduct quarterly councilors meetings (education, water, and health committee<Economic Infrastructure and Enviromental committee<, HIV? AIDS and Full council	Number of meetings conducted
		To conduct monthly CMT meetings	Number of meetings conducted
		To conduct workers council meetings	Number of meetings conducted
	Attendance of meetings and contribution enhanced as per requirements by June 2021	To facilitate attendance and ALAT contribution per quarter	Number of meetings conducted and attendance
		To facilitate contribution to LGLB	Amount contributed to LGLB
	Conducive working environment of HR department improved	To improve working environment of HR department	
		To facilitate DHRO and HRO attend meetings and seminars	
		To facilitate preparation of planning and budgeting	
		To facilitate rights and statutory benefits to administration staffs	
	Quality service, Data and reports available from 114 and 26 wards	To facilitate supportive supervision to low level of administration.	
		To facilitate maintenance of 3 motor vehicles by June 2017.	
		To facilitate availability of transport facility for supervision, monitoring and evaluation by June 2017.	
	CHF members increased by 50% BY June 2017	To facilitate CHF Board meetings by june 2017	
		To facilitate supervision of fund collectors by june 2017	
<b>LIVESTOCK:</b>			
	Running of office and	To meet 20 livestock staffs benefits by	Number of livestock

	capacity building to 20 livestock extension staffs sustained by june 2017	june 2017.	
	Livestock and poultry death decreased from 15% to 5% in 20 villages by june 2017	To rehabilitate 2 dip tanks at kwamtoro and makorongong villages	Number of dip tanks rehabilitated
		To facilitate the availability and vaccination of 350,000 different spp of animals against NCD, Rabies, CBPP, CCPP, Fowl pox, RVF and BQ to 26 wards by june 2017.	Types and quantity of vaccination available
		To provide /support 200 households in poultry keeping in 50 villages	Number of household supported with poultry keeping
	Animal products and production increased (milk from 1.5 to 5 litres, cattle live weight from 150kg to 250kg) in 10 villages by june 2017.	To support livestock keepers by improving indigenous cattle at 6 village	Number of indigenous cattle improved
		To construct 1 abattoir at chemba by june 2017	Abbotour constructed
		To improve sustainable rangeland areas in 4 villages ( lahoda, handa, kisande and pangulua)	rangeland areas improved
		To rehabilitate livestock skin/hides treating stores in two villages of Rofati and kwamtoro	livestock skin/hides treating stores rehabilitated
		To construct 2 slaughter slabs at 2 villages of mondo and sanzawa by june 2017.	slaughter slabs constructed
		To improve available local chickens by introducing / buying 200 cocks for 20 villages by june 2017.	Local chicken improved/ cock bought
		To construct livestock structure at nanenane ground	livestock structure constructed
	Revenue from livestock Market increased from 20% to 35% by june 2019	To rehabilitate livestock marketing centers in 7 wards	livestock marketing centers rehabilitated
<b>AGRICULTURE</b>			
	Running of office and capacity building to 20 agricultural extension staffs sustained by june 2018	To meet 20 agricultural staffs benefits	Capacity building
		To support smooth running operation of district agriculture office	
		To conduct meeting ,report preparation, LAAC Assessment and budget preparation	
		To participate in nanenane festivals/ceremony	
	Agriculture production technology post harvesting practices and proper crop marketing improved	To facilitate construction of drip irrigation and infrastructures for irrigation scheme at kidoka	Drip irrigation constructed
		To support farmers field school (FFS) and nutritional activities in 10 wards by	Number of farmers trained

		june 20	
		To complete construction of 1 mrijojuu crop market	Crop market constructed
		To extend 4 irrigation scheme at jogolo , Takwa,lahoda and kidoka	Number of irrigation scheme rehabilitated
		To construct 1 chemba premises at nanenane ground	Building constructed
		To construct 1 drip irrigation and infrastructure for irrigation scheme at kidoka village.	Irrigation infrastructure constructed
		To support FFS for production of cassava in the district.	Number of farmers trained in cassava production
		To support FFS for production of sunflower.	Number of farmers trained in sunflower production
<b>EDUCATION</b>			
	Curriculum implementation be maintained in 103 primary schools by the year 2021	To facilitate frequency supervision to 103 primary schools	frequency supervision
		To prepare department budget PEDP implementation and LAAC report	Department budget
		To conduct 4 days stakeholders, WECS, WEOS, heads of schools meeting on education development (BRN), HIV/AIDS.	Number of meeting
		To facilitate preparation of annual plan and budget for primary schools	Budget prepared
	Conductive working Environment of 8 education staffs improved by the year 2019.	To facilitate provision of staff benefits	
		To facilitate operation of education staff offices	
		To facilitate training program to district based education officers by june 2017	Training conducted
		To provide building materials for schools destroyed by disasters	Provision of building material
	Completion rate for STD IV Increased from 95% to 100% by the year 2019	To conduct 3 day STD IV Examinations exercise in 103 primary schools	
	Enrolment rate for Standard 1 pupils increased from 85% to 100% by the year 2019.	To support completion of 9 staff houses at KUU, Mtakuja, Magungu, chioli, Donsee, Mirambo, Dedu, Chinyika and Takwa primary school .	Number of staff houses completed
		To support construction of 58 pit latrine at Mondo(10),Tandala(20), Kubi(8) and Hamia(10) primary by june 2019	Number of pit latrine constructed
		To support construction of 4 classrooms at kisande and Magungu	Classroom constructed
		To support construction of 3 staff house at kisande ,wisuzaje and magungu primary schools	Houses constructed
		To support 553 desk for primary schools at tamka, Babayu, chase, ndoroboni, Tandala B, KelemaBalai, paranga, cheku,dedu, kinyamshindo, lalta, changamka, songambebe, nkulari,	Number of desks provided

		kubi, kinkima, churuku,jinjo, and chang'ombe	
		To support completion of 12 classroom at Mbarada(2), Waida(2),muungano, Handa,Paranga(2),mlongia,kinkima,chi oli(2)primary schools	Number of classroom completed
	Number of literacy rate in adult reduced from 31% to 20% by the year 2021	To supervise and monitoring learners ICBAE,COBET,ODL and LLMIS approach	Supervision and monitoring
		To facilitate operation of WECs	
		To facilitate Nutrition activities in primary schools	
	103 Primary schools to sustain on sports and games from school level to national level by june 2019	103 primary Schools to sustain on sports and games from school level to national level	
		To conduct seminars to 20 teachers on sports and games regulations	
	103 primary schools participate in UMITASHUMITA by june 2021	103 primary schools to sustain on sports and games from school level to national level	Number of 103 primary schools participating in UMITASHUMITA
		To conduct seminars to 10 teachers on sports and games regulations	
	Follow up of curriculum implementation of 22 secondary schools maintained by 4 education officials	To conduct 5 days seminar on the use of competence based teaching Approach and new secular to 23 secondary school teachers in 23 secondary schools	Competence based teaching approach training report
		To prepare LAAC, Annual Budget and 4 SEDP quarterly report by june 2017	LAAC, Annual Budget and SEDP quarterly report status
	Pass rate in SCEE increase from 40 % to 85% and ACSEE from 90% to 99% students respectively by june 2019	To facilitate diploma teachers who will study open university and 12 license teachers who will study other college	Number of teachers with diploma attended universities
		To facilitate office operation of 2 Advanced level secondary schools	Status of office operation
		To collect , analyse and disseminate academic data by june, 2017	Academic report in place
		To facilitate regular supervision on building construction of 22 secondary school by june 2017	Quarterly report
		To provide incentives to the good performing teachers	Number of good performing teacher motivated
	Completion rate increase from 89% to 99% by June 2019	To sensitize parents on importance of providing school meals in 22 secondary schools	Number of secondary schools providing school meals
		To facilitate dissemination of information and education materials on nutrition in 20 secondary schools	District Secondary school Quarterly and annual reports
	Secondary school buildings, furniture and teaching materials increased from 85% to 95% by june 2019	Support completion of 4 classrooms at Itolwa 2, goima1 and chandama 1 secondary schools	Number of Classrooms completed
		To support completion of administration Blocks at jangalo and msaada secondary by june 2017	Number of administration blocks completed

		To facilitate distribution of 150 school furnitures in Farkwa , chemba and mpendo secondary schools by june 2017	Number of School furniture's distributed
		To support completion of 1 teacher's house at Mondo secondary school by june 2017	Teacher's house in place
		To construct 1 water Tank at Msakwalo secondary school by june 2017	Water tank in place
		To install solar system at Lalta secondary school by June 2017	Installed solar system in place
		To construct 1 teacher' house at kwamtoro secondary school by june 2017	Teacher's house in place
		To complete 9 pit latrine at chemba secondary school by june 2017	Pit latrine constructed
		To construct 2 Teacher's houses at msakwalo1 and Farkwa 1 secondary school	Houses constructed
		To support completion of administration Blocks at Dalai secondary schools	Construction of administration block competed
	Secondary school buildings including Hostels and laboratories constructed by june 2017	To complete 6 laboratories at sanzawa , farkwa and songolo secondary schools by june 2017	Construction of laboratories completed
		To complete 2 laboratories Msakwalo secondary schools by june 2017	Construction of laboratories completed
		To complete 2 laboratories at Makorongongo secondary schools by june 2017	Number of laboratories completed
		To complete 2 laboratories at Kimaha secondary schools by june 2017	Number of laboratories completed
		To construct a hostel at soya secondary school by june 2017	Hostel building in place
		To complete 2 laboratories at Paranga secondary schools by june 2017	Number of completed laboratories
		To construct 1 teacher's house at Gwandi secondary school by june 2017	Teacher's house in place
		Teaching and learning in Three secondary school improved at june 2019	To complete the construction of 3 laboratories at kelemaBalai ,mrijo and chemba secondary schools by june 2017
		To construct 3 teacher's houses (6 in 1) at kelemabalai, chemba and mirijo secondary schools by june 2017	Construction of 3 teachers house
		To supply laboratories equipment in 3 at kelemabalai , mrijo and chemba secondary schools by june 2017	Laboratory equipment supplied
		To construct a hostel at chemba secondary school by june 2017	Construction of students hostel
		To conduct follow up and supervision of construction at mrijo ,kelemabalai and chemba	Follow up and supervision report
		To facilitate preparation of tendering process for construction of laboratories , Teacher's house,Hostel and classrooms by june 2017	Tender document in place
<b>HEALTH</b>			
	Prevalence rate for HIV	To conduct annually one day visit to	Number of visits

	reduced from 2.9 to 1.9 by june 2019.	VCT sited in 6 HF's	
		To conduct annually one day supervision visit on PITC sited in 6 RHC	Number of visits
		To conduct annually one day supervision visit to CTC CENTRES IN 6 HF's	Number of visits
		To conduct annually one day mentoring visits on STI in 6 HF's	Number of visits
		To conduct annually one day mentoring visits on PMTCT in 6 HF's	Number of visits
		To conduct QUARTERLY one day SUPERVISION visits on STI IN 6 HF's	Number of visits
	Availability of medicines, medical equipment, and medical and diagnostic supplies management increased from 24% to 76% by june 2019.	To make available delivery parks in 4 RHC	Availability of delivery packs
		To make available quarterly one kit of supplementary medicine to 4 RHCs	Availability of kit of supplementary medical equipment
		To make available quarterly one kit of supplementary laboratory supplies to 4 RHCs	Availability of kit of supplementary medical equipment
		To make available quarterly one kit of supplementary dental supplies to 4 RHCs	Availability of kit of supplementary medical equipment
		To make available quarterly one kit of supplementary hospital supplies to 4 RHCsp	Availability of kit of supplementary medical equipment
		To make available quarterly one kit of supplementary medical equipment to 4 RHCs	Availability of kit of supplementary medical equipment
	Maternal mortality rate reduced from 82/100,000 to 79/100,000 by june 2019	To conduct biannual family planning mobile clinic in 12 village	
		To conduct quarterly community meeting sensitization on safe blood donation in 4 division	Number of meetings
		To conduct quarterly RCH outreach clinics /outreach to 144 post	Number of RCH outreach clinics /outreach
		To conduct monthly RCH mobile clinics/outreach to 9 villages	Number of RCH outreach clinics /outreach
		To conduct biannual one day meeting with health facility in charges on perinatal and maternal death audit.	Number of meetings
		To make available quarterly 150 delivery parks to 4 RHCs	Availability of delivery packs
		To conduct quarterly RCH Outreach clinic/outreach to 144 post	Number of RCH outreach clinics /outreach
		To procure annually one delivery kit to 4 RHCs	Number of delivery kits procured
		To provide monthly on call allowances to 56 health care providers and other	Allowances to health care providers



		paramedical who attend obstetric and other medical emergencies	
		To attend quarterly obstetric and medical emergencies to 56 health care of 4 RHC Providers after normal working hours	Number of practitioners attended obstetric and medical emergencies
	Under five mortality rate reduced from 2/1,000 to 1/1,000 by June 2019	To make available and distribute quarterly nutritional diet to 218 severely malnourished children	Number of malnourished children decreased
		To refill 32 LP gas to 4 health facilities	Number of LP gas refilled
		To conduct quarterly 4 days mentoring on IMCL Case management to 4HFs staff	Number of training conducted
		To conduct biannual vitamin A supplementation to 47917 under five on African child day	Number of children supplemented with vitamin A
		To conduct quarterly one day mentoring on febrile illnesses and case management to 4 RHCS	Number of training conducted
		To conduct 2 days training on febrile illness case management to 8 health care providers of 4 RHCs by June 2017	Number of training conducted
		To conduct quarterly 4 days mentoring on IMCL case management to 40 40 HFs staff	Number of training conducted
	Under five mortality rate reduced from 2/1,000 to 1/1,000 by June 2019	To make available and distribute quarterly nutritional diet to 218 severely malnourished children	Number of malnourished children decreased
		To refill 32 LP gas to 4 health facilities	Number of LP gas refilled
		To conduct quarterly 4 days mentoring on IMCL Case management to 4HFs staff	Number of training conducted
		To conduct biannual vitamin A supplementation to 47917 under five on African child day	Number of children supplemented with vitamin A
		To conduct quarterly one day mentoring on febrile illnesses and case management to 4 RHCS	Number of training conducted
		To conduct 2 days training on febrile illness case management to 8 health care providers of 4 RHCs	Number of training conducted
		To conduct quarterly 4 days mentoring on IMCL case management to 40 40 HFs staff	Number of training conducted
	Prevalence of malaria reduced 32.6% to 19.9% of OPD by June 2019	To conduct annually mass screening on malaria at Mrijo Health center on commemoration of world malaria day.	Number of training conducted
	Health facilities infrastructure at all level increased at from 33% to 45% by June 2021	To complete construction of RHC OPD AT Kelema village	Construction of RHC OPD completed
		To complete construction theatre at Kwamtoro RHC	Construction of theatre completed
		To complete construction 2 ward at Makorongo RHC by June 2017	Construction of ward offices completed
		To complete construction RHC theatre corridor at Hamai RHC	Construction of RHC theatre corridor completed
		To complete construction RHC at	Construction of RHC

		mpendo village	completed
		To rehabilitate 6 staff house at kwamtoro RHC	Staff houses completed
	Prevalence rate for HIV reduced from 2.9 to 1.9 by june 2021	To conduct annually one day visit to VCT Site in 30 dispensaries	Number of visits
		To conduct annually one day supervision visit on PITS Site in 30 dispensaries	Number of supervision visits
		To conduct annually one day supervision visit to CTC CENTERD in 6HFs	Number of supervision visits
		To conduct annually one day mentoring visits on PMTCT in 6HFs	Number of mentorship visits
		To conduct annually one day mentoring visits on STI in 6HFs	Number of supervision visits
		To conduct QUARTELY one day supervision visit on STI in 6HFs	Number of supervision visits
	Availability of medicine medical equipment, medical and diagnostic supplies management increased from 24% to 76% by june 2019.	To make available quarterly 200 delivery parks to 32 HFs	Number of delivery pack available
		To make available quarterly one kit of supplementary medicine to 30 dispensaries	Kit of supplementary medicine available
		To make available quarterly one kit of supplementary laboratory supplies to 30 dispensaries	Kit of supplementary medicine available
		To make available quarterly one kit of supplementary medical equipment to 30 dispensaries	Kit of supplementary medicine available
		To make available quarterly one kit of supplementary hospital supplies to 30 dispensaries	Kit of supplementary medicine available
		To make available quarterly field visit to evaluate and maintain biomedical equipments in 30 dispensaries	Number of field visits made
		To make available quarterly biomedical equipments spare parts of or maintenance and repair	Provision of bio
	Maternal mortality rate reduced from 82/100,000 to 79/100,000 by june 2019	to conduct biannual family planning mobile clinic in 12 village	Training on family planning
		To conduct quarterly community meeting sensitization on safe blood donation in 4 division	Number sensitization meeting
		To conduct quarterly RCH outreach clinics/outreach to 144 post	Number of RCH outreach clinics/outreach
		To provide monthly on call allowances to 102 health care providers and other paramedical who attend obstetric and other medical emergencies	Amount of allowance made
		To attend quarterly obstetric and medical emergencies to 102 health care providers after normal working hours	Number of Obstetric and medical emergencies attended

		To make available quarterly delivery kit to 32 dispensaries	Number of delivery kit available
	Under five mortality rate reduced from 2/1,000 to 1/1,000 by June 2019	To refill 32 LP gas to 6 health facilities	Number LP gas refilled each year
		To conduct quarterly 4 days mentoring on IMCL case management to 40 HF's staff	Number of practitioners mentored
		To conduct biannual vitamin A supplementation to 47917 under five on African child day	Number of children supplemented with vitamin A
		To conduct quarterly one day mentoring on febrile illnesses and case management to 32 dispensaries	Number of participants to the training
		To make available nutritional food and dietary food to most malnourished children	Availability of nutritional food and dietary food to most malnourished children
	Health facilities infrastructure at all level increased at from 33% to 45 % by June 2021.	To complete construction of dispensaries at songambebe village	completion construction of dispensaries
		To complete construction of dispensaries at makamaka village	completion construction of dispensaries
		To complete construction of dispensaries at Gumbu village	completion construction of dispensaries
		To complete construction of two in one staff house at mrijojuu village	completion construction of dispensaries
		To complete construction of two in one staff house at Mwailanje village	completion construction of dispensaries
		To complete construction of two in one staff house at Farkwa village	completion construction of dispensaries
		To complete construction dispensary at wairo village	completion construction of dispensaries
		To rehabilitate dispensary at Farkwa village	Rehabilitation of dispensaries
	Prevalence of malaria reduced 32.6% to 19.9% of OPD by June 2019	To conduct quarterly one day sensitization on febrile illness and case management to 32 dispensaries	Number of participants attended the training
	Patients from traditional healers delay treatment and develop complication reduced from 70% to 60% by June 2019	To enable annually community in 25 villages of Farkwa and kwamtoro division to sensitize traditional birth attendants to escort pregnant mothers to deliver at health facilities	Number of traditional birth attendants escorted pregnant mothers to deliver at health facilities
	Community awareness on preventive, curative and social welfare services improved from 40% to 50% by June 2019	To make available and distribute annually IEC material to 36 health facilities on presentation of communicable diseases	Availability of IEC material
	HIV/AIDS Infection reduced from 1.9% to 1.0% by June 2019	To prepare and distribute 1000 HIV/AIDS brochures for 10 secondary schools	Number of brochures provided
		To facilitate 22 HIV/AIDS Poster for 22 secondary schools	Number of posters provide
<b>COMMUNITY DEVELOPMENT</b>			
	Women groups acquired entrepreneurship skills by June 2019	To train 15 women entrepreneur groups	Number of trained Women entrepreneurship groups

	Youth groups acquired entrepreneurship skills by June 2019	To train 15 youth entrepreneur groups	Number of trained Youth entrepreneurship groups
	Women groups empowered through District Own Source by June 2019	To credit 15 youth entrepreneur groups	Number of empowered Women entrepreneurship groups
	Youth groups empowered through District Own Source by June 2019	To credit 15 youth entrepreneur groups	Number of empowered Youth entrepreneurship groups
	4953 poor households supported through Conditional Cash Transfer (TASAF III Programme) by June 2019	To pay poor households 100% grants in 42 villages	Number of supported poor households through TASAF III Programme
	Community members imparted HIV/AIDS Infection prevention by June 2019	To train 75% of the community members in six wards	Number of accessed community members
<b>WATER AND SANITATION</b>			
	Population with access, to clean and safe water increased 44% to 85% by June 2019	To rehabilitate 2 water supply schemes in villages at Gwandi and Farkwa	2 Water supply scheme rehabilitated
	Population with access to clean and safe water increased 44% to 85% by June 2019	To facilitate construction of water project in 11 villages of Mondo, Daki, Pongai, Mrijojuu, Itolwa, Machiga, Chandama, Hamia, Mapango, Babayu, and Igunga.	11 Water supply scheme constructed
		To facilitate rehabilitation of service to the villages of Gumbu, Moto, Kelemabalai, and Paranga	Water supply rehabilitated
		To facilitate extension of water supply chemba headquarter	Water supply rehabilitated
		To conduct supportive supervision and monitoring of rural water supply and sanitation	Water supply improved
		To facilitate auditing on water projects	Audit to water supply conducted
		To establish water user entities in 12 villages of Mondo ,Daki,Pongai, Mrijojuu,Itolwa, Machiga,Chandama,Hamia,Mapango,B abayu,Kaloleni and Igunga	Number of COWSO formulated and registered
		To facilitate and maintain transport facilities	Transport facilities maintained
		To facilitate consultation survey, design and preparation of bid documents of water projects in 11villages of Mondo ,Daki, Pongai, Mrijojuu, Itolwa, Hamia, Machiga, Chandama, Babayu, Mapango, and Igunga	Water supply constructed
		To facilitate water department staffs to attend short and long courses	Number of staff and short caused attended
		To facilitate procurement of office equipment	Number of office equipments procured
	Households with access sufficient and improved	To conduct 1 day orientation meeting to 228 VHW and 26 ward development	Number of meeting conducted

	sanitation facilities in district increased through national sanitation campaign	officers on data collection	
		To conduct 1 day advocacy through full council meeting on NSC	Workshop conducted
		To collect sanitation baseline data from household level at 114 villages by health officers, community development officers and VHWs	Sanitation and hygiene improved
		To conduct orientation and triggering to 12 newly wards/64 sub villages	Number of workshop conducted
		To conduct sensitization of sanitation and hygiene with competition of villages implementation national sanitation campaign and conduct training to 38 masonry in 6 wards/19 villages	Sanitation and hygiene improved
		To conduct cleanliness competition to 20 primary schools in the council, supervision to 40 health facilitates and inspection to schools on compliance to sanitation and hygiene standard with completion of primary and secondary schools	Sanitation and hygiene improved
	Conductive working environment of water department staffs improved by the year 2019	To conduct water quality analysis by taking sample from water sources and send them to laboratory	Provision of quality water supply
		To improve water supply infrastructure in the district	Provision of quality water supply
	Population with access to clean and safe water increased 31% to 65% by june 2019	To drill 3 borehole at villages Babayu , ndoroboni, and hamia villages	Number of bore hole developed
		To construct 1 charcoal dams in manantu village	Charcoal dam constructed
		To rehabilitate 4 water supply schemes in 5 villages at Tumbakose ,ilasee, donsee,Mpendo and ovada (msakwalo second)	Number of water supply schemes rehabilitated
<b>WORKS</b>			
	Monitoring and supervision for 226.7 km of district roads and 3nos of drainage structures by june 2017	To conduct monitoring and supervision of 226.7 km of district roads and 3nos of drainage structure	Km of district roads and drainage structures rehabilitated
	Land use management promoted and maintained in all villages of ChembaDistrict council by june 2021	To conduct a land use planning in 5 villages of Kidoka, Mrijojuu, Kinyamshindo and Ndoroboni	Land use plans developed+
	Master for Chemba town prepared by june 2021	To conduct surveys and facilitate compensation costs for people of Chemba village.	Number of plots surveyed and total compensation made
<b>ENVIRONMENT</b>			
	<b>Land degraded areas and identified</b>	<ul style="list-style-type: none"> <li>To carry out environmental mapping for identifying highly</li> </ul>	Number of Environmental maps.

	rehabilitated by June 2018	degraded areas in 20 villages. <ul style="list-style-type: none"> <li>To facilitate rehabilitation of degraded areas in 20 villages</li> </ul>	Degraded areas rehabilitated
	Promote sustainable agricultural practices by June 2021	To conduct training workshops on sustainable agricultural practices in 20 villages.	Number best practices
	Strengthen solid waste management system by June 2018	To conduct awareness on proper solid waste management to 50 villages	<ul style="list-style-type: none"> <li>Amount of solid waste collected and disposed</li> <li>Amount of solid waste recovery and recycled/re-use</li> </ul>
	Enhance public awareness and understanding on climate change adaptation and mitigation by June 2018	To conduct general meetings to 30 villages on impacts of climate change and adaptation strategies.	<ul style="list-style-type: none"> <li>Number of awareness programmers</li> <li>Level of awareness and understanding</li> </ul>

## CHAPTER FOUR

### 4.0 IMPLEMENTATION OF THE DISTRICT DEVELOPMENT PLAN

The implementation of this strategic plan shall be under the responsibility of all community members and other stakeholders of the district council. The District Executive Director (DED) who is the Chief Executive Officer of the Council shall be responsible and accountable for the implementation of the Council's (2016/2017 - 2020/2021) Strategic Plan. DED will be an overseer for the strategic plan implementation, monitoring and evaluation and reporting. The DED with the support of the Council Management Team (CMT) shall regularly report to the Council meetings with regards to the Plan implementation and its overall performance.

Implementation of this district development plan should be done prudently to avoid significant disruption to the entire district economy. Further, there should be a joint effort of all players from policy makers, investors and financiers and final implementers. Implementation of this district development plan would require strong coordination of different stakeholders' interventions to avoid duplication; there should be a joint effort of all district players to operate

towards the common objective. The process leading to the development of this district development plan was of a consultative. All the stakeholders were exhaustively consulted and their decisions and ideas form the basis of this plan. This participatory approach has and will be maintained during the implementation and monitoring and evaluation phases, hence recommending the need to further strengthen district performance.

Knowing that coordination still an issue, especially at the district level, it is good for the implementation of this strategic plan to highlight the roles and responsibilities of everyone who intervenes in the district. This is the aim of this chapter.

#### **4.1. The role of the District**

The main challenges constraining effective implementation of the STRATEGIC PLAN is coordination and programming of activities. To ensure effective coordination and proper programming, resource mobilization and deployment of personnel, the role of the district management will be to develop a working mechanism that brings all actors on board. The district of Chemba will have a critical role of harmonizing activities be it from Government, private operators, civil society and other actors at local level and in creating synergies between district stakeholders and their respective interventions.

The district will ensure the linkages between all programmes and interventions, and take initiative adapting them to their local context and facilitate the achievement of these strategic plan objectives. The district will make an effort to strengthen capacity building of staff, hold workshops and regular meetings with all district partners to share best practices, learn from the previous assessment and generate new ideas about how moving forward surely and effectively.

The district will play a role that facilitates the provision of extension services. This extension will be facilitated through acquisition of knowledge from the organized study tours and exchanges with similar operators working within the district or out of it. These kinds exchanges are very valuable for increasing capabilities and business development, entrepreneurship and innovations. The district will also endeavor to mobilize necessary resources for the implementation of the district priorities.

#### **4.2 The role of Development Partners**

Development partners play a great role in the district development. Joint monitoring and evaluation of their performance is a key in developing ownership and avoiding duplication of activities. Review meetings will be the basis for review planning and will be done quarterly.

Development partners have a critical role to play in the district development. Financiers and development Partners (DPs) will enable offer financing opportunities to district entrepreneurs, and other developmental activities in the district. These partners will also provide financing and technical assistance support to the policy and strategy implementation process especially in terms of capacity building of the district staffs as well as improved project management expertise to the district entrepreneurs.

#### **4.3. The role of the Private operators, civil society and NGOs**

These are the key players in the district and their respective interventions much contribute in the development of Chemba district. The specific areas of interventions are:

- Creating jobs for the poor to reduce unemployment in the district for sustainable development providing the technical skills required for the design of more complex public works projects



- Creating revenue-generating investment opportunities in the district to increase district revenues.

The above partners have therefore responsibilities of understanding the district priorities as highlighted in this strategic plan and own them, they should integrate the strategic plan into their respective own business strategic plans, support the implementation, monitoring and evaluation processes, strengthen the private- district partnership to implement the set priorities and play advisory role to the district. The district also will work increasingly in partnership with the private sector in delivering development objectives, exploring new opportunities for partnerships.

#### **4.4 The role of the population**

The local population having been involved in planning of the district development plan will have to be organized and incorporated in implementation of the planned activities. The role of local leaders is key in this arena. Programs that need mass action such as adherence to community health insurance scheme, 12YBE, land consolidation and public works will need high level mobilization of the citizens if they are to participate and own the activities and programmes.

For the successful coordination of the plan the Planning Statistics and Monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of the strategic plan. Thus, the respective departments and Units/Sections shall be responsible for the day to day operation of the strategic planned activities with a helping hand from the key stakeholders from within and outside the District Council.

## CHAPTER FIVE

### 5.0 MONITORING, EVALUATION

During the execution of each activity, monitoring & evaluation consists in collecting, analyzing and supplying information enabling the leadership to assess the progress of the development Plan and take the right decisions in time and, where appropriate, make adjustments and/or modifications. At this stage, all the levels of hierarchy shall make sure that actions are realised and inputs used according to schedule and that outputs are achieved according to plan.

#### 5.1 Monitoring

Monitoring and Evaluation (M&E) of the Chemba District Council Strategic Plan is designed to ensure effective and efficient implementation of the plan as well as sustainability of the intended impacts. The M&E system is instituted as a review mechanism to monitor the implementation progress and assess outcomes compared to the vision and objectives set.

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 Chemba District Council.
- Facilitate review of the implementation process
- Facilitate feedback to management which is necessary for decision making
- Ensure that targets 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 planning statistics and monitoring department

to the organs representing Chemba District CouncilCommunity including the District Management Team and the Full Council. Presentations shall be done in order that the progress reports presented are adequately informative, precise and therefore credible.

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

## **5.2 Evaluation**

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

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

1. Establishing whether the District Council is mobilizing adequate resources and the use of such scarce resources is justifiable.

2. Assessing the reasons given with regards to success or failure in achieving the implementation targets
3. Understanding whether the plan implementation is achieving desired impact in fulfilling the council vision and mission.

During evaluation, performance indicators or evidence that shows the extent of the strategic plan implementation progress will be developed. These will be a base to determine success or failure of the plan. Moreover, these will help in collecting useful data and in search for required evaluation tools and information sources. Elements that will be monitored and evaluated for a range of interventions and strategies will include:

1. Sector outcomes will be the basis for actions at the districts in the course of implementation of its development plan. The implementation of the district annual action plan and performance contract will inform the performance of the strategic plan in that fiscal year and will be based on progress towards the achievement of Output Priority/Policy actions and targets drawn from the strategic plan for the year. Periodic reports such as quarterly and annual reports will be the basis for review of operations and evaluation of performance delivery. Periodic reporting will be undertaken to get the information showing progress and performance indicators and how they lead to achievement of desired outcomes.
2. Mid-term evaluation will be based on the progress on the all sector Outcomes reflecting remarkable changes that has transformed communities within a period of 2-3 years. The outcomes, indicators and targets will enable guide M&E to facilitate targeted monitoring for effective implementation of district priorities through a Result Based Monitoring framework. This will further inform mid-term and end-term evaluations of the contribution of district to towards realization of the strategic plan.

### **5.3 Plan Review**

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