



**THE UNITED REPUBLIC OF TANZANIA**

**PRESIDENT'S OFFICE REGIONAL ADMINISTRATION AND LOCAL  
GOVERNMENT (PO-RALG)**



**CHEMBA DISTRICT COUNCIL  
FIVE YEARS STRATEGIC PLAN  
2021/22 - 2025/26**

**DECEMBER, 2021**

## EXECUTIVE SUMMARY

Chemba District Council is one among of the 184 Councils in Tanzania established 2013 in accordance with parliament act No. 7 of 1982. The laws (local government Act, No 7 and 8 of 1982) enacted LGAs it empower them to undertake functions such as; maintenance of law, order and good governance, promotion of economic and social welfare of the people within their areas of jurisdiction, effective and equitable delivery of services to the people within their areas of jurisdiction, proper collection and utilization of the councils' revenues as well as right and power to participate and involve people in planning and implementation of development plans/programs. The newly reviewed Chemba District Council strategic plan provides a general planning and budgeting framework of the council to realize its agreed vision, mission and its strategic objectives. The strategic plan sets out strategic issues intends to be achieved by the council through effective utilization of available resources for sustainable development. Subsequently, key issues affecting district operations were identified; strategic objectives and service output considered, targets prioritized, and strategies were set to achieve agreed district vision.

The process of reviewing Strategic Plan provided an exciting opportunity to Chemba District Council to establish critical issues that guided formulation of a shared vision and mission of the council. The review and development of strategic plan took a collective and collaborative way where different stakeholders were involved using different participatory techniques. Similarly, situational analysis of internal environment in one hand was conducted to establish where the council came from, its current position and where will be heading over the planning period of next five years. In the other hand external environment of the Council was considered for mainstreaming the newly developed strategic plan with global and national policies. The Chemba District Council newly strategic plan took into account the Third Five Years National Development Plan (FYDP III 2021/22-2025/26), The ruling Party Manifesto (CCM 2020-2025) number of crosscutting policies, sectoral policies, the Tanzania Development Vision 2025, the Long Term Perspective Plan (LTPP-3FYDP) and the Medium Term Strategic Planning and Budgeting Manual. The planning process also considered the Sustainable Development Goals (SDG) as the new sustainable development agenda of the United Nations (UN) where each goal has specific targets to be achieved over the next 15 years. The SDGs commits each member state of the UN has to achieve 17 goals by 2030 deadline, The African Agenda 2063 as well the East Africa Agenda 2050.

In order to realize its vision and mission, the Chemba District Council newly developed five years' strategic plan (2021/22-2025/26) utilizes the nine national harmonized strategic objectives. The strategic plan sets prioritized targets in every key result area that establishes strategies and performance indicators in each department and unit. Finally, the strategic plan provides the monitoring and evaluation framework for the coming five years of its strategic plan execution.

## TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	i
TABLE OF CONTENTS .....	iii
STATEMENT OF THE DISTRICT COUNCIL CHAIRPERSON .....	x
STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR .....	xi
CHAPTER ONE .....	1
INTRODUCTION AND STRATEGIC PLANNING PROCESS .....	1
1.1 Background Information .....	1
1.2 Location .....	1
1.3 Climate .....	1
1.6 Administrative Units .....	2
1.7 Land Area .....	3
1.8 Ethnic Groups .....	3
1.9 Mandates .....	3
1.10 Chemba DC Strategic Planning Methodology .....	4
1.11 Chemba DC Strategic Plan Layout .....	5
CHAPTER TWO .....	6
SITUATIONAL ANALYSIS OF CHEMBA DISTRICT COUNCIL .....	6
2.1 Introduction .....	6
2.2 Internal Environment Analysis .....	6
2.2.1 Human Resources and Administration Department .....	6
2.2.1.2 Office Layout .....	8
2.2.2 Finance and Trade Department .....	9
2.2.2.2 Finance Section .....	10
2.2.2.3 Trade Section .....	17
2.2.3 Planning, Monitoring and Statistics Department .....	18
2.2.3.2 Planning section .....	18
2.2.3.3 Monitoring and Evaluation .....	19
2.2.3.4 Statistics section .....	19
2.2.4 Primary Education Department .....	24
2.2.4.2 Number of Primary school and enrollment .....	25
2.2.4.3 Availability of teachers .....	26
2.2.4.4 Primary School Education Performance .....	26
2.2.4.5 Primary Education Infrastructures .....	27
2.2.4.6 Challenges .....	28
2.2.5 Secondary Education Department .....	28
2.2.5 Secondary Education Department .....	28
2.2.5.1 Secondary School staffing level .....	29
2.2.5.2 Non- Teaching Staff .....	31
2.2.5.3 Number of Secondary Schools .....	31

2.2.5.4 Students Enrolment .....	31
2.2.5.5 Secondary School Infrastructures.....	32
2.2.5.7 Availability of Books in Secondary Schools.....	33
2.2.5.8 Academic Performance .....	34
2.2.5.9 Dropout rate .....	34
2.2.5.10 Challenges.....	34
2.2.5.11 Critical Issues.....	35
2.2.6 Health Department.....	35
2.2.6.1 Human Resources for Health and Social Welfare.....	35
2.2.6.4 Status and Condition of the District Health Facilities .....	39
2.2.6.5 Chemba DC Major Epidemic Diseases .....	39
2.2.6.6 CDC Inpatient attended and served .....	41
2.2.6.8 Maternal and Neonatal death in year 2020 .....	42
2.2.6.9 HIV/ AIDS and TB .....	42
2.2.6.10 Availability of Health Supporting Materials .....	42
2.2.6.11 Environmental Health and Sanitation .....	42
2.2.6.12 Key partners and their area of operation .....	43
2.2.6.13 Challenges.....	43
2.2.8 Agriculture, Irrigation and Cooperative Department.....	44
2.2.8.1 Agriculture Department staffing level.....	44
2.2.8.2 Land for agriculture .....	44
2.2.8.3 Crop Production.....	45
2.2.8.4 Implements for agriculture.....	45
2.2.8.5 Cooperatives.....	46
2.2.8.6 CDC Agriculture Infrastructure .....	46
2.2.8.6 Challenges .....	46
2.2.8.7 Critical Issues.....	46
2.2.9 Works Department .....	46
2.2.9.2 CDC Road Network .....	47
2.2.9.3 Road Set Compact.....	48
2.2.9.4 Challenges.....	48
2.2.10 Community Development Department .....	48
2.2.10.1 Research program and statistics .....	49
2.2.10.2 Economic empowerment desk.....	49
2.2.10.3 Youth development .....	49
2.2.10.4 Social Welfare Unit .....	49
2.2.10.5 HIV/ AIDS coordination .....	49
2.2.10.6 NGOs coordination .....	49
2.2.10.7 TASAF .....	50
2.2.10.8 Community Development staffing level.....	50

2.2.10.9 Community Development status .....	50
2.2.10.10 Gender Desk .....	50
2.2.10.11 Youth .....	51
2.2.10.12 People Living with Disabilities .....	51
2.2.10.12 HIV and AIDS .....	52
2.2.10.13 TASAF .....	52
2.2.10.13 Challenges.....	52
2.2.11 Environment and Solid Waste Management Department.....	52
2.2.11.1 Environment and Solid Waste Management staffing Level .....	53
2.2.11.2 Solid Waste Current Situation .....	53
2.2.11.3 Solid Waste Management .....	53
2.2.11.3 Tree Nurseries .....	54
2.2.11.4 Equipment and Facilities for Solid Waste Management.....	54
2.2.11.5 Environmental Conservation and Biodiversity.....	54
2.2.11.6 Challenges .....	55
2.2.12 Lands and Natural Resource Department .....	55
2.2.12.1 Lands and Natural Resources Department staffing level.....	55
2.2.12.2 CDC Land Distribution.....	56
2.2.12.3 Land for Institutions.....	57
2.2.12.4. Industrial and Commercial Land .....	57
2.2.12.5. Open Space Land .....	57
2.2.12.6. Future Land Use.....	57
2.2.12.7. Plots Acquisition.....	57
2.2.12.9. Challenges.....	57
2.2.13 Livestock and Fisheries Development Department .....	57
2.2.13.1 Livestock and Fisheries Development Department staffing level.....	58
2.2.13.2 Livestock .....	59
2.2.13.2 Livestock production.....	61
2.2.13.2 Grazing Land.....	61
2.2.13.3 Livestock Infrastructure.....	61
2.2.13.4 Fisheries.....	62
2.2.13.5 Fish Production .....	62
2.2.13.6 Challenges.....	62
2.2.14.1 Legal Unit staffing level.....	63
2.2.14.2 Legal Current Situations .....	63
2.2.14.4 Challenges.....	64
2.2.15 Procurement Management Unit .....	64
2.2.15.1 Purpose of Procurement Management Unit .....	65
2.2.15.2 PMU staffing level .....	65
2.2.15.3 Current situation.....	65

2.2.15.4 Challenges.....	65
2.2.16 Internal Audit Unit.....	66
2.2.16.1 Purpose of Internal Audit Services .....	67
2.2.16.2 Internal Audit Unit staffing level .....	67
2.2.16.4 Current Situation .....	67
2.2.16.5 Challenges.....	67
2.2.17 Information, Communication, Technology and Public relations .....	67
2.2.17.1 ICT Staffing Level .....	69
2.2.17.2 CDC ICT Infrastructure .....	69
2.2.17.3 Challenges .....	70
2.2.18 Election Unit .....	70
2.18.1 CDC Political Parties .....	70
2.2.18.3 Challenges .....	71
2.2.19 Beekeeping Unit .....	71
2.2.19.2 Beekeeping Unit staffing level.....	71
2.2.19.3 Production and Productivity .....	72
2.2.19.4 Apiary in Chemba District Council.....	72
2.2.19.5 Beekeeping active groups.....	73
2.3 External Environment .....	74
2.3.1 The Third National Five Year Development Plan 2021/22 – 2025/26....	74
2.3.2 The Tanzania Development Vision 2025.....	75
2.3.3 Ruling Part Manifesto 2020-2025 .....	76
2.3.4 Sustainable Development Goals (SDGs) 2030 .....	77
2.3.5 African Agenda 2063 .....	78
2.3.5 East African Vision 2050 .....	78
2.4 SWOC and Stakeholders Analysis .....	79
2.4.1 SWOC Analysis.....	79
2.4.2 Stakeholders Analysis .....	80
CHAPTER THREE.....	83
PERFORMANCE REVIEW OF CHEMBA DISTRICT COUNCIL FIVE YEARS MEDIUM TERM STRATEGIC PLAN 2016/2017-2020/21 .....	83
3.1 Introduction.....	83
3.2 Results Area.....	83
3.2.1 Result Area: Human Resource and Administration Department .....	83
3.2.2 Result Area: Finance and Trade Department .....	84
3.2.3 Result Area: Planning, Statistics and Monitoring Department.....	84
3.2.4 Result Area Primary Education Department.....	85
3.2.5 Result Area: Secondary Education Department.....	86
3.2.6 Result Area: Health Department .....	88
3.2.7 Result Area: Water Department .....	89

3.2.9 Result Area: Works Department .....	89
3.2.10 Result Area: Community Development Department.....	89
3.2.11 Result Area: Environment and Solid Waste Management Department.....	91
3.2.12 Result Area: Lands and Natural Resources Department.....	93
3.2.13 Result Area: Livestock and Fisheries Department.....	94
3.2.14 Result Area: Legal Unit.....	95
3.2.15 Result Area: Procurement and Management Unit.....	95
3.2.16 Result Area: Internal Audit Unit .....	96
3.2.17 Result Area: ICT and Public Relations Unit.....	96
3.2.18 Result Area: Election Unit .....	97
3.2.19 Result Area: Beekeeping Unit .....	97
3.3 Analysis of Recent Initiative .....	97
3.3.1 Human Resource and Management Department.....	97
3.3.2 Primary Education Department .....	98
3.3.3 Secondary Education Department .....	98
CHAPTER FOUR.....	99
THE PLAN 2021/22-2025/26 .....	99
4.1 Overview .....	99
4.2 Vision, Mission and Core Values .....	99
4.2.1 Vision.....	99
4.2.2 Mission.....	99
4.2.3 Core Values .....	99
4.3 Strategic Issues.....	100
4.3.1 Construction of Chemba District Council Bus Stand.....	101
4.3.2 Construction of Chemba DC Modern Market.....	101
4.3.3 Construction of Chemba DC Modern Dumping Site.....	101
4.3.4 Construction of Chemba DC Modern Abattoirs.....	102
4.3.5 Establishment of Chemba District Council Secondary Education High School .....	102
4.4. Strategic Objectives, Strategic Service Outputs, Targets, Strategies and Performance Indicators.....	102
4.4.1 Strategic Service Area 1: Human Resource and Administration Department.....	103
4.4.2 Strategic Service Area 2: Finance and Accounts Department.....	104
4.4.3 Strategic Service Area 3: Planning, Statistics and Monitoring Department .....	106
4.4.4 Strategic Service Area 4: Primary Education Department .....	107
4.4.5 Strategic Service Area 5: Secondary Education Department .....	110
4.4.6 Strategic Service Area 6: Health Department.....	113
4.4.8 Strategic Service Area 8: Agriculture, Irrigation and Cooperative .....	116



4.4.9 Strategic Service Area 9: Works Department.....	118
4.4.11 Strategic Service Area 11: Environment and Solid Waste Management Department.....	121
4.4.12 Strategic Service Area 12: Lands and Natural Resources .....	123
4.4.13 Strategic Service Area 13: Livestock and Fisheries Department .....	124
4.4.14 Strategic Service Area 14: Legal Unit.....	125
4.4.15 Strategic Service Area 15: Procurement Management .....	127
4.4.16 Strategic Service Area 16: Internal Audit Unit .....	128
4.4.17 Strategic Service Area 17: Information, Communication Technology and Public Relation Unit .....	129
4.4.18 Strategic Service Area 18: Election Unit .....	130
4.4.19 Strategic Service Area 18: Beekeeping Unit.....	130
CHAPTER FIVE.....	132
IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORKS, ASSUMPTIONS AND RISK MANAGEMENT PLAN .....	132
5.1 Overview .....	132
5.2 Implementation.....	132
5.3 Monitoring.....	132
5.4 Evaluation.....	133
5.5 Review.....	134
5.6 Preconditions.....	134
5.7 Risk Management Plan .....	134

## **LIST OF ABBREVIATIONS AND ACRONYMS**

AIDS	Acquired Immune Deficiency Syndrome
AMCOS	Agricultural Marketing Co-operative Societies
BRN	Big Result Now
CMT	Council Management Team
DED	District Executive Director
FBO	Faith Based Organisations
FDI	Foreign Direct Investment
FYDP	Five Years Development Plan
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus Infection
LTPP	Long Term Perspective Plan
MOEVT	Ministry of Education and Vocational training
CDC	Chemba District Council
NECTA	National Education Council of Tanzania
NGOs	Non-Governmental Organisations
NSGRP	National Growth and Reduction of Poverty
OGP	Open Government Partnership
PLHIV	People Living with Human Immunodeficiency Virus Infection
PO-RALG	President's Office-Regional Administration and Local Government
PPP	Private Public Partnership
RAS	Regional Administrative Secretary
SACCOS	Savings and Credit Cooperative Society
SDG	Sustainable Development Goals
SP	Strategic Plan
SWOC	Strength Weakness Opportunities and Challenges
UN	United Nations
VEO	Village Executive Officer
WEO	Ward Executive Officer

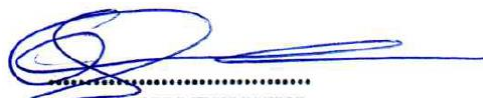
## STATEMENT OF THE DISTRICT COUNCIL CHAIRPERSON

Chemba District Council is pleased to officiate and present before you the reviewed Chemba District Council Strategic Plan (SP) for the period of 2021/22 – 2025/26. The plan provides a road map of the council over the next five years towards realization of sustainable development to its district community through provision of quality services as well as efficient and effective utilization of available resources. The Council Management Team (CMT) and other council staff played an indispensable role in identifying key issues affecting the council and established strategies to realize the vision and mission. The Chemba District Council reviewed strategic plan has been mainly built on the achievement of the outgoing District five years strategic plan, which provided a base to articulate the newly reviewed five year strategic plan.

The preparation of this strategic plan used a collective and participatory way whereby a wide range of stakeholders were involved. I, would like to extend my sincerely thanks to Council Management Team, Councilors, the Community, as well as council staff for their valuable participation. It is my hope that the contribution shown by stakeholders during development of this plan will be sustained even during the course of execution of this strategic plan. This strategic plan will therefore be a referencing tool for the preparation of the council Medium Term Expenditure Framework (MTEF) budgets and for all staff and district stakeholders.

It is my expectations that if the strategic plan is well implemented, the people of Chemba District Council and its stakeholders will have a right to expect quality service delivery with conducive industrial investment environment through utilization of available resources for sustainable development.

Lastly, I would like to promise Councilors, CMT members, Council staff, Stakeholders and the general community of the district that my office will provide fully support towards realization of this strategic plan. Thus, I request all CDC staff, councilors and stakeholders to fully commit themselves towards implementation of this five year strategic plan.



**HON. SAID SAMBALA**  
**COUNCIL CHAIRPERSON**  
**CHEMBA DISTRICT COUNCIL**

## STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR

The reviewed Chemba District Council strategic plan sets out the strategic road map of the council over the period of next five (5) years. It therefore, spells out the council's vision, mission, core values as well as key strategic issues (CDC Flagship project) over the next five years. Further, it presents key strategic service areas, strategic objectives, service outputs, targets, strategies and Key Performance Indicators (KPI) which will be the bases for monitoring and evaluation of the council's performance. The CDC strategic plan has been developed in a collective and collaborative way involving number of different stakeholders through close coordination of the Chemba District Council Planning Officer and its team.

The development of this newly strategic plan took into account broader National Planning Framework particularly the Third National Five Years Development Plan (FYDP III 2021/22-2025/26), The Ruling Party Manifesto (CCM 2020-2025), crosscutting policies, Sectoral Policies, the Tanzania Development Vision 2025, Long Term Perspective Plan (LTPP-3FYDP). Similarly, global development policies particularly the Sustainable Development Goals (SDGs 2030), African Agenda 2063 and East Africa Vision 2050 were considered during preparation of the five years strategic plan.

It is expected that from the year 2021/22-2025/26, Chemba District Council with the support from stakeholders will dedicate its efforts towards realization of its vision that state **Chemba District Council is to become** *"The council with quality services and Conducive Industrial investment environment for sustainable Development"*.

and its mission statement that **Chemba District council in collaboration with stakeholders is committed to** *"deliver quality services and conducive industrial investment environment creation through effective use of available resource for sustainable Development"*. Implementation of this plan will therefore focus on the following strategic objectives Service Improved and HIV/AIDS Infection Reduced; Effective Implementation of the National Anti-Corruption Strategy Enhanced and Sustained; Access to Quality and Equitable Social Service Delivery Improved; Quantity and Quality of Socio-Economic Services and Infrastructure Improved; Good Governance and Administrative Services Enhanced; Local Economic Development Coordination Enhanced: Social Welfare, Gender and Community Empowerment Improved; Emergence and Disaster Management Improved; as well as Management of Natural Resources and Environment Improved

Once, again I wish to acknowledge the diligently hard work and commitment of all staff, CMT, CDC, as well as councilors and other stakeholders. The office of the district accounting officer will strongly provide its support towards realization of this reviewed five years strategic plan.



**SIWEMA H. JUMAA**  
**THE DISTRICT EXECUTIVE DIRECTOR**  
**CHEMBA DISTRICT COUNCIL**

## CHAPTER ONE

### INTRODUCTION AND STRATEGIC PLANNING PROCESS

#### **1.1 Background Information**

Chemba District Council (CDC) was established with effect from **2013** vide a certificate of establishment under the terms of the provisions of sections 8&9 of the Local Government (District Authorities) Act, No.7 CAP 287 of 1982.

#### **1.2 Location**

Chemba District Council is one among eight (8) Councils of Dodoma Region located 125 Km North of the Dodoma region Headquarter. Other Councils in Region include City Council of Dodoma, Kondoa Town Council, Kondoa District Council, Mpwapwa District Council, Kongwa District Council as well as Chamwino District Council and Bahi District Council. The Council is bordered by Kondoa Town Council in the North, Chmwino District Council in the South while in the West shares borders with Bahi District Council and Singida region. In the East the Council bordered with Kongwa District Council and Manyara region.

#### **1.3 Climate**

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.

#### **1.4 Topography**

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.

### 1.5 Population

According to 2012 census, the population of Chemba DC was 235,711 out of which 117,585 were Males and 118,126 were Females. The population density was about 43.2 Persons per sq. Km and the growth rate was about 1.7%. The high growth rate is attributed to immigration rather than to human multiplication. Presence of economic activities and small towns being trading centres contribute to the increasing population. CDC had 50,151 number of households with the average family size is 4.7 persons and the working group averaging to 38.7% The life expectancy was revealed to be at an average of 46 years.

### 1.6 Administrative Units

Chemba DC falls under the jurisdiction of one administrative body but divided into four (4) divisions, namely; Farkwa, Goima, Kwamtoro and Mondo with a total of 26 wards which are further subdivided into 114 villages and 488 vitongoji (hamlets) distributed unevenly as detailed in table 1.

Table 1: CDC Distribution of Administrative Units

Divisions	Wards	Number of villages	Number of hamlets	Number of households
Farkwa	BABAYU	4	17	9,538
	FARKWA	7	24	
	GWANDI	3	10	
	MAKORONGO	3	13	
	TUMBAKOSE	3	10	
Goima	CHANDAMA	3	17	18,685
	CHEMBA	3	10	
	GOIMA	5	26	
	KIDOKA	4	14	
	KIMAHA	4	20	
	MRIJO	7	28	
	MSAADA	5	15	
	SONGOLO	4	14	
SOYA	4	15		

Divisions	Wards	Number of villages	Number of hamlets	Number of households
Kwamtoro	KINYAMSHINDO	3	15	10,304
	KWAMTORO	6	30	
	LAHODA	3	13	
	LALTA	4	16	
	MPENDO	4	18	
	OVADA	4	24	
	SANZAWA	5	26	
Mondo	CHURUKU	3	17	11,624
	DALAI	7	26	
	JANGALO	4	27	
	MONDO	4	13	
	PARANGA	8	30	
TOTAL	26	114	488	50,151

### 1.7 Land Area

Chemba district covers about 7,653 square kilometers, with a total of arable land 554,400 hectares. Cultivated area is 152,495 hectares; the rest is covered by forest game reserve of Swagaswaga. It is estimated that about 47,612,390 ha is used for residential and 1,898,891.6 ha used for diverse economic activities including lumbering, farming and livestock keeping.

### 1.8 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.

### 1.9 Mandates

Chemba District is one among of 184 Councils in Tanzania established under the Local Government (Rural Authorities) Act No. 7 of 1982 and its subsequent amendment which aimed at strengthening and promoting the local government system through Decentralization by Devolution (D by D). The Act provides mandate to the:



- Maintain and facilitate the maintenance of peace, order and good governance within its area of jurisdiction
- Promote the social welfare and economic well being of all people within its area of jurisdiction
- Further the social and economic development of the people
- Take necessary measures to promote and enhance the environment in order to ensure sustainable development
- Give effect to the meaningful decentralization in political, financial and administrative matters relating to the functions, powers, responsibilities and services at all levels of Chemba DC
- Promote and ensure democratic participation in decision making by people concerned
- Establish and maintain reliable sources of revenue and other sources enabling Chemba DC to perform its functions effectively and enhance financial accountability of Chemba DC.

#### **1.10 Chemba DC Strategic Planning Methodology**

Chemba District Strategic plan was built on intensive participatory approach with intent to take on board community development needs and incorporating the same into the reviewed five year strategic plan. Two important groups were engaged in the strategic plan development process namely heads of CDC departments/units and community representative group (Councilors). The former group being technical group was meant to draw up the real sectoral situation of CDC and craft proposed appropriate vision, mission, core values and targets that address strategic objectives and community needs. The latter group was selected as key stakeholders to draw out community most pressing problems that require strategic attention in the next five year strategic plan.

During the process of preparing this plan three days strategic planning workshop was set. The first two day planning workshop involved heads of departments/units. The group received training on strategic planning process and clarification on respective roles of each person supposed to perform during the review and preparation process. The main objective of this training was not only to uncover strategic planning process but also to impart skills of converting community problems into strategic targets. Similarly, another strategic planning workshop was set that involved community representatives (Councilors), as well as heads of departments/units. Stakeholders were fully informed on the aim of the meeting and their role. They were indeed motivated

to air out really community problems by sector while head of respective department/units and secretariat taking note for the purpose of setting up intervention measures (strategic targets) over the mentioned community/sector problems.

In a participatory way, the strategic plan integrated external environment including aligning inspiration of the government and current CCM part manifesto 2020-2025. Thus far, the plan also took into account Tanzania National Third Five Years Development Plan 2021/22-2025/26, various national cross cutting policies and sectoral policies as well as planning frameworks such as Medium Term Strategic Planning and Budgeting Manual. Also, further consideration during review of this strategic plan was set to incorporate global aspiration agenda articulated in the Sustainable Development Goals (SDGs 2030) as well as African Agenda 2063 and East Africa Vision 2050.

#### **1.11 Chemba DC Strategic Plan Layout**

The CDC reviewed five year strategic plan has been organized into five chapters. Chapter one of CDC SP presents the general information pertaining the council and the strategic planning process itself. Chapter two of the five year SP provides the detailed information with regard to internal and external environment following conduct of a thoroughly situational analysis of the council. While, chapter three gives the picture on the performance of the outgoing five year council strategic plan 2016/17-2020/21. Next, chapter four of the reviewed CDC SP offers the next five years plan whereas strategic issues, services areas of the council has been well captured and detailed as well as the strategic objectives, service output, targets, strategies and the key performance indicators of every service area within the council has been established. Finally, chapter five the CDC SP provides an implementation, monitoring and evaluation framework for realization of the course of action set in this next five years plan.

## CHAPTER TWO

### SITUATIONAL ANALYSIS OF CHEMBA DISTRICT COUNCIL

#### 2.1 Introduction

The chapter presents situational analysis of Chemba District Council as a base for strategic planning process as it provides the picture of CDC current situation. The situational analysis of Chemba District Council was done in a participatory manner by taking into account both the internal and external environment. The internal environment focused mainly to establish current situation and respective problems for every department/unit to be reflected in the next five year's council strategic plan. Similarly, the external environment was analyzed in order to mainstream The Third National Five Year Development Plan (FYDP-III) 2021/22-2025/26 as the concluding framework of TDVs 2025. Also, external environment put into board key targets reflected in the Ruling Part Manifesto 2020-2025' as well as other cross cutting policies and sectoral policies including the Public-Private Partnership (PPP) policy 2009. Moreover, the UN Sustainable Development Goals (SDGs) 2030 were mainstreamed into CDC five years strategic plan (2021/22-2025/26) as well as African Agenda 2063 and East African Vision 2050. Similarly, SWOC analysis was carried down to draw up CDC Strengths and recognize Opportunities that may be usefully to address Weakness and Challenges. Finally, Stakeholders analysis was done in order to understand potentiality of institutions/individuals toward success or failure of CDC next five years' strategic plan.

#### 2.2 Internal Environment Analysis

##### 2.2.1 Human Resources and Administration Department

Human Resources and administration department is one of the 13 departments and 6 units in Chemba DC. Its core functions include:

- ✓ Maintain and keep proper records of employees' information (At registry and recognized systems such as HCMIS).
- ✓ Translate Public Service Circulars, Rules and Regulations through orientation and training.
- ✓ Conduct recruitment, confirmation, promotion and fulfill termination procedures for the employees.
- ✓ Training Need Assessment, provide and facilitate trainings to the respective employees in accordance of training programs/policy.

- ✓ Ensure the availability of well-prepared Personal Emoluments in the respective departments.
- ✓ Perform all of the administration activities such as conduction and facilitation of statutory meetings at all council levels.
- ✓ Provide supervision, coordination and monitoring to other departments such as conduction of performance appraisal, human resource estimates (Human Resource Planning), disciplinary procedures and transport activities.

### 2.2.1.1 Human Resource and Administrative Department staffing level

The Human Resource and Administrative Department is charged direct to the office of District Executive Director. The department is headed by DHRO assisted by Human Resource Officer who is the head of the registry and records management. Currently the department is resourced with 135 **Staff (Masters Degree 3, Bachelor degree 16, Diploma 12, certificate 57, Form Four 5 and Standard Seven 42)**

**Table 2: CDC Human Resource and Administrative Department staffing level**

S/N	Designation	Establishment	Available	Deficiency
1.	District Executive Director	1	1	0
2.	District Human Resource Officer	1	1	0
3.	Human Resource Officers	5	6	1
4.	Ward Executive Officers	26	26	0
5.	Village Executive Officers	114	86	28
6.	Transport Officers	1	0	1
7.	Records Management Assistant	7	3	4
8.	Office attendants	1	1	0
9.	Personal Secretaries	5	10	5
10.	Security Guards	2	2	0
11.	Drivers	10	18	8
<b>Total</b>		<b>173</b>	<b>154</b>	<b>47</b>

Source: CDC HRA Department (2018).

### 2.2.1.2 Office Layout

Chemba District Council under Human Resource and Administration Department ensures all departments have offices, furniture and other working tools so as to fulfill their regular duties and responsibilities. Chemba District Council has 13 departments 6 units, 26 wards, 114 villages, and 488 hamlets and has a total of 1,475 employees.

**Table 3: CDC Number of employees in Departments and Units**

S/No.	Department	No. of employees	Section/Unit	No. of employees
1	Human Resource and Administration Department	135	Procurement Management Unit	3
2	Finance and Trade Department	7	Election Unit	1
3	Planning, Statistics and Monitoring Department	2	Beekeeping Unit	0
4	Primary Education Department	805	Internal Audit Unit	1
5	Secondary Education Department	276	Legal Unit	1
6	Works Department	2	Information, communication and technology Unit	3
7	Water Department	0		
8	Healthy Department	185		
9	Agriculture and irrigation Department	27		
10	Livestock and Fisheries Department	16		
11	Community Development Department	6		
12	Land and Natural Resources Department	4		
13	Environment and Solid waste management Department	1		
		<b>Total Number of Employees 1,475</b>		

**Source:** CDC Report, (2021).

### **2.2.1.3 Challenges**

The Chemba District Council Human Resource and Administration department faces number of challenges includes:-

- ✓ shortage of staff
- ✓ Employee turnover
- ✓ Inadequate working facilities
- ✓ Unconducive working condition
- ✓ Inadequate of financial resources

### **2.2.2 Finance and Trade Department**

Finance and Trade Department forms one of the 13 Chemba District Council departments and is made up with five sections namely; Finance and Trade Administration, Revenue, Expenditure, Final Accounts, as well as Trade and Market operations.

The core functions of the department include: -

- i. Advise the council on all financial matters.
- ii. Supervise, collect and ensure all revenues of the council are safely kept.
- iii. Prepare annual budget of income and expenditures in collaboration with planning and other departments.
- iv. Maintain the sound accounting system and safekeeping of all supporting records.
- v. Prepare regular reports to council on progress of actual expenditure and income compared to budget and making recommendations for balancing levels of income and expenditures.
- vi. Prepare Councilor's reports and financial statements.
- vii. Support system of internal control in operation.
- viii. Prepare and present to the Finance Committee the financial procedures for their approval and distribute to other departments.

#### **2.2.2.1 Finance and Trade Department staffing level**

The Chemba district council finance and trade department has 10 staff compared to 25 as per establishment as shown in Table 1 below:

**Table 4: CDC Finance and Trade Department staffing level**

<b>Position</b>	<b>Required</b>	<b>Available</b>	<b>Deficit</b>
Head of Department	1	1	0
Accountants	7	3	4
Assistant Accountants	10	4	6
<b>Total</b>	<b>18</b>	<b>8</b>	<b>15</b>

**Source:** CDC Finance and Trade Department, (2021).

#### **2.2.2.2 Finance Section**

##### **Chemba DC: Revenue collection trend 2018/2019 - 2020/2021**

Chemba district council finances its activities from different sources. The main funding sources are; Government subvention, Own source revenue and Development partners Table 5).

**Table 5: CDC Revenue collection trend 2018/2019-2020/2021**

**Source:** CDC Finance and Trade Department, (2021).

Source	2018/2019		2019/2020		2020/2021	
	Budget	Actual Receipts	Budget	Actual Receipts	Budget	Actual Receipts
Own Source	1,523,834,000.00	1,120,322,553.87	1,492,534,200.00	1,069,977,725.62	1,279,000,000.00	1,239,513,701
Recurrent grants	24,872,568,567.00	12,488,799,085.48	16,443,121,963.00	13,705,121,494	16,231,366,644.00	12,021,347,387.00
Development grants	9,945,539,953.00	6,317,654,784.23	2,718,921,763.00	546,396,106	6,608,781,120.00	2,016,574,477
<b>TOTAL</b>	<b>36,341,942,520</b>	<b>19,926,776,423.58</b>	<b>20,654,577,926</b>	<b>15,321,495,325.62</b>	<b>24,119,147,764</b>	<b>15,277,435,565</b>

**Chemba DC: Own revenue sources**

Chemba District Council has 24 own revenue sources namely: - forest product (Log cess and Timber), Service levy, Community health funds, Business licenses and sales of plots. Revenue from forest products contributes 60% of the total budget from own source, Service levy 3%, community health funds 9% and business license contribute 3%. Collection trend for previous three years, indicates that there is an improvement in own source revenue collection. Own source revenue collection has been increasing though in small amount. From 2018/19 to 2020/21 Council has adopted electronic revenue collection system so as to strengthening internal control over revenue collection. The system is controlled at ministerial level and is known as Local Government Revenue Collection Integrated System (LGRCIS).



**Table 6: CDC Own source revenue collection - Budget estimates V/S Actual Performance for Financial Year 2018/2019 - 2020/2021**

Revenue Sources	2018/2019			2019/2020			2020/2021		
	Budget	actual	%	Budget	Actual	%	Budget	Actual	%
Other food produce cess				462,798,000	281,073,258		<b>647,734,180</b>	<b>647,734,180</b>	
Maize crop cess	415,000,000	106,876,305							
Service Levy	30,000,000	19,020,648		40,000,000	34,137,199		70,000,000	56,602,246	
Hotel Levy									
Advertisement	10,000,000	150,000						290,000	
Cost sharing	41,000,000	28,000,000							
Other produce cess	9,000,000	540,000							
Fines and penalties fee	39,400,000	8,605,710		20,000,000	11,266,000		31717540	29452870	
Business Licence Fees	85,000,000	72,726,700		115,000,000	125,706,057		80,000,000	79,402,000	
Parking fee									
Plot sales	165,000,000	76,288,000		180,000,00	63,965,500		200000000	16049320	
Building Permit	5,000,000	2,630,000		5,000,000	3,640,000		12000000	7190001	
Livestock market fee	460,000,000	252,730,695		469,400,000	423,912,889		470,000,000	334,723,066	
Forest produce licence fees					33,800		11,206,400	5,209,000	
Others Revenue				53,460,000	24,320,000				
Receipt from dipping fees	40,000,000	37,327,650		20,000,000	18,604,400		59,000,000	10,686,950	

Revenue Sources	2018/2019			2019/2020			2020/2021		
	Budget	actual	%	Budget	Actual	%	Budget	Actual	%
Land survey fee	15,000,000	5,129,200		20,000,000	4,843,305		20000000	6075500	
Meat inspection	17,000,000	600,000		17,000,000	447,900		17,000,000	11,602,000	
Forest Royalties	15,000,000	9,870,800							
Charcoal produce cess									
Extraction of minerals	12,000,000	4,322,000		12,000,000	10,627,055		10,000,000	5,340,800	
School Fee	42,000,000	29,200,000		42,000,000	46,571,741				
Plot Application Fee	8,600,000	1,988,880		10,000,000	580,000		10,000,000	1,940,000	
Liquor License									
<b>Grant Total</b>	<b>1,409,000,000</b>	<b>656,006,588</b>		<b>1,258,338,000</b>	<b>865,565,848</b>		<b>1638658120</b>	<b>1120560403</b>	

Source: CDC Finance and Trade Department, (2021).

#### Chemba DC: Central Government recurrent and development grants

Chemba District Council receives reasonable funds regularly from the central government to finance development projects as well as personnel emolument of the council employees.

**Table 7: CDC Central Government Recurrent and Development Grants**

Revenue Sources	2018/2019			2019/2020			2020/2021		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%
Personnel Emolument	23,996,152,567.00	13,368,658,800	50	15,039,548,327.00	11,395,484,500.00		14,743,870,298	10,970,226,412	74
Other Charges	876,416,000.00	691,332,585.92	65	1,403,573,636.00	1,171,573,857.30		1,487,496,346	1,051,120,975	71
Development Grant	9,945,539,953.00	3,858,901,262.23	36	2,759,233,110.00	647,175,625.00		6,608,781,120	2,016,574,477	31
<b>Total</b>	<b>34,818,108,520</b>	<b>18,957,567,439</b>		<b>19,202,355,073</b>	<b>13,214,233,982.3</b>		<b>22,840,147,764</b>	<b>14,037,921,864</b>	

Source: CDC Financial Statement Schedules, (2021).

**Chemba DC: Government Block Grant**

Chemba District Council depends on central government to fund its development and recurrent expenditure, 99% of development expenditure and 100% of personnel emolument, is contributed by Tanzanian Central Government.

**Table 8: CDC Government block grant V/s council own source revenue to finance recurrent and development activities**

Revenue Sources	2019/2020			2020/2021		
	Government Grant	Own Source	%	Government Grant	Own Source	%
Personnel Emolument	13,568,743,000	0		12,007,441,310	0	
Other Charges	1,394,911,432	658,530,218		633,579,092	805,195,405	
Development Grant	5,314,735,682	439,020,145		5,555,991,307	536,796,937	
<b>Total</b>	<b>20,278,390,114</b>	<b>1,097,550,363</b>		<b>18,197,011,709</b>	<b>1,341,992,342</b>	

Source: CDC Financial Statement Schedules, (2021).

### Chemba DC: Development Partners' Grant

Chemba District Council received grants from DPs a total amount of TZS. 5,314,735,682 and TZS 5,555,991,307 for the financial year 2019/20 and 2020/21, respectively for the execution of various development projects.

**Table 9: CDC Development Partners' Grant**

S/N	Grant name	2019/20		%	2020/21		%
		Receipt	Expenditure		Receipt	Expenditure	
1	MFUKO WA BARABARA	590,966,083	562,693,588	95	565,446,042	590,274,659	104
2	RUZUKU YA MAENDELEO LG CDG	296,654,000	296,654,000	100	296,654,000	296,654,000	100
	MRADI WA MAJI (WSDP)	410,094,847	513,353,773	125	72,605,566	99,753,666	137
3	MFUKO WA PAMOJA(HSBF)	395,587,300	389,732,037	99	663,454,000	693,607,483	105
4	SEDP	573,892,887	191,761,730	33	-	382,131,157	
5	P4R	-	-		737,691,200	737,691,200	100
	EQUIP	751,765,928	329,647,834	44	713,933,368	505,949,138	71
	UKIMWI	55,497,900	-	-	55,497,900	55,497,900	100
	VIJANA NA	3,720,000	3,720,000		15,000,000	15,000,000	

S/N	Grant name	2019/20		%	2020/21		%
		Receipt	Expenditure		Receipt	Expenditure	
	WANAWAKE			100			100
	TASAF	1,190,066,737	1,155,805,854	97	1,097,261,650	1,131,522,533	103
	UMWAGILIAJI	551,000,000	551,000,000	100	-	-	
	MFUKO WA JIMBO	27,554,000	52,194,755	189	45,464,000	46,410,000	102
	JENGO LA HALMASHAURI	450,000,000	450,000,000	100	500,000,000	500,000,000	100
	NTD	-	-		87,199,336	87,199,336	100
	UAPANUZI WA KITUOA CHA AFYA HAMAI	-	-		-	-	
	ELIMU BILA MALIPO - SEKONDARI	-	-		539,458,244	539,458,244	100
	ELIMU BILA MALIPO - MSINGI	17,936,000	17,936,000	100	166,326,000.00	166,326,000.00	100
		<b>5,314,735,682</b>	<b>4,514,499,571</b>	85	<b>5,555,991,307</b>	<b>5,847,475,316</b>	105

Source: CDC Financial Statement Schedules, (2021).

### **Chemba DC: CAG Auditing Reports**

Chemba District Council prepares its financial statement in accordance with International Public Sector Accounting Standards (IPSAS) and other governing laws and regulations pertaining to closure of Government accounts. Also, for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error as per the Statement of Management responsibility on the Financial Statements. The Local Government Finance Act 1982 section 40 requires every Local Government Council (LGA) to prepare financial statements of the Council for every financial year, as at the end of the financial period, that gives a true and fair view of the state of affairs of the council for that period. This legal requirement is further emphasised by the Local Authority Financial Memorandum (LAFM) of 2010, Order No. 31.

#### **Responsibility of the Controller and Auditor General (CAG)**

Responsibility of an auditor is to express an opinion on the financial statements based on audit. Auditor conduct audit accordance with, International Standards of Supreme Audit Institutions (ISSAIs) and such other procedures considered necessary in the circumstances. The standards require auditor to comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatements.

#### **2.2.2.3 Trade Section**

Trade section is under Finance and Trade Department whereby its main role includes; analyzing short term and long term moneyflow, Business growth at Chemba District Council is approximately 50% to 70% annually, the trade section recently has managed to issue hotel levy, business licenses, other role that has been performed by the trade section is to coordinate the business people and enhance entrepreneurs to conduct their activities in conducive working environment.

#### **2.2.2.4 Challenges**

The CDC finance and trade department faces several challenges including;

- ✓ Poor transport and communication
- ✓ Inadequate of financial resources
- ✓ Lack of Motivation of revenue collector
- ✓ Lack of networks operation systems

### 2.2.3 Planning, Monitoring and Statistics Department

Planning, Monitoring and Statistics department is one of the departments of Chemba District Council, consisting of three sections namely; planning section, Monitoring and evaluation section and statistics section. Based on act of establishment of this department, it has the following core functions:

- i. Coordinate Planning Process of Council Development projects.
- ii. Facilitate National policy interpretations.
- iii. Coordinate monitoring, reviewing and evaluation of various development projects.
- iv. Facilitate Social- Economic data collection, analysis and replication.
- v. Coordinate all development initiatives in the Council.

#### 2.2.3.1 Planning Department Staff level

The Planning, Statistics and Monitoring department currently has 4 members of staff (1 female and 3 males) with different levels of education and qualifications as shown in Table 8 here under.

**Table 10: CDC Planning Department staffing level**

Position	Required	Actual	Deficit
Head of Department	1	1	0
Economist	2	1	1
Planning Officer	4	1	3
Statistician	2	0	2
<b>Total</b>	<b>9</b>	<b>3</b>	<b>6</b>

Source: CDC Planning, Statistics and Monitoring Department, (2021).

#### 2.2.3.2 Planning section

The Chemba DC Planning section deals with identification of council development needs and potentials for investments; preparation of Council's short, medium term strategic plans and budgets; analyzing sectoral policies and advising district departments on the issues pertaining to planning and budgeting; and coordinating other departments. Other roles are conducting researches for the purpose of problem identification, solving and decision making; coordination, monitoring and implementation of District Strategic Plans and Budgets; preparation of project proposals for internal and external funding as well as budgetary activities of the cooperation.

### **2.2.3.3 Monitoring and Evaluation**

The Chemba DC Monitoring and evaluation section deal with Frequent supervision to the lower level governments; identification of community initiatives (O&OD); provision of technical support to the lower level governments on project planning, implementation, monitoring and evaluation; supervision and inspection of the project progress; preparation of monitoring and evaluation reports (i.e. Quarter and Annual) on the implementation of council plans and budgets.

During financial year 2019/2020 – 2020/2021 the section has conducted monitoring and evaluation in the following activities:

- Construction of 9 laboratories in 9 secondary schools of which 6 (66%) laboratories were completed
- Construction of 3 teachers' house in 3 primary schools.
- Construction of 22 classrooms in Secondary and Primary Schools.
- Construction of 104 pit latrines of which 86 pit latrine were completed
- Construction of Chemba District Hospital.
- Completion of the construction of District Administration Block.
- Construction of 10 Classrooms in 9 Primary School.
- Construction of 6 dormitories in Secondary Schools
- Construction of 3 Dispensaries.

### **2.2.3.4 Statistics section**

Chemba DC Statistics section deals with data collection from lower level governments (i.e. Village and wards) and council's departments; data analysis; and data management. The section also deals with preparation of social economic profile of the council, preparation of investment profile and conduction of researches on poverty and food security.

Specifically, in the years 2018/2019 -2020/2021, the following activities were executed under the statistics section:

- Collection of data in 114 villages and 26 wards for planning purpose.
- Coordinating the review of O&OD from 114 villages and 26 wards
- Reviewing and preparation of Council social economic profile.



### 2.2.3.5 Chemba District Council Budget Trend for FY 2021/22 – 2025/26

Chemba district council is financing its activities from different sources. The main funding are sourced from Government subvention, Own source revenue and Development partners.

**Table 11: CDC budget trend for three years period FY 2018/19-2020/21**

Fund Source	2018/2019		2019/2020		2020/2021	
	Budget	Actual Receipts	Budget	Actual Receipts	Budget	Actual Receipts
Capitation Grants-Dev	425,251,708.32	863,481,592	433,861,876.44		501,185,583.36	
Jimbo Fund - CDCF	52,629,000	52,629,000	54,629,000.00	54,629,000	54,627,000.00	54,627,000
School Meals Grant	300,779,994.00	<b>220,514,947.56</b>	253,799,978.16	0	269,054,735.40	0
Responsibility Grants	391,200,000.00	<b>66,000,000.00</b>	391,200,000.00	0	391,200,000.00	0
EGPAF	154,148,000.00	72,393,150	179,990,560.00	34,353,385	11,675,500.00	22,862,674
Schools Fee Compensation Grants	96,739,779.96	<b>112,722,525.35</b>	128,279,388.12	0	134,699,999.92	0
Programme for Results -		751,634,546		562,700,000	400,000,000.00	294,277,500

Fund Source	2018/2019		2019/2020		2020/2021	
	Budget	Actual Receipts	Budget	Actual Receipts	Budget	Actual Receipts
P4R						
Other Development Grants	1,500,000,000.00	0	0	0	0	0
Bilateral DFID	0	0	0	0	37,000,000.00	0
Central government other Sources	0	2,400,000,000	387,782,356.00	325,000,000	2,205,019,080	678,713,500
Examination Grant	351,110,995.49		388,946,947.67		474,851,998.36	237,664,000.00
National Multisectoral Strategic Fund -	55,497,900.00	0	0	0	0	0
National Water Supply and Sanitation	2,636,846,810	0	0	0	0	0
Tanzania Social Action	1,164,580,773.00	716,510,100	0	178,703,650	994,229,000.00	273,231,650

Fund Source	2018/2019		2019/2020		2020/2021	
	Budget	Actual Receipts	Budget	Actual Receipts	Budget	Actual Receipts
Fund - TASAF						
Education Quality Improvement	426,498,030.00	466,034,089	0	0	0	0
WORLD BANK	0	0	0	0	623,798,000.00	0
Own Sources	1,689,492,391	672,847,738	1,410,435,655	1,097,550,363	1,488,670,000	1,341,992,342
Health Sector Basket Fund - HSBF	613,491,988.25	582,458,400	553,060,200.00	494,861,275	585,091,305.00	556,847,000
Central Government	1,108,879,893	675,394,044	960,514,931	1,394,911,432	792,593,000	633,579,092
PE Grants	23,996,152,567.00	11,813,562,850	17,821,864,768.00	13,568,743,000	19,456,267,521.00	12,007,441,310
Bilateral Other	91,778,862.00	0	0	0	0	0
Central Government via MSD	360,500,000.00	0	0	0	252,500,000.00	0

Fund Source	2018/2019		2019/2020		2020/2021	
	Budget	Actual Receipts	Budget	Actual Receipts	Budget	Actual Receipts
Global Fund	6,360,000.00	2,147,080	6,360,000.00	0	1,074,000.00	0
NTD	39,202,551.50	0	39,202,551.51	0	39,202,551.51	1,000,000.00
Multilateral UNICEF	0	108,904,000	7,500,000.00	5,975,000	10,000,000.00	18,160,000
<b>Total</b>	<b>34,040,392,761.24</b>	<b>15,037,858,301</b>	21,575,667,409.18	<b>16,740,744,720</b>	<b>28,722,739,274.55</b>	<b>16,120,396,068</b>

Source: CDC Planning, Monitoring and Statistics Department, (2021).

### **2.2.3.6 Challenges**

Planning department despite servicing 114 villages and 26 scattered in an area of 7,653 square kilometers it faced a number of challenges including:

- ✓ Difficult of reaching every village in time due to poor roads infrastructure.
- ✓ Insufficient attendance of staffs in various seminars, workshop, short and long courses,
- ✓ Lack of M & E knowledge to the community.
- ✓ Low community contribution towards development projects
- ✓ Shortage of working tools such as computers (laptops) and transport vehicles/facilities,
- ✓ Insufficient government budget required for implementing development projects,
- ✓ Lack of reliable Monitoring and Evaluation mechanism,
- ✓ Lack of sufficient and reliable data – Data bank,
- ✓ Shortage of staff
- ✓ Un- planned orders to implement from top authority which compromise the planned projects.

### **2.2.3.7 Critical issues**

- ✓ Capacitate Planning staff in writing investment projects
- ✓ Conduct training on the use of data capturing tools and reporting tools
- ✓ Enhancing monitoring capacity to Planning staff and to the community.

### **2.2.4 Primary Education Department**

Primary education Department is among of the 13 Departments in Chemba District Council. The Department is made up of four (04) Sections namely: - primary administration, primary schools Adult education and Sports & cultural. The primary education department has the following core functions:

- i. Improve School gender sensitive sexual reproduction health and HIV/AIDS.
- ii. Take measurement on combat petty and grand corruption.
- iii. Create an enabling environment for effective Working to education staff and primary school teachers.
- iv. Develop Managerial and leadership skills for education staff, word education officers and Head teachers.
- v. Support primary school teachers in various expenses.
- vi. Promote Pass rate increase.

- vii. Facilitate training to both Education Officers and primary school teachers on sports.
- viii. Support adult education festival.
- ix. Improve working environment to adult education staff.
- x. Promote sports, games and cultural activities.
- xi. Monitor and evaluate sector performance.

#### 2.2.4.1 Primary education staffing level

The department has 8 staff members, 26 Ward Education Officers and 757 Primary school teachers.

**Table 12: CDC Primary education staffing level**

	POSITION	REQUI RED	AVAILA BLE	DEFI CIT
PRIMARY EDUCATION	DISTRICT PRIMARY EDUCATION OFFICER	1	1	0
	DISTRICT ACADEMIC OFFICER	2	2	0
	STATISTICS AND LOGISTICS OFFICER	2	3	0
	SPECIAL NEEDS EDUCATION OFFICER	1	0	1
	ADULT EDUCATION OFFICER	5	1	4
	CULTURE AND SPORTS	2	1	1
	WARD EDUCATION OFFICERS	26	25	1
	TEACHERS	1565	765	799
	TOTAL	1682	1426	260

**Source: CDC Primary Education Department, (2021).**

#### 2.2.4.2 Number of Primary school and enrollment

Chemba District Council has total of 103 government primary schools and 1 private school with a total of 70,408 pupils of which 34286 being boys and 36122 being girls in government schools. While, in private schools the total enrollment is 48 pupils of which 23 being boys and 25 being girls. Also, in pre-primary the total enrollment is 7521 pupils where by 3653 being boys and 3868 being girls. Similarly, the CDC has 6 centers for COBET pupils with 353 pupils, among them 196 are males and 157 are females.

**Table 13: CDC Number of primary school and enrollment**

CDC Primary School	Number of Pupils		
	Boys	Girls	Total
Government	34286	36122	70408
Private	23	25	48
Total	34309	36147	70456

**Source:** CDC Primary Education Department (2021).

### 2.2.4.3 Availability of teachers

The Chemba district primary school education department has **757** number of government teachers, attached in different ward within the district. Also, the department has **8** members of staff, **5** being female and **3** male located at the district headquarter.

**Table 14: Availability of Teachers and their levels of education**

EDUCATION OFFICIALS		TEACHERS		SEX	TEACHERS LEVEL OF EDUCATION				GRAND TOTAL
					GRADE II B	GRADE III A	DIPLOMA	DEGREE	
REQUIRED	12	REQUIRED	1647	Male	2	378	90	25	
AVAILABLE	8	AVAILABLE	757	Female	2	200	46	14	
DEFICITY	4	DEFICITY	890	Total	4	578	136	39	

**Source:** CDC Primary Education Department (2021).

### 2.2.4.4 Primary School Education Performance

The performance of national standard seven examinations in the past five years has been increasing significantly as shown in Table 13 below:

**Table 15: Primary School Education Performance**

YEAR	REGISTERED			EXAMINED			ABSENTEES			PASS			FAIL			% OF PASSES
	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOTAL	BOYS	GIRLS	TOT	
2017	2082	3057	5139	2053	3030	5083	30	26	56	1097	1546	2643	955	1485	2440	52.06
2018	2334	3025	5359	2202	2956	5158	132	69	201	871	1076	1947	1331	1009	2340	37.8
2019	2157	2954	5111	2068	2912	4980	516	158	674	1113	1714	2827	955	1198	2153	57
2020	2417	2857	5274	2361	2838	5199	56	19	75	1401	1768	3169	9060	1070	2030	60.9
2021	2030	3111	5141	2229	3069	5298	0	0	0	1602	2202	3804	627	867	1494	71.8

Source: CDC Primary Education Department (2021).

#### 2.2.4.5 Primary Education Infrastructures

Chemba DC has total of 766 classrooms (46%), 322 teachers houses (23%), 1049 pit latrines (38%), 14011 Desks (67.3%), as well as 237 teachers offices (59.1%), 842 Tables (47%), 842 chairs (47%) and 322 cupboards.

**Table 16: CDC Pre-Primary and Primary School's infrastructures**

Description	Required	Available	Deficit
<b>PRE-PRIMARY</b>			
Class rooms	104	5	99
Teachers houses	104	0	0
Permanent pit latrines	340	4	296
Stores	104	2	102
Teachers offices	104	1	103



Description	Required	Available	Deficit
<b>PRIMARY SCHOOL</b>			
Class rooms	1539	766	773
Teachers houses	1392	322	1070
Permanent pit latrines (Boys)	1371	520	851
Permanent pit latrines (Girls)	1806	525	1281
Desks	20802	14011	6791
Teachers offices	401	237	164
Library	104	0	104
Workshop	104	0	104
Counseling rooms	104	0	104
Stores	104	25	79
Table	1788	842	946
Chairs	1788	842	946
Cupboards	1330	322	985
Shelf	1330	322	985

**Source:** CDC Primary Education Department, (2021).

#### **2.2.4.6 Challenges**

Primary school education sector is constrained by number of challenges including:- shortage of primary teachers, shortage of classrooms, desks, pit latrines chair ,tables ,shelves ,cupboard and Other school infrastructure.

#### **2.2.4.7 Critical Issue**

The major critical issues under primary education include:- current book ratio- 1:5 thus more funds are needed in order to arrest the situation to ratio of 1:1

The shortage of primary teachers in the district which has been caused by increase in pupils' enrolment and death of teachers caused by HIV aids and other pandemic disease (PTR. 1:108)

The problem of desks still exist in many schools as indicated in table 2.2.4.5

### **2.2.5 Secondary Education Department**

#### **2.2.5 Secondary Education Department**

Secondary Education Department is one among thirteen departments in Chemba District Council. It was established in the year 2009 following reformation of Education Sector to LGAs after effective deposition of decentralization by devolution policy into action. The Secondary Education

Department is headed by District Secondary Education Officer (DEOS), and assisted with District Academic Officer (DAOS), Statistics and Logistics Officer SLOS as well as Ward Education Officers co-coordinating Secondary Schools found in their areas of jurisdiction. The core functions of Secondary Education Department include:-

- ✓ Routine management and administration of provision of secondary education.
- ✓ Supervise and manage secondary education academic performance.
- ✓ Organize and manage local and national examinations.
- ✓ Correct, organize, analyze and submit secondary education data required at district, regional and national level.
- ✓ Planning, organizing, distributing and managing education resources.
- ✓ Enhance secondary school teachers' career advancement.
- ✓ Conduct and supervise Secondary sports and games (UMISSETA).
- ✓ Ensure students are protected and preserved as per government regulations.
- ✓ Ensures follow-up of all cross-cutting issues to students and teachers (i.e HIV-AIDS, environmental issues, good governances etc).
- ✓ Perform all other activities as will be assigned by District Executive Director and other regulatory bodies.

#### **2.2.5.1 Secondary School staffing level**

CDC secondary school department has a total of **254** staff located at the district headquarter and in different secondary schools. The council is having **1** District Education Officer, **1** District Academic Officer and **1** Statistics and Logistics Officer located at district headquarter. Also, the CDC secondary school department has **251** teachers among them **95** are science and **156** are arts subjects. However, the council is experiencing surplus of **0** arts subject teachers and shortage of **34** science teachers.

**Table 17: CDC Secondary School staffing level**

NAME OF SCHOOL	NUMBER OF SCIENCE TEACHERS				NUMBER OF ARTS TEACHERS				TOTAL TEACHERS IN THE DISTRICT			
	REQUIRED	AVAILABLE	SHORTAGE	SURPLUS	REQUIRED	AVAILABLE	SHORTAGE	SURPLUS	REQUIRED	AVAILABLE	SHORTAGE	SURPLUS
CHANDAMA	5	5	0		6	8	-2		11	12	-1	
CHEMBA	5	5	0		6	7.5	1.5		11	13	-2	
DALAI	5	2	3		6	10.	-		11	13	-2	
FARKWA	5	3	2		8	10	-2		13	13	0	
GOIMA	5	1	4		8	7.5	0.5		13	11	2	
GWANDI	5	4	1		6	9	-3		11	12	-1	
ITOLWA	5	4	1		6	6	0		11	10	1	
JANGALO	5	2	3		6	6.5	0.5		11	8	3	
KELEMA BALAI	5	4	1		6	9	-3		11	12	-1	
KIMAHA	5	5	0		6	5.5	0.5		11	12	-1	
KWAMTORO	5	5	0		6	4	2		11	9	2	
LALTA	5	4	1		6	6.5	0.5		11	10	1	
MAKORONGO	5	5	0		6	6.5	0.5		11	8	3	
MONDO	10	9	1		11	8.5	2.5		21	16	5	
MPENDO	5	2	3		6	7	-1		11	10	1	
MRIJO	10	8	2		11	9	2		21	16	5	
MSAADA	5	2	3		8	4.5	3.5		13	7	6	
MSAKWALO	9	4	5		11	10	1		20	13	7	
PARANGA	5	5	0		6	7	-1		11	11	0	
SANZAWA	5	4	1		8	4	4		13	9	4	
SONGOLO	5	5	0		6	8	-2		11	12	-1	
SOYA	10	7	3		13	8.5	4.5		23	14	9	
<b>TOTAL</b>	<b>12</b>	<b>9</b>	<b>95</b>	<b>34</b>	<b>16</b>	<b>2</b>	<b>163</b>	<b>-1</b>	<b>29</b>	<b>1</b>	<b>25</b>	<b>40</b>

**Source:** CDC Secondary Education Department, (2021).

### 2.2.5.2 Non- Teaching Staff

Chemba DC secondary school education department has a total of 2 supporting staff with different level of education and qualification

**Table 18: CDC Non- Teaching Staff**

SN	CATEGORY	REQUIRED	AVAILABLE	SHORTAGE
1	Accountants	22	0	22
2	Storekeepers	22	0	22
3	Nurses	22	0	22
4	Drivers	22	0	22
5	Security	66	0	66
6	Lab Technicians	22	2	20
7	Cooks	6	0	6
8	Secretary	22	0	22
9	Registry	22	0	22
Total		226	2	224

**Source:** CDC Secondary Education Department, (2021).

### 2.2.5.3 Number of Secondary Schools

Chemba District Council has a total number of **20** ordinary level secondary schools (form I-IV), **19** being government schools and **1** private school. Also, CDC has **3** advanced secondary schools (form I-VI) **all** being government schools.

**Table 19: CDC Number of Secondary Schools**

Level	Government	Private	Total
O - level	19	1	20
A - level	3	0	3

**Source:** CDC Secondary Education Department, (2021).

### 2.2.5.4 Students Enrolment

The Chemba district council currently has a total number of **9,077** students among them **8,525** are for public schools with **3,704** being boys and **4,821** being girls while **166** for private secondary schools with **84** being boys and **82** being girls. Also, the Chemba district council has a total of **386** A - level students of which **296** are boys and **90** are girls.

**Table 20: CDC Students enrolled in Secondary Schools**

Owner	Number of students				
	2016/2017				
	O' Level	A' Level	O' Level	A' Level	
	Boys		Girls		Total
Government	3,704	296	4,821	90	8,911
Private	84		82		166
<b>Total</b>	3,788	296	4,903	90	9,077

**Source:** CDC Secondary Education Department, (2021).

### 2.2.5.5 Secondary School Infrastructures

Recently CDC has 279 classrooms, 84 teachers' houses, 1 Libraries, 14 laboratories and 11 administration blocks. Also, there are 4 hostels, 7 dormitories, 46 teachers pit latrines, 239 students pit latrines as well as 7 kitchen. However, there is deficit in terms of school infrastructure pointed above as indicated in Table 21.

**Table 21: CDC Secondary School Infrastructures**

Item	Required	Available	Shortage	
Classrooms	215	279	0	
Laboratories	66	14	52	
Admin. Blocks	22	11	11	
Teachers' houses	287	84	203	
Library	22	1	21	
Pit Latrines Teachers	Male	26	26	0
	Female	20	20	0
Pit Latrines Students	Male	163	112	51
	Female	250	127	123
Stores	22	3	19	
Dining Hall	22	2	20	
Hostels	Male	23	0	23
	Female	23	4	19
Dormitories	Male	32	4	28
	Female	32	3	29

**Source:** CDC Secondary Education Department, (2021).

### 2.2.5.6 Secondary Schools Furniture's and Facilities

CDC Secondary School Department is well resourced with various furniture and facilities in its secondary schools. Currently the district has 5,251 students' chairs, 4,802 students' tables as well as 198 teachers' chairs, and 37 strong rooms. Similarly, there are 00 shelves, 433 laboratory stools, 169 laboratory tables, 367 beds (deckers) as well as 734 mattress and 245 benches. Also, the

department experience shortage of various furniture and facilities to different secondary schools available in the district.

**Table 22: CDC Secondary Schools Furniture's and Facilities**

TYPE OF FURNITURE	Required	Available	Shortage
Students Chairs	8,525	5,251	3,274
Students tables	8,525	4,802	3,723
Teachers chairs	260	198	61
Strong rooms	44	37	7
Shelves	2,270	0	2,270
Laboratory stools	1,015	433	582
Laboratory tables	330	169	161
Beds (deckers)	680	367	313
Mattresses	1,360	734	626
Benches	454	245	209

**Source:** CDC Secondary Education Department, (2021).

### 2.2.5.7 Availability of Books in Secondary Schools

The student book ratio is 1:2 in Science subjects and 1:3 in Arts Subjects.

**Table 23: CDC Book-Students Ratio in Secondary Schools**

School name	Science Books (ratio)	Arts Books (ratio)
CHANDAMA	1 : 2	1 : 3
CHEMBA	1 : 2	1 : 3
DALAI	1 : 2	1 : 3
FARKWA	1 : 2	1 : 3
GOIMA	1 : 2	1 : 3
GWANDI	1 : 2	1 : 3
ITOLWA	1 : 2	1 : 3
JANGALO	1 : 2	1 : 3
KELEMA BALAI	1 : 2	1 : 3
KIMAHA	1 : 2	1 : 3
KWAMTORO	1 : 2	1 : 3
LALTA	1 : 2	1 : 3
MAKORONGO	1 : 2	1 : 3
MONDO	1 : 2	1 : 3
MPENDO	1 : 2	1 : 3
MRIJO	1 : 2	1 : 3
MSAADA	1 : 2	1 : 3
MSAKWALO	1 : 2	1 : 3
PARANGA	1 : 2	1 : 3
SANZAWA	1 : 2	1 : 3
SONGOLO	1 : 2	1 : 3
SOYA	1 : 2	1 : 3

**Source:** CDC Secondary Education Department, (2021).

### 2.2.5.8 Academic Performance

Chemba district council is now experiencing 79.5% pass rate despite of 90% national rate for form IV; 92% pass rate for form II despite of 100% national rate and 96% form VI despite of 100% national rate.

**Table 24: CDC Form four examination results from 2018-2020**

Year	Number of Schools	Number of Candidates	Division					% of Pass Rate
			I	II	III	IV	0	
2018	23	818	1	28	83	453	253	69
2019	23	1,101	16	50	128	604	306	72
2020	23	1,410	29	87	165	840	289	79.5
<b>TOTAL</b>		<b>3,329</b>	<b>46</b>	<b>165</b>	<b>376</b>	<b>1,897</b>	<b>848</b>	<b>73.5</b>

**Source:** CDC Secondary Education Department, (2021).

**Table 25: CDC Form six examination results from 2019-2021**

Year	Number of Schools	Number of Candidates	DIVISION						Overall Pass Rate
			I	II	III	IV	0	TOTAL	
2019	4	297	17	92	156	20	12	<b>285</b>	<b>96</b>
2020	2	124	17	66	34	5	2	<b>124</b>	<b>98</b>
2021	3	157	46	79	31	1	0	<b>157</b>	<b>100</b>
<b>TOTAL</b>		<b>578</b>	<b>80</b>	<b>237</b>	<b>221</b>	<b>26</b>	<b>14</b>	<b>566</b>	<b>98</b>

**Source:** CDC Secondary Education Department, (2021).

### 2.2.5.9 Dropout rate

CDC has been experiencing students' dropout all over its available secondary schools. The cause of the dropout is due to movement of the pastoralist community.

**Table 26: CDC Secondary School Students Dropout Trend**

CLASS	MALE	FEMALE	TOTAL
FORM I	-	-	-
FORM II	-	-	-
FORM III	-	-	-
FORM IV	4	4	8
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>8</b>

**Source:** CDC Secondary Education Department, (2021)

### 2.2.5.10 Challenges

The Chemba District Council secondary school department faces number of challenges including; lack of transportation facility to support follow-up and

monitoring, insufficient fund due to limited budget ceiling, understaffing of teachers especially for science subjects, english language and supporting staff as well.

#### **2.2.5.11 Critical Issues**

The major critical issues of secondary school education are:-

- Insufficient school infrastructure due to the fact that most schools are half-built; viz Table 19: CDC secondary school infrastructure.
- Most students are traversing long distances to and from schools because 6 out of 26 Wards in Chemba district do not have secondary schools.
- Lower level in sense of ownership from among the community members that would motivate them towards contribution and support for their kids' academic performance.

#### **2.2.6 Health Department**

Health department is among the 13 departments of Chemba District Council. The core functions of Health and social welfare department are prevention, curative and rehabilitation preventive. Furthermore, the department deals with supervising, distribution, Teaching health providers and community. The health department operate its core function through 13 main sections namely; Health commodities, Reproductive Maternal Newborn Child and Adolescent Health, Communicable diseases and Priority Neglected Tropical Diseases and Zoonoses Control, Non communicable Diseases, Nutrition, Environmental Health and Sanitation, Strengthen Social welfare and social Protection Services, Strengthen Human Resources for Health Management Capacity for Improved health services delivery, Strengthen Organization structure and Institutional Management at all levels, Emergency Preparedness and Response, Traditional medicine and alternative healing ,Construction, Rehabilitation and Planned Preventive Maintenance of physical Infrastructure of Health facilities and staff houses and Community Health Systems.

##### **2.2.6.1 Human Resources for Health and Social Welfare**

The department is headed by District Medical Officer with the help of Council Health Management Team (CHMT).The health department has a total of 176 staff in different cadets.



**Table 27: CDC Health Department staffing level**

S/N	POSITION	REQUIRED	AVAILABLE	DEFICIT
1	Medical Officers	12	9	3
2	Assistant medical officer	6	2	2
3	Technologists (Radiographer)	2	0	2
4	Clinical Officers	96	42	14
5	Assistant Nursing Officers	48	16	32
6	Nurses	78	43	49
7	Ophthalmic Nursing Officers	6	0	6
8	Medical Recorder	6	0	6
9	Optometrist	6	0	6
10	Medical Attendants	48	37	26
11	Health laboratory Technologists	6	4	6
12	Pharmaceutical Technologists	6	3	5
13	Assistant Pharmaceutical Technologists	6	1	5
14	Assistant Dental Officers	6	0	6
15	Dental Therapist	6	0	6
16	Assistant Social Welfare Officers	8	2	6
17	Welfare Assistant	26	0	6
18	Community Health			
19	Assistant Environmental Health Officers	6	3	6
20	Dobi	16	16	0
21	Security Guard	38	0	6
22	Data Clerk	6	0	6
23	Mortuary attendants	6	0	6
24	Revenue Collector	6	0	6
25	Health Insurance Expert	6	0	6
26	Assistant Accountants	6	5	1
	<b>Total</b>	<b>304</b>	116	210

**Source:** CDC DMOs Office (2020).

**Table 28: CDC Dispensaries existing staff**

S/N	POSITION	REQUIRED	AVAILABLE	DEFICIT
1	Clinical Officers	96	13	83
2	Assistant Nursing Officers	144	4	140
3	Nurses	196	50	142
4	Pharmaceutical Technologists	48	48	0
5	Medical Attendants	48	38	10
6	Community Health Worker/Social	96	48	48
7	Security Guard	96	48	48
8	Revenue Collector	48	48	0
9	Health Insurance Expert	48	48	0
10	Assistant Accountants	48	48	0
11	data clerk	48	48	0
	<b>Total</b>	<b>916</b>	<b>441</b>	<b>471</b>

**Source:** CDC DMOs Office (2020).

**Table 29: CDC Headquarter existing staff**

S/N	POSITION	REQUIRED	AVAILABLE	DEFICIT
1	Pharmacist	2	1	1
2	Ass Pharmacist	2	1	1
3	Health secretaries	2	2	0
4	Environmental health officer	2	2	0
5	Laboratory Technician	2	1	1
6	Ass Laboratory technician	2	1	1
7	Environmental health ass	4	3	1
8	Social welfare officer	4	3	1
9	Nurses	4	4	0
	<b>Total</b>	<b>22</b>	<b>17</b>	<b>5</b>

**Source:** CDC DMOs Office (2021).

### 2.2.6.2 CHMT Members

The Chemba District Council has 22 Council Health Management Team (CHMT) members namely; District Medial officer (DMO), District Health Secretary (DHS), Health Secretary (HS), District Health Officer (DHO), District

Nursing Officer (DNO), District Pharmacist (DPHARM), District Reproductive Care and Health Coordinator (DRCHCO), District Laboratory Technician (DLT), District Social Welfare Officer (DSWO), District Nutrition Officer (DnuO), District AIDS Control Coordinator (DACC), District Dental Officer (DDO), District TB and Leprosy Coordinator (DTLC), District Immunization and Vaccination Officer (DIVO), District Vector Control Coordinator (DVCCO), Neglected Tropical Disease Focal Person (NTD-FP), Community Based Health Promotion Services (CBHPS), District Malaria IMCI and Focal Person (DMI FP), Community Health Based Care Focal Person (CHBC FP), Big Results Now Focal Person (BRN-FP), Quality Improvement Focal Person (QI-FP), Primary Health Development Services Program-Focal Person (PHDSP-FP).

### **2.2.6.3 Health Facilities in the Council**

The department has 44 health facilities in the categories of 1-District Hospital, 4 health centres and 39 Dispensaries (2-private, 33 government and 4-faith based). According to the National policy, each village must have 1 dispensary, each ward must have 1 health center and a district must have 1 hospital. However, the council has a total of 114 villages whereby only 33 villages have dispensaries while 77 villages are missing dispensaries. Moreover, there are 26 wards in the council out of which only 4 wards have health centers making deficit of 22 health centers. The district has a strategic plan to extend new buildings. The council has planned to rehabilitate 1 Health centers to strength CEmONC services in the year 2022/23.

**Table 30: CDC Health facilities and type of ownership**

Type of health facilities	Number of health facility by type of ownership				Total
	Government	FBO	Private	Parastatal	
Hospital	1	0	0	0	<b>1</b>
Health centre	4	0	0	0	<b>4</b>
Dispensary	33	4	2	0	<b>39</b>
<b>Total</b>	<b>38</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>44</b>

**Source:** CDC DHIS 2(2021).

**Table 31: CDC Existing Health Facilities**

Type	Requirement	Available	Deficit
Dispensary	114	33	77
Health centre	26	4	22
District Hospital	1	1	0
<b>Total</b>	<b>141</b>	<b>38</b>	<b>99</b>

**Source:** CDC DHIS 2(2021).

#### 2.2.6.4 Status and Condition of the District Health Facilities

**Table 32: Status and Condition of the District Health Facilities**

PHYSICAL STATE				
Facilities	No. of existing health facilities	Good condition	No. Need Major Repair/replacement	No. need Minor Repair
Hospitals	1	1		
Health Centre	4	1	1	
Dispensaries	33	23	13	10
<b>Total Facilities</b>	<b>38</b>	<b>25</b>	<b>14</b>	<b>10</b>

**Source:** CDC DHIS 2, (2021).

#### 2.2.6.5 Chemba DC Major Epidemic Diseases

CDC is critically affected by top ten epidemic diseases that threaten the community of different ages in the area as shown in Table 33.

**Table 331: CDC OPD Top-Ten Diseases/Diagnosis in the Council as per Outpatient attendance registers.**

S/N	Diagnosis	< 5 years				5+ years			% of OPD cases
		M	F	Total	% of OPD Cases	M	F	Total	
1	Acute Respiratory Infection (ARI)				19.2				19.2
2	Malaria				9				9
3	Oral diseases				6				6
4	HIV/AIDS				5				5
5	Skin diseases				12.5				12.5
6	Tuberculosis (TB)				1.15				1.15
7	Sexual Transition Infections (STI)				7.5				7.5
8	Intestinal worms				6				6
9	Anemia				1.2				1.2
10	Pneumonia				11.2				11.2
	<b>Total</b>								

**Source:** CDC DMOs Office, (2020)

### 2.2.6.6 CDC Inpatient attended and served

**Table 34: CDC Inpatient Top Ten Diseases/Diagnosis in Council**

S/N	Diagnosis	< 5 years		Diagnosis	5+ years		CFR in %
		Admission	Death		Admission	Death	
1	Acute Respiratory Infection (ARI)	19.2		Acute Respiratory Infection (ARI)	19.2		
2	Malaria	9		Malaria	9		
3	Oral diseases	6		Oral diseases	6		
4	HIV/AIDS	5		HIV/AIDS	5		
5	Skin diseases	12.5		Skin diseases	12.5		
6	Tuberculosis (TB)	1.15		Tuberculosis (TB)	1.15		
7	Sexual Transition Infections (STI)	7.5		Sexual Transition Infections (STI)	7.5		
8	Intestinal worms	6		Intestinal worms	6		
9	Anemia	1.2		Anemia	1.2		
10	Pneumonia	11.2		Pneumonia	11.2		

**Source:** DMOs Office, DHIS2 (2020).

### 2.2.6.7 Immunization coverage

(EXPLAIN THE SITUATION OF IMMUNIZATION IN CHEMBA DISTRICT COUNCIL)

**Table 35: CDC Immunization Trend**

Penta	Vaccinated	%
1	10468	92
2	10110	89
3	11152	97

**Source:** CDC DMOs Office, (2020)

### 2.2.6.8 Maternal and Neonatal death in year 2020

(PRESENT THE CURRENT STATE ABOUT THIS ASPECT)

**Table36: CDC Neonatal, under five, infant and maternal death**

Neonatal death	Infant death	Under five death	Maternal death
3	4	4	3

Source: CDC DMOs Office, (2020)

### 2.2.6.9 HIV/AIDS and TB

(EXPLAIN THE STATUS OF HIV AND TB IN CHEMBA DISTRICT COUNCIL)

TB cases notified for the year 2020 was 156 TB cases

### 2.2.6.10 Availability of Health Supporting Materials

**Table 37: Health Services Supporting Materials**

Health facilities	REQUIRED				AVAILABLE				SHORTAGE			
	Bed	Bed sheet	Mattress	Delivery bed	Bed	Bed sheet	Mattress	Delivery bed	Bed	Bed sheet	Mattress	Delivery bed
Hospital	200	800	200	6	31	45	28	2	755		172	4
Health centre	150	600	150	24	105	200	105	18	45	400	45	6
Dispensary	132	528	132	66	125	250	125	47	7	278	7	19

Source: CDC /DHIS2/DMOs Office (2020)

### 2.2.6.11 Environmental Health and Sanitation

**Table 38: Number of Households Inspected**

No of House holds	Households inspected	Type of toilet					
		Type A	Type B	Type C	Type D	Type E	Type X
58128	58128	31168	23045	221	1351	2378	0

Source: CDC DMOs Office, (2020).

**Key:**

- Type A: Traditional toilet (pit latrine)
- Type B: Improved pit latrine
- Type C: Toilet with pipe
- Type D: Flashing system toilet
- Type E: Ecology toilet
- Type X: No toilet

**Table 39: CDC Hotel inspection and Food vendor's inspection**

<b>Business type</b>	<b>Inspected</b>	<b>Registered by TFDA</b>	<b>Medical Examination</b>
Bar/grocery			
Food vendors			
Hotel			
Restaurant			
Saloon			
Food processing industries			
Slaughter			
Local brews clubs			
Whole sale shops			
Retail shop shops			
Pharmacy/ADDO	20	10	
Cosmetics			
Supermarket			
Butchers			
Milling machines			
<b>Total</b>			

**Source:** CDC DMOs Office, (2020)

### 2.2.6.12 Key partners and their area of operation

**Table 40: CDC Partners and their area of operation**

<b>Agency/Partner name</b>	<b>Program/Activity</b>	<b>Areas of Operation</b>
Benjamin Mkapa Foundation (BMF)	Improving RMNCH	Community based Human resource for health.
World Vision Tanzania (WVT)	Nutrition Improving RMNCH	Community and Facility.
Counsenuth	Nutrition	Community and Facility.
Marie stopes	Family Planning	Facility
Kongwa Trachoma Project (KTP)	Trachoma and Eye care.	Community and Facility
NACOPHA	HIV/ AIDS	Community and Facility

**Source:** CDC DMO Office, (2020).

### 2.2.6.13 Challenges

The Chemba district council health department faces a number of challenges which hinder the effective deliver of quality services to the community. The following are among the challenges:-



- ✓ Limited budget allocation
- ✓ Unreliable transport facilities
- ✓ Inadequate medical supplies and equipments in health facilities
- ✓ Shortage of health skilled staff by 58%
- ✓ High prevalence rate of HIV/AIDS by 9.1%

## Water Department

### 2.2.8 Agriculture, Irrigation and Cooperative Department

Agriculture, Irrigation and Cooperative Department is among the 13 departments of Chemba District Council. It was established in 2011 after the separation of the Agriculture, Cooperative and Livestock Development Department as per Prime Minister's directives. Its core functions include; provide extension services to farmers, facilitate availability of input supply, conduct and organize campaigns against disease, pests and vermin, make sure that farmers and extension workers comply to the Laws, Guidelines, Policies and directives from the Government and Council as well as conduct researches in collaboration with Agricultural Research institutions and disseminate the results to farmers.

#### 2.2.8.1 Agriculture Department staffing level

Currently, the department has 27 staff which serves 26 wards and 114 villages. The distribution of staff includes 4 staff at Headquarter and 19 staff they are at ward level as well as 4 at the village level.

**Table 41: CDC Agriculture Department staffing level**

NA	Professional	Required	Available	Deficit	Work place
1	Agricultural Officers	6	3	3	
2	Irrigation Engineers	1	1	0	
3	Cooperative Officers	5	1	4	
4	Agro mechanization Officers	1	0	1	
5	Agricultural Economists	1	0	1	
6	Agricultural Field Officers	140	21	117	
7	Horticulturists	1	1	0	
<b>Total</b>		153	27	126	

**Source: CDC Agricultural Department, (2021).**

#### 2.2.8.2 Land for agriculture

Chemba DC comprises a total area of 765,300Ha of which available land for cultivation is 554,400Ha (76% of total land area) and area under Cultivation

is 152,495 Ha (27.5% of total arable land), suitable land for irrigation is about 4217 Ha and area under irrigation is 221 Ha. (5.2% of total suitable land). The Council population is 235,711 (Census 2012) while the total number of farmers is 94,284 (40% of total population).

### 2.2.8.3 Crop Production

The produced food crops include; Maize, Sorghum and Millet while Cash crops include Sunflower, Sesame, and Peas. Also, the district produces Horticultural crops such as Tomato, Okra, Hot pepper, Watermelon and a number of green vegetables.

**Table 42: CDC Crop production**

S/N	Type of crop produced	Area (ha)	Productivity (tones/ha)	Estimated production (tones)	Actual production (Tons)
	<b>Food crops</b>				
1	Maize	56251	1.5	84,376	
2	Sorghum	14582	1.0	14,582	
3	Millet	11581	1.0	11,581	
4	Cassava	2277	4.0	9,108	
5	Sweet Potatoes	1600	4.0	6,400	
	<b>Cash crops</b>				
1	Sesame	10849	0.8	8,679	
2	Sunflower	33659	0.8	26,927	
3	Peas	19834	2.0	39,668	
	<b>Horticultural crops</b>				
1	Tomato	243	3.0	729	
2	Watermelon	639	4.0	2,556	

Source: CDC Agriculture Department, (2021).

### 2.2.8.4 Implements for agriculture

Chemba district council has 94,284 hand hoe accounts for 65% of the implement used by farmer within CDC. It has 71 Power tillers equal 25% of the requirements and 429 tractors equal to 40%. Also, Chemba DC has 432 milling machines account for 56% of the requirements.

**Table 43: CDC Agricultural Implements**

Type of implement	Number available	% of utilization
Tractors	429	45%
Power Tillers	71	15%
Hand Hoes	94,284	40%

**Source: CDC Agriculture Department, (2021).**

#### **2.2.8.5 Cooperatives**

The Chemba district council has 0 Cooperative Union, 1 saving and credit cooperative societies (SACCOS), 3 AMCOs. Members of cooperative societies are 312 (male 196, female 120), 0 Cooperative groups with total Share of TZS 0000. Savings is TZS. 00000. Loans provided by Cooperative societies are about TZS. 00000.

#### **2.2.8.6 CDC Agriculture Infrastructure**

The Chemba district council is well resourced with some agricultural infrastructures available in the district. The district council has 3 irrigation schemes namely: Kidoka, Jogolo and Paranga. Moreover, CDC has 1 Crop markets which is in progress namely; Mrijo as well as 4 storage facilities/warehouse.

#### **2.2.8.6 Challenges**

Currently the agriculture sector faces number of issues that affects development of agriculture, irrigation and cooperatives within CDC including;

- ✓ Insufficient fund as well as poor distribution of funds.
- ✓ Insufficient number of Extension staff
- ✓ Poor distribution of rainfall

#### **2.2.8.7 Critical Issues**

The major critical issue includes:

- ✓ Natural calamities
- ✓ Insufficient irrigation scheme

#### **2.2.9 Works Department**

The works Department has 2 running sections, namely; buildings and machines (vehicles and generators) sections, its core functions include;

- i. Provide quarterly monitoring for building projects,
- ii. Design and drawings for buildings projects,
- iii. Plan and preparation of budget for council buildings,
- iv. Preparation of quarterly and annually field activities,
- v. Coordinate and supervise all buildings projects done in Chemba District Council.

### 2.2.9.1 Works Department staffing level

The Chemba District Council works department has a total number of 4 staff with different level of qualifications and professionals.

**Table 44: CDC Works Department staffing level**

S/no.	Position	Required	Available	Deficit
1	Principal engineer I	1	0	1
2	Civil engineer	3	1	2
3	Architect	1	0	1
4	Quantity surveyor	1	1	0
5	Civil Technician	5	1	4
6	Electrical Technician	2	0	2
	<b>Total</b>	<b>13</b>	<b>3</b>	<b>10</b>

Source: CDC Works Department, (2021).

### 2.2.9.1 Works Department staffing level(TARURA)

The Chemba District Council works department has a total number of 9 staff with different level of qualifications and professionals.

**Table 45: CDC Works Department staffing level (TARURA)**

S/no.	Position	Required	Available	Deficit
1	Civil engineer	3	3	0
2	Senior Technician civil	2	2	0
3	Driver	1	1	0
4	P/S	1	1	0
5	Watchman	2	1	1
6	Technician II plumbing	0	0	0
	<b>Total</b>	<b>9</b>	<b>8</b>	<b>1</b>

Source: CDC Works Department, (2021/22-TARURA)

### 2.2.9.2 CDC Road Network

Chemba District has road network of 979.83 kms, out of which 1 km are paved roads, 38.88 are gravel roads and 939.95 kms earth roads. 347.25 kilometers of this road stretch are currently in fair condition, whereas 450.08 kms are passable throughout the year (Table 46).

**Table 46: CDC road conditions**

Road Surface Type	Road Condition (Km)				Remarks
	Good	Fair	Poor	Total	
Tarmac	0	0	0	0	
Paved	1	0	0	1	Good condition
Gravel	16.85	19.73	2.3	38.88	Good condition
Earth	84.98	327.52	527.45	939.95	Good condition
<b>Total</b>	<b>102.83</b>	<b>347.25</b>	<b>529.75</b>	<b>979.83</b>	Good condition

Source: CDC Works Department, (2021/2022).(TARURA)

**Table 47: CDC status of road network by category**

Category	Surface Type	Road Condition, Km			Total, Km	Remarks
		Good	Fair	Poor		
Regional roads	Tarmac					Good condition
	Paved					Good condition
District roads	Tarmac					Good condition
	Paved	1	0	0	1	Good condition
	Gravel	16.85	19.73	2.3	38.88	Good condition
	Earth	84.98	327.52	527.45	939.95	Good condition

**Source: Works Department, (2021/2022).(TARURA)**

### 2.2.9.3 Road Set Compact

The status of CDC roads including 2 bridges, 225 culverts, and 2,000 meters lined ditches.

**Table 48: CDC Road Set Compact**

Element	Unit	Requirement	Available	Deficit
Bridges	No.	20	2	18
Culverts	No.	1000	225	775
Lined ditches	Meter	10000	2000	8000
Street Lighting	No.	60	0	60
Road/Construction Equipment and Plants.	Motor grader	1	0	1
	Vibrating roller	1	0	1
	Excavator	1	0	1
	Wheel loader	1	0	1
	Water bowser	2	0	2
	Low bed	1	0	1

**Source: CDC Works Department, (2021/2022).**

### 2.2.9.4 Challenges

The works department is constrained by several challenges including;

- ✓ Insufficient of funds for construction of roads ,
- ✓ Allocation of funds which does not meet the requirements of projects,
- ✓ Shortage of staff,
- ✓ Shortage of working facilities,
- ✓ Insufficient of funds for supervision,
- ✓ Delay of funds.

### 2.2.10 Community Development Department

Department of Community Development is one of the 13 departments and Units of Chemba District Council comprising of 7 sections namely; research

program and statistics, economic empowerment desk, youth development, social welfare, HIV/AIDS coordination, NGOs coordination and TASAF. Its core functions include; identify problems and needs of the community, propose and create appropriate solutions to the problems identified.

#### **2.2.10.1 Research program and statistics**

The research program and statistics section is one among of the seven sections charged under the community development department. The core activities of the section include; to coordinate NGOs, community empowerment youth and women economic groups, gender desk, nutrition, CHF and HIV awareness, community participation, child desk.

#### **2.2.10.2 Economic empowerment desk**

The economic empowerment desk section is one among of the section charged under the community development department. Its core activities include; supporting the community groups such as women, youth and people with disabilities socially and economically.

#### **2.2.10.3 Youth development**

The youth development section is one among of the section charged under the community development department. Its core activities include; supporting the youth through credits, IGAs formation and vocational training opportunities.

#### **2.2.10.4 Social Welfare Unit**

The social welfare section is one among of the section charged under the community development department. Its core activities include; to make resolutions to the families with conflicts, children protection against brutality and mistreatment.

#### **2.2.10.5 HIV/AIDS coordination**

The HIV/AIDS coordination section is one among of the section charged under the community development department. Its core activities include; serving the people living with HIV/AIDS, ensuring HIV infections are reduced through different strategies.

#### **2.2.10.6 NGOs coordination**

The NGOs coordination section is one among of the section charged under the community development department. Its core activities include; recognizing and making registration, collaborating with NGOs in serving the community in different aspects

### 2.2.10.7 TASAF

The TASAF section is one among of the section charged under the community development department. Its core activities include; to support vulnerable communities, implementation of projects and sub-projects.

### 2.2.10.8 Community Development staffing level

The Community Development Department has 6 staffs, whereby 1 is at Ward level, 5 at District level. However, the department has the limitation of 26 ward level community development officers and 26 construction squad unit officer.

**Table 49: Community Development staffing level**

EDUCATION LEVEL	WORKING STATION	NUMBER OF STAFFS	REQUIREMENT
Masters	Head office	0	5
Bachelors	Head office	5	
Bachelors	Ward level	0	
Postgraduate	Ward level	0	
Diploma	Ward level	1	25
Certificate	Ward level	0	
<b>TOTAL</b>		<b>6</b>	

**Source:** Community Development Department, (2021).

### 2.2.10.9 Community Development status

The Chemba DC Community Development department advocates formation of Non State Organizations to work within the council for the purpose of economic empowerment of the people. So far, the department works with 12 NGOs, 0 FBOs, 145 CBOs, and 189 VICOBA. Also, there are 67 women registered economic groups, 19 registered youth economic groups and 31 PLHIV economic groups.

**Table 50: Composition of Non State Actors**

No	Name	Total
1	NGOs	12
2	FBOs	0
3	CBOs	145
4	VICOBA	189
5	PLHIV	31
	<b>Total</b>	<b>377</b>

**Source:** Community Development Department, (2021).

### 2.2.10.10 Gender Desk

The Chemba district council economic empowerment desk has been providing loans since the year of 2018 up to 2021, using Women Development Fund. Up

now total TZS 77,200,000 has been provided to **33** women economic groups. This fund is generated from 4 % of total collection of own source. The aim is to improve women from marginalized state of economic life, as well as to improve their standard of living.

**Table 51: Empowered Women Economic Groups**

Year	Amount	Number of Groups
2018/2019	9,000,000	4
2019/2020	33,500,000	17
2020/2021	34,700,000	12
<b>Total</b>	<b>77,200,000</b>	<b>33</b>

**Source:** Community Development Department, (2021).

#### 2.2.10.11 Youth

Youth Development Fund, Total TZS 29,000,000 /= has been provided to 10 Youth economic groups. This fund is generated from 4% of total collection of own source, this had the aim to improve youth from marginalized state of economic life, as the result to improve their standard life.

**Table 52: CDC Empowered Youth Economic Groups**

	Source	Number of Youth Group	Total Amount Received
2018/2019	Own Source	2	13,000,000
	Central Government	0	0
2019/2020	Own Source	3	6,000,000
	Central Government	0	0
2020/2021	Own source	5	10,000,000
	Central Government	0	0
	<b>Total</b>	<b>10</b>	<b>29,000,000</b>

**Source:** Community Development Department, (2021).

#### 2.2.10.12 People Living with Disabilities

The council provided various apparatus which helps People living with disabilities to perform their activities. Among of the apparatus/gears including protective gears, caps, lotion and sun glasses, umbrellas, white canes. Moreover, the council is responsible to allocate 2% of their own source which used for providing soft loans for people living with disabilities. These soft loans are used for assisting them in performing various economic activities. For stance, for the financial year 2021/2022, the council allocating 26,000,000 from its budget for providing soft loans to people living with disabilities.



### 2.2.10.12 HIV and AIDS

The Department has been no providing support to employees living with HIV neither in terms of money or nutrition and fare for following medicine at VCT while 31 groups of PLHIV with knowledge about VCT and controls them from new HIV and AIDS infectious have been supported. The aim is to support them with loan in order to survive for their own.

**Table 53: CDC PLHIV Empowered Economic Groups**

Source	Number of Youth Group	Total Amount Received
Own Source	0	0
TACAIDS	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

**Source:** Community Development Department, (2021).

### 2.2.10.13 TASAF

The Department has been supporting 4369 vulnerable or poor households with the total of 20078 individual beneficiaries.

**Table 54: TASAF Implementation**

Source	Number of Households	Total Amount
Government	4369	946,291,600
<b>Total</b>	<b>4369</b>	<b>946,291,600</b>

**Source:** Community Development Department, (2021).

### 2.2.10.13 Challenges

The Community Development Department faces number of challenges including;

- ✓ Lack of community development staffs at District level, Ward level and Village level.
- ✓ Lack of financial support
- ✓ Lack of equipment ie car, computer, printer

### 2.2.11 Environment and Solid Waste Management Department

Environment and Solid Waste Management department is among of 13 departments in Chemba District Council. It was established in 2012, following restructuring of department, previous its roles were performed by the department of health, community development, gender, elderly, and children. Its core functions are; Environmental Conservation and Biodiversity, Environmental pollution control (land, air, water, and sound), environmental impact assessment, cleaning of buildings, open space, roads, drainage and dumpsite management, promote environmental awareness to community on

environmental protection and natural resources conservation, solid and liquid waste management, monitoring the preparation, review and approval of Environmental impact assessments for small projects, formulate, review and update environmental by-laws, environmental inspection, audit and monitoring for compliance with environmental policies, regulations, and guidelines, advice the Chemba District Council on environmental related matters, prepare periodic reports on state of the environment, enforce Environmental laws and its regulations. Planting of trees, grass, flowers, pruning and beautification and supervise national tree planting campaign.

### 2.2.11.1 Environment and Solid Waste Management staffing Level

The department has **one** staff at Council Headquarter making a deficit of **14** staff which compromises the environmental management interventions at the lower level of government (i.e Village and Ward level) as indicated in Table 54.

**Table 55: CDC Environment and Solid Waste Management staffing Level**

S/N	Designation	Required	Available	Deficit
1	Head of Environmental and solid waste management	1	1	0
2	Environmental Health Scientists	2	NIL	2
2	Environmental Scientists	2	NIL	2
3	Natural Resource Management Scientists	2	NIL	2
4	Aquatic Environmental Conservation and Management scientists	2	NIL	2
5	Environmental Conservation and Management Scientists	2	NIL	2
6	Forestry Scientists	2	NIL	2
7	Gardeners scientists	2	NIL	2
<b>Total</b>		<b>15</b>	<b>1</b>	<b>14</b>

**Source:** CDC Environment and Solid Waste Department (2021).

### 2.2.11.2 Solid Waste Current Situation

CDC Currently produces almost 234tones of solid wastes daily, whereby a single household produces almost 4.5 kg of solid wastes per day. Solid waste production has surpassed the ability of the district to carry solid wastes which is about 5 tones (about one Lorry of 5 tones) per week. The situation also is expected to be more serious due to population increase and solid waste production is in high rate.

### 2.2.11.3 Solid Waste Management

Solid and liquid management are organized by community leaders at village/ sub village/street level. There are about 5 dumpsites in 5 sub urban wards, in

other 5 wards, they use refuse pits to dispose solid waste. The existing of 5 dumpsites are not properly managed. Solid waste from different sources are stored temporarily in bags, from generation points waste are transported to dumpsites by hired wheel barrows and vehicles.

**Table 56: CDC Solid Waste Generation**

S/N	Population Projection 2018	Solid Waste Generated /Day	Solid Waste Disposed Off/Day	% Of Solid Waste Disposed/Day
1	235,000	211,500tones	5tones	0.0024

**Source:** CDC Environment and Solid Waste Department, (2018).

### 2.2.11.3 Tree Nurseries

In implementing the Government initiative of planting trees, there are about 10 nurseries managed by 5 groups with the capacity of producing 500,000 seedlings. Each year the council is planned to plant 500,000 trees. From February to June 2017 number of trees planted was 180,000.

### 2.2.11.4 Equipment and Facilities for Solid Waste Management

The council has no solid waste collection vehicles.

**Table 57: CDC Solid Waste Equipment**

S/N	Item	Needed	Available	Deficit	%
1	Tipper Trucks	4	NIL	4	0
2	Tricycles	114	NIL	114	0
3	Gum boots (pairs)	570	NIL	570	0
4	Masks	570	NIL	570	0
5	Gloves	570	NIL	570	0
6	Uniforms	570	NIL	570	0

**Source:** CDC Environment and Solid Waste Department, (2021).

### 2.2.11.5 Environmental Conservation and Biodiversity

The Chembra District Council environmental conservation and biodiversity include protection of water sources and forests, town beautification, pollution control, conducting environmental audit, environmental protection plan and environmental impact assessment, providing environmental education to the community and reducing, mitigating and adapting impacts of climate changes. The district had established by-laws with enforcement status.

### **2.2.11.6 Challenges**

The environment and solid waste management department faces various challenges including; few number of staffs, inadequate funds, lack of facilities (office equipments, motorcycle, vehicles and field working tools).

### **2.2.11.7 Critical Issues**

**The major critical issues are**

- ✓ Enforcement of environmental impact assessments (EIAs), strategic Environmental impact assessments (SEIAs) and other environmental laws.
- ✓ Combating climate change and its impacts; by putting more emphasis on Emission reduction.
- ✓ Lowering improper municipal solid waste disposal
- ✓ Reducing deforestation

### **2.2.12 Lands and Natural Resource Department**

Lands and Natural Resource Department is among of the 13 departments in Chemba District Council. There are 7 sub-sections in the department namely; Lands administration, Valuation, Surveys and Mapping, Town Planning, Forestry, Game and Tourism. Its core function includes;

- i. Survey plots and government institution
- ii. Provide education, Land laws and procedures into villages
- iii. Prepare customary Rights occupancy
- iv. Conduct Valuation
- v. Prepare town planning drawings
- vi. Prepare Chemba DC Master plan
- vii. Collect land rent and other fees
- viii. Provide security to people against wild animals
- ix. Promote tree planting

#### **2.2.12.1 Lands and Natural Resources Department staffing level**

The CDC lands and natural resources department currently has a total of 8 staff members with different level of education and qualification. The available staffs have been fruitful in fulfilling the vested functions of the department.

**Table 58: CDC Lands and Natural Resources Department staffing level**

STAFFS	REQUIREMET	AVAILABLE	DIFICITY
LAND OFFICER	2	1	1
LAND ASSISSTANT	2	1	1
VALUERS	1	0	1
TOWN PLANNERS	2	0	2
SURVEYORS	2	1	1
ASS.SURVEYORS	2	0	2
CARTOGRAPHER	1	1	0
DOCUMENTARY TYPIST	1	0	1
RECORDS OFFICER	1	0	1
FOREST OFFICER	2	1	1
FOREST ASSISTANT	4	2	2
GAME OFFICER	2	0	0
GAME ASSIATANTS	4	1	3
TOURISM OFFICER	2	0	2

**Source:** CDC Land and Natural Resources Department, (2021).

### 2.2.12.2 CDC Land Distribution

CDC has a total planned area of **49095** hectares of land, which subjected to various land uses, including residential, commercial, commercial residential, institutional, industrial, open spaces, markets and other public building. For three years respective (2018/2019-2020/2021) Land in CDC contributes more than **5.3%** of its own source revenue collection which is approximately **TZS 180,898,279**.

**Table 59: CDC Land Use Distribution**

S/N	Land use	Area coverage (hectares)	Percentage of coverage
1.	Institution/Public Buildings	580.2	1.18
2.	Residential (planned)	692.56	1.41
3	Commercial /Residential	244.75	0.50
4	Industrial	111.78	0.23
5.	Commercial	85.2	0.17
6.	Agriculture	22,218,400	24
7.	Dump site	5.52	0.01
8.	Open spaces	70.34	0.14
9.	Power line buffer	0	
10.	Other uses (cemeteries)	11.2	0.02
11	Water courses	5.585	0.01
12	Road network	119,921	
	<b>Total</b>	<b>22,340,128.135</b>	

**Source:** CDC Land and Natural Resources Department, (2021).

### **2.2.12.3 Land for Institutions**

The land available (declared planning area of 49095.65Ha) and current covered by institutions is 42.89

### **2.2.12.4. Industrial and Commercial Land**

The land current covered by Industrial and Commercial Land is 39.38Ha

### **2.2.12.5. Open Space Land**

The land current covered by Open Space is 14.07Ha.

### **2.2.12.6. Future Land Use**

The land which is not planned is reserved for future various land uses according to economic growth and population.

### **2.2.12.7. Plots Acquisition**

CDC has acquired lands for bus stand (26.64Acres) and vocational training centre (VETA), 98.2 Acres.

### **2.2.12.9. Challenges**

The Land and Natural Resources department faces number of challenges such as Shortage of staffs

- ✓ Inadequate funds
- ✓ Shortage of work facilities
- ✓ Lack of awareness to land owners/users on land laws.
- ✓ Shortage of staff, especially Valuer, document Typist, record personnel and Town Planner.
- ✓ Dispute over boundaries among villages and neighboring district.
- ✓ Environmental Destruction.

### **2.2.13 Livestock and Fisheries Development Department**

Livestock and Fisheries Department, is among of 13 Departments in Chemba District Council. The Department was established after splinted from the Department of Agriculture, Livestock and Cooperatives in 2016.

The Department is made up of four (04) sections, namely Livestock & Fisheries, Livestock Operations, Abattoir, and Fisheries Operations. The department performs the following core functions namely:-

- i. Promote, facilitate and regulate the growth of modern livestock, fisheries and their products for sustainable socio-economic development.
- ii. Collect, process, analyze, store and disseminate livestock data and information.
- iii. Create an enabling environment for effective private sector participation.
- iv. Enforce legal and regulatory framework for the control of animal, pests and diseases.
- v. Regulate quality safety and standards of animal products and livestock feeds.
- vi. Improve and conserve livestock genetic resources.
- vii. Promote development appropriate livestock extension packages.
- viii. Conduct training for Livestock keepers.
- ix. Promote livestock and value added livestock products and marketing.
- x. Promote production, utilization and conservation of animal feed resources (pasture and forage).
- xi. Monitor and evaluate sector performance.

### 2.2.13.1 Livestock and Fisheries Development Department staffing level

**Table 60: CDC Livestock and Fisheries Development Department staffing level**

S/N	POSITION	REQUIRED	AVAILABLE	DEFICIT
1.	DLFDO	1	1	0
2.	Veterinary Officer	2	0	2
3.	Livestock Officers(Degree)	7	0	7
4.	Livestock Field Officers (Diploma)	26	15	11
5.	Livestock Field Officers (Cert. Agric & Livestock Production)	114	1	113
6.	Fisheries Officer(Degree)	1	0	1
7.	Fisheries Field Officer (Diploma)	1	0	1
<b>TOTAL</b>		<b>152</b>	<b>17</b>	<b>135</b>

**Source:** CDC Livestock and Fisheries Department, (2021).

### 2.2.13.2 Livestock

Chemba District Council has 140 dairy cattle; 278,780 indigenous cattle; 185,135 goats; 86,667 sheep; 335,328 chickens; 612 cats; 623 pigs; ducks 120,234 ; rabbits 5,407; dogs 3,081 ; 8,937 guinea fowls; 12,933 donkeys and the products were meat (453 tons), milk (6,275,700 liters), eggs (140,837), Hides (2,160) and Skins (3720).

**Table 61: CDC Livestock Population**

S/N	WARD	<i>Livestock population</i>				
		Dairy Cattle	Indigenous cattle	Goats	Sheep	Chicken
1	CHEMBA	3	3824	714	83	208
2	KIDOKA	18	4923	392	291	4291
3	GWANDI	3	1803	896	84	7896
4	TUMBAKOSE	0	4403	376	193	3867
5	FARKWA	0	4714	182	531	4298
6	MAKORONGO	5	1549	406	0	708
7	BABAYU	0	3005	826	336	4186
8	MPENDO	0	4175	5639	569	6567
9	SANZAWA	2	5349	521	214	5184
10	KWAMTORO	2	5215	759	493	1838
11	LALTA	0	4198	274	67	4573
12	OVADA	6	3969	750	526	6132
13	LAHODA	0	2258	933	126	6240
14	PARANGA	0	3138	524	289	1461
15	MONDO	0	1471	268	46	9307
16	DALAI	0	4838	282	527	4,131
17	CHURUKU	0	1014	456	190	5557
18	JANGALO	00	9850	350	510	5349
19	CHANDAMA	70	3252	556	26	6307
20	MRIJO	0	1886	1013	366	8496
21	SOYA	16	3629	161	16	1932
22	KIMAHA	43	6008	11	362	8298
23	MSAADA	0	1529	153	149	2791
24	GOIMA	2	3891	291	382	4392
25	SONGOLO	0	4391	432	551	4382
26	KINYAMSHINDO	0	6493	547	325	4394

**Source: CDC Livestock and Fisheries Department, (2021).**



**Table 62: CDC Livestock Population Others**

S/N	WARD	LIVESTOCK POPULATION -OTHERS							
		Pigs	Ducks	Rabbits	Dogs	Cats	Guinea Pigs	Guinea Fowl	Donkeys
1.	CHEMBA	77	637	4	132	45	19	735	54
2.	KIDOKA	64	143	9	568	12	315	14	27
3.	GWANDI	738	59	19	622	23	39	38	34
4.	TUMBAKOSE	555	65	64	213	362	22	35	10
5.	FARKWA	224	432	16	487	183	44	37	45
6.	MAKORONG O	389	73	2	27	139	4	32	0
7.	BABAYU	484	54	89	361	183	0	11	0
8.	MPENDO	667	280	287	431	282	11	19	17
9.	SANZAWA	269	165	87	496	172		38	4
	KWAMTORO	235	34	36	78	183	82	24	23
10.	LALTA	766	0	72	226	296	67	26	15
11.	OVADA	430	432	286	220	63	120	27	56
12.	KINYAMSHI NDO	879	0	132	69	318	00	65	49
13.	LAHODA	231	76	195	232	129	3	22	67
14.	PARANGA	105 0	133	104	706	174	00	25	91
15.	MONDO	735 5	2058	8792	415	272	5097	54	48
16.	DALAI	996	52	148	388	352	26	82	43
17.	CHURUKU	11	33	71	214	172	18	37	43
18.	JANGALO	354	32	88	162	33	489	48	81
19.	CHANDAMA	168 3	34	109	44	192	136	83	89
20.	MRIJO	72	11	34	88	182	63	75	62
21.	SOYA	397	54	34	182	126	58	39	39
22.	KIMAHA	105	45	22	56	415	18	53	33
23.	MSAADA	10	35	6	143	169	84	63	49
24.	GOIMA	106 4	272	154	235	183	74	49	48
25.	SONGOLO	904	95	99	589	172	63	94	43

Source: CDC Livestock and Fisheries Department, (2021).

### 2.2.13.2 Livestock production

**Table 63: Livestock production**

Year	Types	Number	Product	Planned	Actual yield	Demand
2020/2021	Lactating cow	69,730	Milk liter	9,413,550	6,275,700	200 L/person/year
	Layers	167,664	Egg(Trays)	234,729	140,837	300/person/year
	Cattle	2,160	Meat(Tons)	605	453	50kg/person/year
	Cattle	2,880	Hide (Piece)	2,880	2,160	-
	Goat	4800	Skin (Piece)	4800	3720	-

Source: CDC Livestock and Fisheries Department, (2021).

### 2.2.13.2 Grazing Land

CDC has facilitated allocation of Grazing lands in the 4 villages being utilized as communal grazing lands. However, only out of 13 villages have managed to prepare and register their Land Use Plans.

### 2.2.13.3 Livestock Infrastructure

The Livestock and Fisheries Department current is resourced with a wide range of infrastructure which are fundamental in supporting department operations.

**Table 64: CDC Livestock infrastructure**

Name of the infrastructure	Total
<b>Cattle dips</b>	
Working cattle dips	4
Cattle dips not working	15
<b>Total</b>	<b>19</b>
Milk collection centers	0
Slaughter slabs	10
Livestock markets	16
Fish ponds	7
Permanent crushes	5

Source: CDC Livestock and Fisheries Department, (2021).

## Dairy farms

**Table 65: CDC Dairy Farms**

<i>S/N.</i>	<i>Name of dairy farm</i>	<i>Where available (village)</i>	<i>Ownership</i>
1	Nil	Nil	Nil

Source: CDC Livestock and Fisheries Department, (2021).

### 2.2.13.4 Fisheries

#### 2.2.13.5 Fish Production

Currently, fish production in Chemba District Council is very low and not even quantified. This low harvest is from local earthen ponds established naturally due topographical scenario. People of Chemba harvest catfishes from this natural earthen ponds after rain season or rain fed and used in family level not commercial way. Small quantity of the commercial production in the District is from neighbor District (Mtera Dam).

#### 2.2.13.6 Challenges

The livestock and fisheries development department faces a number of challenges which affect development of the sector and these includes;

- ✓ Low Livestock production and productivity. Chemba District Council has a large livestock resources comprising different species majority of which are indigenous type kept in the traditional systems that are not commercially oriented in terms of availability of improved Dairy animals for milk production, fast growing meat animals for production of quality meat, and lack of availability of improved Pigs and Chickens.
- ✓ Prevalence of livestock diseases. Tick borne diseases are main constraint in Chemba District.
- ✓ Lack of improved pasture, pasture seeds; knowledge on pasture production and conservation.
- ✓ Lack of Livestock/ aquaculture Infrastructures including cattle dips, water dams and Livestock markets.
- ✓ Lack of weighing balance for weighing live animals in the livestock auction markets.
- ✓ Unimproved available Livestock auction Markets.
- ✓ Inappropriate Livestock data collection and reporting system.
- ✓ Shortage of fish ponds.
- ✓ Unimproved available fish ponds.
- ✓ Lack of fisheries and aquaculture technologies to Fishing farmers.
- ✓ Lack of transport facilities.

- ✓ Shortage of working facilities.
- ✓ Shortage of staff.

### 2.2.14 Legal Unit

Legal Unit is a crosscutting unit in the Council as it deals with legal issues concerning all departments in the Council. It is a unit which used to advice the Council on all matters pertaining to legal issues especially on all contracts between Council and other Stakeholders and other related issues. Its core functions include;

- i. Advise and assist the council in all legal related issues.
- ii. Drafting and review the by-laws of the council.
- iii. Represent the council to the courts of law.
- iv. Review village by-law bills.
- v. Prepare, review and conduct vetting to contracts to ensure comply with relevant laws and take into account interests of the council and the general public at large.
- vi. Train, coordinate and supervise the Ward and Village Tribunals

#### 2.2.14.1 Legal Unit staffing level

The CDC legal unit currently has one staff with legal qualification and legal knowledge (Table 65).

**Table 66: CDC Legal Unit Staffing Level**

S/N	Title	Requirement	Available	Deficit
1.	Head of Legal Unit	1	1	0
2.	Legal Office I	1	0	1
3.	Legal Office II	1	0	1

**Source:** CDC Legal Unit, (2021).

#### 2.2.14.2 Legal Current Situations

Currently the Chemba district council has one case in which has been instituted against the council and one other case of the village. The villages are supervised by the council therefore the legal unit represent them to the court in case there is any case against the village council.

**Table 66: CDC Cases**

S/N	CASE NAME	COURT	CASE STATUS
1.	M.M.INDUSTRIES LTD(PLAINTIFF) VS CHEMBA DISTRICT COUNCIL (1 <sup>ST</sup> DEFENDANT) AND ATTORNEY	IN THE HIGH COURT OF TANZANIA(DARES SALAAM DISTRICT REGISTRY) AT DAR-ES SALAAM	HEARING

S/N	CASE NAME	COURT	CASE STATUS
	GENERAL(2 <sup>ND</sup> DEFENDANT)		
2.	SAIDA JUMA GAMU VERSUS SWAGASWAGA GAME RESEVE (1 <sup>ST</sup> RESPONDENT), KWAMTORO VILLAGE COUNCIL(2 <sup>ND</sup> RESPONDENT) AND THE ATTORNEY GENERAL(3 <sup>RD</sup> RESPONDENT)	IN THE DISTRICT LAND AND HOUSING TRIBUNAL FOR KONDOA AT KONDOA	MENTION

**Source:** CDC Legal Unit, (2021).

### 2.2.14.3 Village and Ward Tribunals

Chemba district council has managed to establish 26 Ward Tribunals in the district. Legal unit has given training to 15 Ward Tribunals up to now and still there is continuation of building legal capacity to all the Ward Tribunals as well as the Village Tribunals.

### 2.2.14.4 Challenges

The Legal Unit faces number of challenges including;

- ✓ Inadequate budget allocated to the unit by the council.
- ✓ There are no reliable working tools especially a specific car for legal unit.
- ✓ Lack of proper records keeping tools.

### 2.2.15 Procurement Management Unit

Establishment of all respective organs for procurement in Chemba District Council as required by PPA of 2011, and regulations of 2013 and its amendments of 2016.

The procurement unit is the responsible for the acquisition of supplies, services and construction works in support of the Procuring Entity's business. The Procurement Management Unit is the entity within both Procuring Entity Authorized to issue invitations to bid, requests for proposal, request for quotations and issue contracts. The Procurement Management Unit issues purchase orders, develops terms of contracts, and acquires supplies and services. The Procurement Management Unit also disposes of all surplus property and equipment.

The Procuring Entity's management clearly understands the importance of the procurement function and has tasked the Procurement Management Unit with the responsibility of accomplishing the following Objectives.

- ✓ Prepare required services, materials, equipment and construction while ensuring that quality, safety and cost –effectiveness are achieved.
- ✓ Obtain the best value for money spent
- ✓ Assure equity for all parties involved in the procurement process
- ✓ Ensure that procurement transactions are conducted in a manner providing full and open competition whenever practicable.
- ✓ Solicit the participation of all qualified and responsible contractors and suppliers in the procurement process.

### 2.2.15.1 Purpose of Procurement Management Unit

Procurement Management Unit is among of the six units of Chemba District Council; its core functions are:-

- ✓ Support operation requirements such as buy products and services at the right price at the right source.
- ✓ Manage the procurement process and supply base efficiently and supply markets and trend and interpreting the impact of these trends on company strategies.

### 2.2.15.2 PMU staffing level

**Table 67: CDC PMU staffing level**

S/N	POSITION	AVAILABLE	REQUIRED	DEFICIT
1.	HPMU	1	1	NIL
2.	SENIER (SO)	0	1	1
3.	SUPPLIES OFFICER	1	3	2
4.	ASS.SUPPLIES OFFICER	1	2	1
5.	STORES ASSISTANT	0	2	2
<b>TOTAL</b>		<b>3</b>	<b>9</b>	<b>6</b>

**Source:** PMU Office, (2021).

### 2.2.15.3 Current situation

### 2.2.15.4 Challenges

The Procurement Management Unit faces number of challenges including;

- ✓ Shortage of staff
- ✓ Inaquate working tools
- ✓ Insufficient fund to meet the unit requirement
- ✓ Lack of transport facilities

### **2.2.16 Internal Audit Unit**

The internal audit unit is one among six units and thirteen departments in Chemba District Council. It is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps accomplish council's objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes (International Professional Practices Framework (IPPF) 2009). The internal audit unit was established in according to section 48 of the Local Government Finance Act, 2001 and order 14 (1-2) of Local Authority Financial memorandum, 2009. These requires "every local authority to employ its own internal auditors who shall work closely with Head of Departments and shall be an independent appraisal of internal control within a Local Government Authority done by examining and evaluating the effectiveness and adequacy of such control. The Internal Auditor shall report directly to the Accounting Officer. The main functions of the internal audit unit include;

- i. Prepare annual risk based audit Plan
- ii. Prepare audit charter
- iii. Review and assess the adequacy and reliability of financial and nonfinancial, management and performance systems, and quality of data that support the controls (including those for risk management and corporate governance) established for the proper administration of the Council's activities.
- iv. Review and assess the effectiveness of internal controls and make recommendations to improve where appropriate.
- v. Review and assess procedures to check that the Council's assets and interests are properly accounted for, adequately protected and risks are identified and effectively managed.
- vi. Check for the extent of compliance with legislation, Council policies, plans and procedures to ensure that good standards of management are maintained and that decisions taken by Council, its Committees and Management are correctly applied.
- vii. Promote and assist the Council in the economic, efficient and effective use of resources in the achievement of its objectives. This includes the provision of any consultancy (advice, facilitation, and training) work as well as assurance services.
- viii. Prepare four audit reports and submit them to the required authorities.

### 2.2.16.1 Purpose of Internal Audit Services

Provide independent assurance and consulting activities on councils risk management, controls and governance processes

### 2.2.16.2 Internal Audit Unit staffing level

Internal audit office comprised of qualified **one** Internal Auditor as shown in the table below:-

**Table 68: CDC Internal Audit Unit staffing level**

No.	Position	Requirement	Available
1.	Chief Internal Auditor	1	1
2.	Senior Internal Auditor	1	0
3	Internal Auditor I	1	0
4	Internal Auditor II	1	0

**Source:** CDC Internal Audit Unit, (2021).

### 2.2.16.4 Current Situation

The controls and governance process structures in place are adequate to mitigate the risks associated with the operating objectives of the council.

### 2.2.16.5 Challenges

The Internal Audit Unit faces number of challenges including;

- ✓ Shortage of staff,
- ✓ Insufficient funds,
- ✓ Lack of transport facilities(motor vehicle),
- ✓ Inadequate regular training to meet emerging professional issues.

### 2.2.17 Information, Communication, Technology and Public relations

The Information and Communication Technology and Public Relation Unit, is among of six (06) Units at Chemba District Council. The Unit was established to accomplish the needs of information technology for enhancing working systems, but also to maintain positive Relations with people and Media houses as Government Organization. The Unit is buildup with two (02) sections, namely; Information and Communication Technology (ICT) and Public Relations (PR).



### **Core-functions of the information, communication and technology section**

- Deal with all systems that operate within the council and to make sure all systems operates as required.
- Provide technical support to the Council staff about Information technology.
- Oversee ideologies , Strategies and directives which provided by the Government on how to deal with systems, Infrastructures and ICT working tools
- Supervise all ICT systems so as to make sure that it's helpful as well as supposed to be
- Provide technical support for electronics working tools which found in the organization?
- Offer support on all issues regarding Council's systems.
- Execute all duties and directives that will be assented by the head of the organization
- Cooperate with Region ICTO Officer and the Ministry of Science and Technology with the aim of exchanging experience as experts

### **Core-functions of the public relation section**

- Oversee ideologies, strategies and directives that made up by the Government which intend to screen on how to deal with Public Relations activities
- Publicize functions and projects that executed by the Council
- Create awareness for the identified investments sites through Council Website, Radio stations, Magazines and any other Media
- Ensure that, the Council Website has new information at any time
- Publish Magazines that shall cover Council's issues
- Participate in Community discussion about the Council
- Use Information Technology as channel to spread education to the Communities.
- Conduct press briefing of the Council
- Advice the Council regarding preparation, production and dissemination of documents to the diverse stakeholders
- A bridge or connector between the Council, Community and Media houses.
- Cooperate with Region Information Officer and the Ministry of Information with the aim of exchanging experience as experts

### 2.2.17.1 ICT Staffing Level

The Information & Communication Technology Unit is charged direct to the office of District Executive Director. The unit is headed by DICTO assisted by ICTO,S. Currently the Unit is resourced with 3 Staff (**Bachelor degree**)

**Table 69: CDC ICT Staffing Level**

S/N	POSITION	REQUIRED	AVAILABLE	DEFICIT
1.	Information and Communication Officers	06	03	03
2.	Information Officers	02	NILL	02
	<b>TOTAL</b>	<b>08</b>	<b>03</b>	<b>05</b>

**Source:** CDC ICT and Public Relation Unit, (2021).

### 2.2.17.2 CDC ICT Infrastructure

**Table 70: CDC ICT Infrastructure**

S/N	Type of Asset/Category	Asset Required	Asset Available	Deficit
1.	Desktop Computers	829	59	770
2.	Laptops	829	45	784
3.	Photocopier Machine	319	12	169
4.	Printers	319	58	261
5.	Typewriter Machine	181	NILL	81
6.	Scanner	319	3	316
7.	Fax Machine	19	1	18
8.	Switch for network	10	4	6
9.	Router	1	1	NILL
10.	Network Cabinet	4	2	2
11.	Mobile Electronic Device/Point of Sale(POS)	114	89	25
12.	Digital Camera	1	1	NILL
13.	IC Digital Recorder	1	NILL	1
14.	UPS	829	5	824
15.	Wireless Access point	829	NILL	829
16.	Wide Screen 32"	1	NILL	1
17.	Chemba Domain	1	1	NILL
18.	Chemba DC Website	1	1	NILL
19.	LAN	829	9	820
20.	Video Camera	1	1	NILL
21.	USB Modem	829	NILL	829
22.	GPS	2	NILL	2
23.	Plotter Printer	5	NILL	5
24.	Projector	829	1	
25.	Video Conference Facilities	1	NILL	1
26.	CCTV Camera	1	NILL	1
27.	Attendance software system	1	NILL	1
	<b>Total</b>		<b>251</b>	

**Source:** CDC ICT and Public Relation Unit, (2021).

### 2.2.17.3 Challenges

- ✓ Inadequate budget location
- ✓ Shortage of Staff
- ✓ Shortage of Working tools
- ✓ Lack of transport facilities.

### 2.2.18 Election Unit

The election unit is among of the 6 units which operate independently in Chemba district council. Its core functions include; administration and supervision of election activities and good governance issues in the district. Its core functions include;

- i. Ensure that regular, free and fair elections and referenda.
- ii. Organize, conduct and supervise elections and referenda in accordance with constitution
- iii. Formulate and implement voter educational programs related to elections
- iv. Hear and determine election complaints arising before and during polling
- v. Ascertain, publish and declare in writing under its seal the results of the elections and referenda.
- vi. Compile, maintain, revise and update the voters register

### 2.18.1 CDC Political Parties

Chemba District Council has 6 political parties namely; ACT- WAZALENDO, CCM, CHADEMA, CUF, NCCR-MAGEUZI and CHAUMMA. There is one (1) constituency in Chemba DC namely; Chemba constituency. There are 143, 740 officially registered voters, however during 2020 General Election only 61, 740(43%) participated to vote the presidential category, at the constituency level (MP) and for councilors.

**Table 71: CDC Political Parties Participated in 2020 Presidential General Election**

S/N	Registered Political party	Votes scored	Percentage (%)
1.	CCM	47, 261	79.93
2	NRA	823	1.49
3.	ADA-TADEA	362	0.61
4.	SAU	201	0.34
5.	DEMOKRASIA MAKINI	149	0.25
6.	NCCR- MAGEUZI	135	0.23
7.	CUF	640	1.08
8.	DP	74	0.13

S/N	Registered Political party	Votes scored	Percentage (%)
9.	ACT- WAZALENDO	89	0.15
10.	ADC	52	0.09
11.	UPDP	52	0.09
12.	CHAUMMA	277	0.47
13.	UMD	36	0.06
14.	AAFP	34	0.06
15.	CHADEMA	8, 881	15.02

**Source:** CDC Election Unit, (2020).

**Table 72: Political Parties Participated in 2020 MP General Election**

S/N	Registered Political party	Votes scored	Percentage (%)
1.	ACT-WAZALENDO	1, 230	2.08
2	CCM	35, 168	59.61
3.	CHADEMA	21, 107	37.13
4.	CHAUMMA	270	0.46
5.	CUF	373	0.63
6.	NCCR- MAGEUZI	322	0.55

**Source:** CDC Election Unit, (2020).

### 2.2.18.3 Challenges

The election unit faces number of challenges including; inadequate fund for conducting training to community members and shortage of workers.

### 2.2.19 Beekeeping Unit

Beekeeping Unit is a crosscutting unit in the Council as it deals with Beekeeping issues concerning all departments in the Council. It is a unit which used to advice the Council on all matters pertaining to Beekeeping issues especially on.

- i. Facilitate beekeepers to acquire skills on modern beekeeping activity for commercial purpose
- ii. Build the capacity of beekeepers in honey handling process.
- iii. Link beekeepers to market at local and regional levels
- iv. Collect, process, analyze, beekeeping data and information.

#### 2.2.19.2 Beekeeping Unit staffing level

The CDC Beekeeping unit currently has 2 staffs with Beekeeping qualification and Beekeeping knowledge.

**Table73: CDC Beekeeping Unit Staffing Level**

No.	Title	Requirement	Available	Deficit
1.	Head Of Beekeeping Unit	1	1	0
2.	Beekeeping Office I	4	0	4
3.	Beekeeping Office II	4	1	3

**Source: CDC Beekeeping Unit (2021)**

### 2.2.19.3 Production and Productivity

Honey production in Chemba District Council relies on the use of traditional and modern beehives and the mode mostly used by beekeepers is traditional. Currently the average production of honey is (15-18) Kg per bee hive and this low productivity is due to mainly use traditional bee hives. To attain good productivity, the Council is intensively encouraging the use of modern bee hives and education for local beekeepers.

**Table 74: Production of honey and beeswax per Year**

YEAR	HONEY	BEEWAX
2019/2020	1558	45
2020/2021	30678	1006

**Source: CDC Beekeeping Unit (2021)**

### 2.2.19.4 Apiary in Chemba District Council

In this Council, a total of 1682 people are reported to be practicing beekeeping where as 423 are organized in 23 active groups of beekeepers and 238 are individual beekeepers. The mode is variable from scattered bee hives to bee houses. Table 75 explains in detail.

**Table 75: CDC Beekeeping Apiary**

No.	Apiary Manager/Owner	Groups of Beekeepers	No. of Hives		Site
			Modern	Old	
1	Beekeepers groups	238	416	150	
2	TFS		1750		
3	District Council	25	47		
6	Individuals	238			
<b>Total</b>			<b>2213</b>	<b>150</b>	

**Source: CDC Beekeeping Unit, (2021).**

### 2.2.19.5 Beekeeping active groups

**Table 76: Beekeeping Active Groups**

S/N	VILLAGE	GROUP NAME	REGISTRATION
1	BIRISE	SAJAMA UFUGAJI NYUKI T'SWERO	
2	MSERA	KIVUNYU UFUGAJI NYUKI	CDC/CD/2016/CBO/649
3	MSERA	NJUKI UFUGAJI NYUKI	CDC/CD/2019/CBO/886
4	JOGOLO	UKOMBOZI UFUGAJI NYUKI	
5	JOGOLO	SERIKALI YA KIJJI	
6	KWAMTORO	HAPA KAZI TU UFUGAJI NYUKI	CDC/CD/2015/CBO/671
7	NDOROBONI	NDOROBONI BEEKEEPING GROUP	CDC/CD/2014/CBO/101
8	KIDOKA	CHAPAKAZI- KIDOKA	CDC/CD/2016/CBO-565-05/6/2016
9	IGUNGA	UFUKIMA GROUP	
10	GWANDI	MALKIA GROUP	CDC/CD/2016/CBO-358-08/04/2016
11	SORI	MAISHA NI SAFARI NDEFU	CDC/CD/2016/CBO-669-19/08/2016
12	CHEMBA	CHEMBA YOUTH DEVELOPMENT	CDC/2017/788
13	MWAILANJE	USHIRIKA WA WAFUGAJI NYUKI	SR/359
14	MAKORONGO	NYUKI ONE GROUP	CDC/CD/2019/CBO-865
15	MOMBOSE	JUHUDI WOMEN GROUP	CDC/CD/2019/CBO-840
16	SORI	UMOJA NI NGUVU GROUP	CDC/CD/2016/CBO-468
17	WAIDA	NKAMIA NYUKI GROUP	CDC/CD/2018/CBO-839
18	WAIDA	INADES WAIDA	
19	ISINI	INADES ISINI	
20	GWANDI	INADES GWANDI	
21	LALTA	JAMII	
22	OLBOROTI	JAMII	
23	CHEMBA	CCM	

### 2.2.19.6 Challenges

The beekeeping unit faces number of factors affecting Beekeeping Sector including;

✓ **Honeybee diseases**

Bees can be infected with different diseases caused by various

Pathogens such as bacteria, virus and fungi. It is highly recommended to be proactive as it is a better way of protecting from diseases.

### ✓ **Fire harvest**

Traditional honey harvesting and hunting practices involves setting of fire to produce smoke which is used to calm down bees.

This practice is associated with negative impacts which are causing forest fires, killing bees and destroying of their natural habitats.

### ✓ **Records keeping**

Lack of records kept by the keeping apiary records, hive, label beehive with a unique code, record date/time of last inspection and record keeping is a requirement by the cooperative association where the beekeepers sell their production.

### ✓ **Marketing**

Honey was the major marketable product of beekeeping. Most farmers reported that they market it in a semi refined form, after comb pressing, followed by sieving to remove most of the wax and other large particle impurities.

## **2.3 External Environment**

Preparation of Chemba District Council five years strategic plan considered analysis of external environment for the purpose of mainstreaming it with national and global planning framework.

### **2.3.1 The Third National Five Year Development Plan 2021/22 – 2025/26**

The Third National Five-Year Development Plan (FYDP III) 2021/22-2025/26 gears a Long-Term Perspective Plan (LTPP) 2011/12 - 2025/26 which is the road for realizing the Tanzania Development Vision 2025. The FYDP III Plan is the final phase in the implementation of the DTV 2025 and the last part of the LTPP). It aims to put up a specific environment for building on the achievements obtained since the launching of the TDV 2025. For that reason, FYDP III will continue to implement the projects and programmes aimed at opening up economic opportunities, build an industrial economy, strengthen competitiveness in domestic, regional and global markets as well as strengthen human development.

The theme of the FYDP III (2021/22-2025/26) has changed from Realising Competitiveness-led Export Growth as stipulated in the LTPP to “Realising Competitiveness and Industrialization for Human Development. The changes has been made in order to reflect the goals of the vision which include building

a strong, competitive economy, of middle-income status and semi-industrialized economy that can compete regionally and internationally without losing the goal of strengthening human development. Consequently, the FYDP III seek to enable the country to more effectively use her geographical opportunities and resources for production and economic growth, while, ensuring that the outcomes benefit all citizens in line with the Vision's goals of a high quality of life.

FYDP III provides guidance and insights for the country's next long-term development vision. In view of that, the Government recognizes the importance of the use of Science and Technology and Innovation (STI) and digitalization, attendant skills development, creative potential, and the use of digital issues to ensure that Tanzania does not lag behind. Additionally, FYDP III aims to implement sectoral strategic plans, agreements and regional and international strategic plans including the implementation of the Sustainable Development Goals - SDGs to accelerate economic growth and social development.

CDC Strategic Plan has considered the aspiration stated under page 159 of the FYDP III that spells "Since the FYDP III will be cascaded down to strategic plans at the MDAs, RS, LGAs, private sector and civil society then developed strategic plans will reflect the M&E actions guided by the FYDP III M&E. In that regard the annual performance of the FYDP III will be gauged on monitoring and evaluation of FYDP III through implemented development projects as articulated in ADP. The FYDP III calls for increase in own sources of revenue in LGAs, encouraging the use of PPP, capacity of LGAs in preparing bankable projects is enhanced as well management of financial resources is revealed and quality service delivery being realized. The Preparation of CDC has taken into account the aspiration stated in FYDP III by translating them into council strategic projects and through departments/units.

### **2.3.2 The Tanzania Development Vision 2025**

The Vision is an articulation of a desirable future condition or situation which Tanzania envisages to attain and the plausible course of action to be taken for its achievement. The Vision was adopted by the Government in 1999 and its implementation started in 2000. The objective of the vision is to awaken, coordinate and direct the people's efforts, minds and national resources towards those core sectors that will enable us to attain our development goals. The aspects of Tanzania's Development Vision (TDV) 2025 which aspires to have Tanzania transformed into a middle income and semi industrialized nation by 2025, characterized by the year 2025: (i) high quality and sustainable



livelihoods; (ii) peace, stability and unity; (iii) good governance and the rule of law; (iv) an educated and learning society; and (v) a strong and competitive economy. The Chemba District Council played a fundamental role in mainstreaming the TDV 2025 into its Strategic Plan 2016/17-2020/2021.

### **2.3.3 Ruling Part Manifesto 2020-2025**

Tanganyika National African Union (TANU) and Afro Shiraz Part (ASP) and later Chama Cha Mapinduzi (CCM) has been trusted by citizens and emerged victoriously during and after colonial elections. CCM is built on the foundations of socialism and self-reliance based on dignity, equality and justice. Given these foundations, clean politics and good CCM leadership have been a catalyst for sustaining peace, unity and national solidarity in Tanzania.

CCM being the ruling party, its manifesto 2020- 2025 has a vital role in setting guidelines for development frameworks across the nation. This Manifesto aims to build on the gains made by the implementation of the 2015 CCM Election Manifesto. Similarly, the content of this Manifesto is in line with the Policy Vision of Chama Cha Mapinduzi of 2020-2030, the National Development Vision 2025 and the Zanzibar Development Vision 2020-2050.

In subsequent five years, CCM's goal is to continue to improve the lives of every Tanzanian, eradicate poverty and consolidate the country's middle economy status. In achieving this goal, the main priorities of CCM governments in the next five years are as follows: -

- a) Protect and strengthen the principles of dignity, equality, justice and good governance in order to maintain peace, unity and solidarity of our Nation;
- b) Promoting modern, integrated, inclusive and competitive economy built on the foundation of industry, economic services and enabling infrastructure;
- c) Transforming agriculture, livestock and fisheries to ensure food security and self-reliance in food at all times and contribute fully to economic development;
- d) Enhancing access to quality health care, education, water, electricity and housing in rural and urban areas;
- e) Encourage the use of research, science, technology and innovation as a tool for rapid socio-economic development; and

- f) Create at least 7,000,000 (seven million) jobs in the formal and informal sectors for youth.

### **2.3.4 Sustainable Development Goals (SDGs) 2030**

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

**Goal 1:** End poverty in all its forms everywhere

**Goal 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture

**Goal 3:** Ensure healthy lives and promote well-being for all at all ages

**Goal 4:** Ensure inclusive and quality education for all and promote lifelong learning

**Goal 5:** Achieve gender equality and empower all women and girls

**Goal 6:** Ensure access to water and sanitation for all

**Goal 7:** Ensure access to affordable, reliable, sustainable and modern energy for all

**Goal 8:** Promote inclusive and sustainable economic growth, employment and decent work for all

**Goal 9:** Build resilient infrastructure, promote sustainable industrialization and foster innovation

**Goal 10:** Reduce inequality within and among countries

**Goal 11:** Make cities inclusive, safe, resilient and sustainable

**Goal 12:** Ensure sustainable consumption and production patterns

**Goal 13:** Take urgent action to combat climate change and its impacts

**Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

**Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

**Goal 16:** Promote peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels

**Goal 17:** Revitalize the global partnership for sustainable development

The sustainable development goals (SDGs) have highlighted critical issue of major concern that has to be taken into board by any country or government organ. Therefore, Chemba District Council does not operate in isolation, thus during preparation of its strategic plan 2016/17-2020/21 considered the SDGs.

### **2.3.5 African Agenda 2063**

Throughout 50 years (1963-2013) Africa committed to the main agenda of decolonization, the struggle against apartheid and attainment of political independence for the continent. The Golden jubilee in May 2013, African Union re-committed to the achievement of the Pan African Vision of “An integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena”. The Golden Jubilee Summit of African Union committed seven aspirations to realize the Africa We Want namely Africa Agenda 2063;

Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development.

Aspiration 2: An integrated continent; politically united and based on the ideals of Pan Africanism and the vision of Africa’s Renaissance.

Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law.

Aspiration 4: A peaceful and secure Africa.

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

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

Aspiration 7: Africa as a strong, united, resilient and influential global player and partner. The CDC Strategic Plan has considered the aspirations of the Africa Agenda 2063 through departments and units by taking into account the national strategic objectives, policies, strategies, legislations and Guidelines.

### **2.3.5 East African Vision 2050**

The East African Community (EAC) is an inter-governmental association formed by the governments of Kenya, Tanzania, Uganda, Rwanda, and Burundi South Sudan aiming to spearhead the East African economic, social

and political integration agenda. EAC Vision 2050 envisages that East African Community will be transformed into an upper middle income region within a secure and politically united East Africa based on the principles of inclusiveness and accountability. This vision focuses on socio-economic development transformation that entails; managed change process that respects ownership; ensures sustained political commitment; honors good governance and accountability; and promotes social cohesion. The EAC Vision 2050 covers the AU Agenda 2063 and the Sustainable Development Goals 2030. The CDC Strategic Plan has considered the aspirations of the East Africa Vision 2025 through departments and units by taking into account the national strategic objectives, policies, strategies, legislations and Guidelines.

## 2.4 SWOC and Stakeholders Analysis

### 2.4.1 SWOC Analysis

During preparation of Chemba District Council five years strategic plan SWOC analysis was done to establish what potentials the council has to support its efforts as well as the bottlenecks that slow down its efforts. SWOC analysis is very crucial in assessing the strategic position of district council. It enables the councils that want to build on strengths needs to show up the weakness, capitalizing on the opportunities and recognize the challenges.

**Table 77: CDC SWOC Analysis**

<b>Internal Environment</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>✓ Availability of qualified and skilled staff</li> <li>✓ Existence of team work</li> <li>✓ Presence of transport facilities</li> <li>✓ Presence District Council Headquarters Building</li> </ul>	<ul style="list-style-type: none"> <li>✓ Shortage of reliable transport facilities</li> <li>✓</li> </ul>
<b>External Environment</b>	
<b>Opportunities</b>	<b>Challenges</b>
<ul style="list-style-type: none"> <li>✓ Strategic location along C to C road</li> <li>✓ Presence of conducive climatic condition</li> <li>✓ Existence of financial</li> </ul>	<ul style="list-style-type: none"> <li>✓ Shortage of qualified and skilled staff</li> <li>✓ Existence of high uses hand hoe as an agricultural implement.</li> <li>✓ Presence of COVID-19</li> </ul>

<ul style="list-style-type: none"> <li>management system</li> <li>✓ Existence of favourable government guidelines and policies</li> <li>✓ Existence of web based planning management system</li> </ul>	<ul style="list-style-type: none"> <li>✓ Presence of high rate of HIV/AIDS prevalence (xx%)</li> <li>✓ Unreliable market of farm produces.</li> </ul>
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**Source: CDC SWOC analysis report, (2021).**

### 2.4.2 Stakeholders Analysis

Stakeholders' analysis was conducted in the course of preparation of the five years strategic plan of Chemba District Council for the purpose to draw down the available potential stakeholders. Since the council has diverse number of stakeholders, which collectively with the council may promote or hinder development of the council. Therefore, understanding their interest, capacities as well as their group concerns were important.

**Table 78: CDC Stakeholder Analysis**

Name of stakeholder	Role of stakeholder	Expectation of stakeholder	Potential impact if expectation is not meet	Rank
Community	-Participating in planning and budgeting -Beneficially / implementer of project plans -Contribution in development project in terms of financial and manpower	-Quality services -Empowerment (socially or economically) -Value for money -Transparency	-Reluctance in support or contribution to the community project -Mistrust -Conflict	High
Councilors	-Formulating council by-laws -Approve council budget and plans -Council decision makers	-Good service delivery -Value for money -Conducive working environment	-Termination of employment -Conflict with management -Mistrust of council staff	High
Council staff	-Provide services to the people -Prepare council budget and plan -Interprets and implement government	-Conducive working environment -Incentive payment -Capacity building	-Low job turnover -Low working morale -Sabotage	High

Name of stakeholder	Role of stakeholder	Expectation of stakeholder	Potential impact if expectation is not meet	Rank
Council staff	guidelines and policies	-Timely payment of salary		
Central government	-Providing policies and guidelines -Allocating resources -Providing budget ceiling	-Integrity -Quality service -Value for money -Compliance with rule and regulations	-Dismissal	High
Utility and Regulatory authorities	-Supply of utility and services -Provide guidelines and regulations	-Compliance -Conducive working environment	-Cut off services -Sued before court	High
Financial institution	Provision of financial services	-Conducive business environment -Compliance	-Mistrust -Termination of services -Financial insecurity	High
CBO's and NGO's	Support socio-economic services	-Conducive working environment -Community support -Recognition	-Withdrawal from service provision -Mistrust	Medium
Development partners'	Financial assistance	-Value for money -Quality service -Transparency -Compliance	-Withdrawal -Mistrust	High
Potential investors	-Budget support -Source of income -Support development project	-Quality service -Conducive investment environment -Value for money	-Termination of service -Discourage of other investors -Decrease of revenue -Decrease of development budget	Medium
Faith organization (religious organization)	-Faith services (moral support) -Education services -Health services -Child care centre support	-Conducive working environment -Recognition -Appreciation -Quality services	-Withdrawal of services -Mistrust	Medium

Name of stakeholder	Role of stakeholder	Expectation of stakeholder	Potential impact if expectation is not meet	Rank
	-Peace and harmony support -Technical support			
Service providers	-Supply services and goods	-Economic gain -Trust -Compliance -Transparency	-Mistrust -Sue -Withdrawal	High
Political parties	-Sensitization in development - Execution of political leadership -Watchdog of government performance	-Quality of services -Transparency -Compliance -Value for money	-Conflict -Mistrust -Sue -Job termination	High
Military institution	-Assurance of peace and security -Social support	-Recognition -Appreciation -Compliance	-To implicate -non compliance	Medium

**Source: CDC Stakeholder analysis report, (2021).**

## CHAPTER THREE

### PERFORMANCE REVIEW OF CHEMBA DISTRICT COUNCIL FIVE YEARS MEDIUM TERM STRATEGIC PLAN 2016/2017-2020/21

#### 3.1 Introduction

The performance review of Chemba District Council was based on assessment of the implementation of the previous five years' strategic plan. The major focus of the performance review was to see how so far Chemba District Council managed to achieve its targets, as well as possible factors that constrained the achievements. The performance review was vital towards development of the next Chemba District Council five years' strategic plan. The review of the previous year strategic plan was done in line with available result areas (service departments/units) of Chemba District Council.

#### 3.2 Results Area

##### 3.2.1 Result Area: Human Resource and Administration Department

##### Strategic Objective

B: National Anti-Corruption Implementation Strategy Enhanced and Sustained

C: Access to Quality and Equitable Social Services Delivery Improved

E: Good Governance and Administrative Services Enhanced

Objectives	Targets	Achievement	Constraints	Way forward
A: Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS support services at workplace strengthened from 40% to 41% by June 2021	Provision of nutritional support to 10 employees living with HIV/AIDS	<ul style="list-style-type: none"> <li>• Inadequate fund</li> <li>• Fear to expose themselves</li> </ul>	Provide education on the significances taking nutrition in the next five year strategic plan.
B: National anti-Corruption Implementation Strategy Enhanced and Sustained.	Percentage of corruption at workplace reduced from 47% to 45% by June 2021	Corruption reduced from 47% to 46%	Ineffectiveness of integrity committee	Establishment of integrity committee in the next five years strategic plan
E: Good Governance and Administrative	Council complaint handling mechanism	From 50% to 52%	Inadequate fund	Solicit funds in the next 5 years strategic plan



Objectives	Targets	Achievement	Constraints	Way forward
services Enhanced,	enhanced by June 2021			

### 3.2.2 Result Area: Finance and Trade Department

#### Strategic Objective

E: Good Government and administrative Services Enhanced

Objective	Target	Achievements	Constraints	Way forward
C: Access to Quality and Equitable Social Services Delivery Improved	Conducive working environment to 8 Finance and Trade department staffs improved by June 2021	Payment partly moving expenses, and other statutory benefit	Insufficient funds.	This should be budgeted from Own sources funds and to be carried forward in next 5 years strategic plan
	Sustainable management and conservation of 24 Financial sources by June 2021	Identifying some potential Financial sources in some villages.	Funds for implementing activities not enough	Creation of all potential financial sources, and to be carried forward in next 5 years strategic plan
	Access the long term flow of Money from 50% to 70% by June 2021	Flow money increased from 50% to 90%	Some communities reluctant to establish new Source of Revenue	To access the sustainability and create incentive for more and better aid for trade in the next five years strategic plan.

### 3.2.3 Result Area: Planning, Statistics and Monitoring Department

#### Strategic Objective

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievements	Constraints	Way forward
E: Enhance good governance and administrative Services.	Ensure preparation of Council monthly, quarterly and annual reports by the year 2023	Council, monthly, quarterly and annual reports were prepared	Inadequate of working tools.	Set aside funds from Own sources in next 5 years strategic plan
	Ensured conducive working environment of Planning	Payment partly moving expenses, and other statutory benefit	Inadequate fund	To be sustained in the next 5 years strategic plan

Objective	Target	Achievements	Constraints	Way forward
E: Enhance good governance and administrative Services.	Statistics and Monitoring department by the year 2024			
	Planning monitoring and supervision of District Development Projects enhanced by the year 2024	Monitoring and Supervision of all the district Development Project	Inadequate fund, inadequate transport facilities, Inadequate staffs	To be sustained in the next 5 years strategic plan
	Community Initiatives in 26 wards promoted through catalyst Development Funds Support by the year 2024	Community Initiatives in 26 wards supported	Inadequate fund	To be sustained in the next 5 years strategic plan
	Quality data insured from 2 Department/section to 17 Department/Section and to 26 wards by the year 2023	Quality data collected, analyzed and distributed to stakeholders.	Shortage of staff, Lack of data bank, Inadequate knowledge of data collection, analysis and interpretation	To be sustained in the next 5 years strategic plan

### 3.2.4 Result Area Primary Education Department

#### Strategic Objective

- A. Services improved and HIV/ AIDS infection reduced
- C: Access to Quality and Equitable Social Services Delivery Improved
- D: Quantity and Quality of Socio-Economic services and infrastructure increased
- G. Improve Emergency and Disaster Management
- E: Good Governance and Administrative Services Enhanced

<b>Objective</b>	<b>Target</b>	<b>Achievements</b>	<b>Constraints</b>	<b>Way forward</b>
C: Access to Quality and Equitable Social Services Delivery Improved	Conducive teaching and learning environment of pre and primary education at 103 primary schools by June 2021	Conducive working environment improved to 56 Primary School	Insufficient fund, Poor Infrastructures.	This should be budgeted from Own sources funds and to be carried forward in next 5 years strategic plan
	Pass rate National examination increased from 35.7 % to 80 % for standard IV and 57% to 80% for standard VII by June 2021	Standard IV increased from 35.7 to 92.92, Standard VII from 57% to 71%	Inadequate teachers, Inadequate infrastructure, Dropout, Inadequate fund	Should be carried to the next 5 years.
D. Quantity and Quality of Socio-Economic services and infrastructure increased	School infrastructure for basic education increased from 40% to 50% by June 2021.	School infrastructures increased from 40% to 52%	Inadequate fund	This should be budgeted from Own sources and Central Government funds and to be carried forward in next 5 years strategic plan
Y. Multi-sartorial nutrition services improved	Increased proportion of primary schools implementing school meals( nutrition) from 25% to 45% by June 2021	Increased from 25% to 30%	Delay of the community to contribute, Inadequate fund	Should be carried to the next 5 years strategic plan.

### **2.3.5 Result Area: Secondary Education Department**

#### **Strategic Objective**

C: Access to Quality and Equitable Social Services Delivery Improved

D: Quantity and Quality of Socio-Economic services and infrastructure increased

E: Good Governance and Administrative Services Enhanced

<b>Objective</b>	<b>Target</b>	<b>Achievements</b>	<b>Constraints</b>	<b>Way forward</b>
C: Access to Quality and Equitable Social Services Delivery Improved	Secondary School buildings, Furniture and Teaching materials increased from 85% to 95% by June 2021	Increased from 85% to 93%	Inadequate fund	This should be carried in the next 5 years strategic plan.
	Pass rate CSEE increased from 54% to 85% ACSEE from 99% to 100% respectively by June 2021	CSEE increased from 54% to 80%, ACSEE increased from 99% to 100%	Inadequate teachers, Inadequate infrastructure, Dropout, Inadequate fund	Should be carried to the next 5 years strategic plan.
	Free education enhanced to 22 secondary schools by June 2021	Provision of free education to 22 schools		Should be carried to the next 5 years strategic plan.
	Teaching and Learning Environment in Three secondary school improved from 50% to 100% by June 2021	Improved from 50% to 70%	Inadequate fund, Poor infrastructures, Inadequate teachers, inadequate teaching materials	Should be carried forward to the next 5 years strategic plan.
	Secondary School buildings including 12 Hostels and 66 Laboratories completed by June 2021	6 hostels constructed, 9 science laboratorial increased	Inadequate fund	Should be carried forward to the next 5 years strategic plan
Y. Multi-Sectorial nutrition services improved	Reduced prevalence of overweight among adults from 15% to 90% by June, 2021	No achievement	Lack of fund to implement	Should be carried to the next 5 years strategic plan.

## 2.3.6 Result Area: Health Department

### Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

Objective	Target	Achievements	Constraints	Way forward
C: Access to Quality and Equitable Social Services Delivery Improved	Improve availability of medicine, medical equipment and medical supplies from 65% to 75% by June 2021	Availability of medicines in the HFs increased from 65% to 90%	Insufficient funds.	Strengthening collection of user fees and insurance schemes in the next five years strategic plan
	Maternal mortality rate reduced from 23/100,000 to 18/100,000 by June 2021	No achievement.	Funds for implementing activities not disbursed timely Shortage of skilled personnel	Capacity building of available staffs and Timely and periodically rehabilitation of old infrastructure in the next five years strategic plan
	Malaria prevalence reduced from 4.8% to 3.5% by June 2021	Percentage reduction of malaria prevalence to 0.6%	Insufficient funds. Negative attitude of the community towards ITNS	Increase funds and to be carried forward in next 5 years strategic plan
	Environmental health ,hygiene practices and sanitation capacity at all HFs strengthened from 50% to 60% by June 2020	Increased from 50% to 72%	Funds disbursed not sufficient to implement activities	To be carried forward in next 5 years strategic plan
	Access to health and social welfare services to vulnerable groups increased from 40% to 60% by June 2021	Percentage increase in health accessibility to vulnerable groups from 40% to 60%	Funds for implementing activities not disbursed timely Shortage of skilled personnel	Utilization of other available fund sources in the next 5 years strategic plan
	Organizational structure and institutional management capacity at all	Improvement of institutional management from 55% to	Inadequate knowledge on institutional management.	Train and equip all staff with updated guidelines and policies in the

Objective	Target	Achievements	Constraints	Way forward
	levels improved from 55% to 65% by June 2021	75%		five years strategic plan.

### 3.2.7 Result Area: Water Department

#### Strategic Objective

- C: Access to Quality and Equitable Social Services Delivery Improved
- D: Quantity and Quality of Socio-Economic services and infrastructure increased

### 3.2.9 Result Area: Works Department

#### Strategic Objective

- D: Quantity and Quality of Socio-Economic services and infrastructure increased
- E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievements	Constraints	Way forward
D: Quantity and Quality of Socio-Economic services and infrastructure increased	Conducive working environment enhanced to 5 works staff by the year 2024	5 staff capacitated.	Insufficient funds,  No funds from LGBG.	Solicit fund from central government in the next five years strategic plan.

### 3.2.10 Result Area: Community Development Department

#### Strategic Objective

- A: Services Improved and HIV/ AIDS Infection Reduced
- F: Social Welfare, Gender and Community Empowerment Improved

Objective	Target	Achievements	Constraints	Way forward
C: Services Improved and HIV/AIDS Infections Reduced	Improved services to people with HIV/AIDS by 2026	Partly supported to some of events	Inadequacy of support	- Increase revenue collection to support the programme  -Involve stakeholders like NGOs

Objective	Target	Achievements	Constraints	Way forward
C: Services Improved and HIV/AIDS Infections Reduced	Reduced HIV infections by 2026	-Condoms distribution -Use of ARV drugs	Inadequacy of support	- Increase revenue collection to support the programme  -Involve stakeholders like NGOs
F: Social welfare, Gender and Community Empowerment Improved	Number of women increased in decision making participation by 2026	-Availability of women leaders -Participation of women in meeting	Insufficient funds support	- Increase revenue collection to support
	Number of youth employed is increased by 2026	Availability of employment opportunities	Insufficient funds support	- Increase revenue collection to support
	Increased rate of people participating in development project by 2026	Participation of community in development projects	Insufficient funds support	- Increase revenue collection to support
	The income of the community increased by 2026			
	Sense of family and children care and protection is insured by 2026	-Cases attended -Family resolution	Poverty	Improve social income and services
	Improved care and support to people with disabilities by 2026	Supported people with disabilities	Inadequacy of fund	- Increase revenue collection
	Increased Relief Assistance Service and wages by 2026	Availability of supported household and individual beneficiaries	Unreliable flow of fund	-Reliable flow of fund  -Implement all the Components of the programme

### 3.2.11 Result Area: Environment and Solid Waste Management Department

#### Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

Objective	Target	Achievement	Constraints	Way Forward
G: Management of Natural Resources and Environment Improved	Tree seedlings raised and planted increased from 500,000 to 1,000,000 by June 2021	50%	Inadequate fund	Solicit fund in the next five years strategic plan
	Solid waste collection and disposal increased from 5 to 20 tone per day by June 2021	5 to 10 tone	Inadequate fund	Solicit fund in the next five years strategic plan
	Hazard and risks reduced by 30% by June 2021	Hazard and risks reduced by 5%	Inadequate fund	Solicit fund in the next five years strategic plan
	Enhancement of solid waste ensured by June 2021	Not done	Inadequate fund	Solicit fund in the next five years strategic plan
	New community based forest reserves in 10 villages established by June 2021	5 CBFR established	Inadequate fund	Solicit fund in the next five years strategic plan
	New Community Development Projects undertaking implemented by June 2021	Done for 3 only projects	Inadequate fund	Solicit fund in the next five years strategic plan
	District state of the environment reviewed by June 2021	Not done	Inadequate fund	Solicit fund in the next five years strategic plan



<b>Objective</b>	<b>Target</b>	<b>Achievement</b>	<b>Constraints</b>	<b>Way Forward</b>
G: Management of Natural Resources and Environment Improved	Local community awareness on environmental laws and its regulations created by June 2021	Done in few villages	Inadequate fund	Solicit fund in the next five years strategic plan
	Survival rate of planted trees enhanced by June 2021	Only 50%	Prolonged dry period, termites, Inadequate fund	Solicit fund in the next five years strategic plan
	Proper management of cemeteries enhanced by June 2021	Not done	Inadequate fund	Solicit fund in the next five years strategic plan
	Proper management of liquid waste enhanced by June 2021	Not done	Inadequate fund	Solicit fund in the next five years strategic plan
	Proper solid waste management enhanced by June 2021	Not done	Inadequate fund	Solicit fund in the next five years strategic plan
	Environmental Action Plan prepared by June 2021	Facilitated by stakeholders in 3 villages only	Inadequate fund	Solicit fund in the next five years strategic plan

### 3.2.12 Result Area: Lands and Natural Resources Department

#### Strategic Objective

D. Quantity and quality of social economic services and Infrastructure increased

G. Management of Natural Resources and Environment Sustained

Objective	Target	Achievements	Constraints	Way forward
G: Management of Natural Resources and Environment Improved.	The growth of Chemba planning area controlled by the year 2021.	Payment partly extra duty, and other statutory benefit	Insufficient funds, No funds from LGBG.	Set aside funds from Own sources in next 5 years strategic plan
	Number of planted trees increased from 1,500,000 to 4,500,000 by the year 2021.	Increased from 1,500,000 to 3,700,000	Insufficient funds, No funds from LGBG.	Set aside funds from Own sources in next 5 years strategic plan
	Natural resources working condition improved	Awareness creation on afforestation issues	Some communities to be reluctant on conservation issues.	To solicit fund from various stakeholders in the next five years strategic plan
D: Quantity and Quality of Socio-Economic services and infrastructure increased.	Land use management promoted and maintained in all villages by the year 2023	Promoted and maintained to 77 villages	Funds not disbursed to implement activities	Set aside funds from Own sources in next 5 years strategic plan
	Conducive working environment to 5 staffs in land offices created by the year 2023	5 staff capacitated.	Insufficient funds, No funds from LGBG.	Solicit fund from central government in the next five years strategic plan.

Objective	Target	Achievements	Constraints	Way forward
D: Quantity and Quality of Socio-Economic services and infrastructure increased.	Existing land conflicts in 114 villages resolved by June 2021.	To put village boundary beacons so as to reduce conflicts in 77 villages	Insufficient funds. No funds from LGBG.	Set aside funds from Own sources in next 5 years strategic plan years plans
	Asset Valuation conducted by the year 2021.	Not done	Insufficient funds.	Set aside funds from Own sources in next 5 years strategic plan

### 3.2.13 Result Area: Livestock and Fisheries Department

#### Strategic Objective

D: Quantity and Quality of Socio-Economic Services and Infrastructure increased

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievement	Constraints	Way Forward
D: Quantity and Quality of Socio-Economic services and infrastructure increased	Animal diseases reduced from 65% to 35%	From 65% to 45%	Inadequate fund	Sustained in the next five years Strategic Plan
	Quality animal product increased from 35% to 70% at Chemba Dc	From 35% to 50%	No enough fund from own source	Fund should be budgeted in the next five years strategic plan
	Livestock infrastructures improved and mortality rate decreased to 5%	Decreased to 8%	No enough fund from own source	Fund should be budgeted in the next five years strategic plan
	Revenue from livestock Market increased from 35% to 55%	From 35% to 65%	No funds from Central government	Solicit fund in the next five years strategic plan
	Ensure highly performance of data colletion of ARDS to all 114 vilages.	From 88 villages to 104 villages	No enough trainee staff	Sustained in the next five years Strategic Plan

Objective	Target	Achievement	Constraints	Way Forward
Y. Multi-sartorial nutrition services improved	Animal products and production increased (milk from 1.5 to 5 litters, cattle live weight from 150kg to 250kg) in 10 villages	From 50% to 65%	No enough fund from own source	Sustained in the next five years Strategic Plan
	Increased number of household sensitized on importance of consuming nutrient dense food from 25% to 75. %.	From 25% to 50%	No enough fund from Central Government	Sustained in the next five years Strategic Plan

### 3.2.14 Result Area: Legal Unit

#### Strategic Objective

C: Access to Quality and Equitable Social Service Delivery Improved

Objective	Target	Achievements	Constraints	Way forward
B: National anti-Corruption Implementation Strategy Enhanced and Sustained	Ensure good working environment to one Legal office by June 2021	Provision o working tools and statutory benefit.	Insufficient fund, Shortage of staff	Set aside funds from Own sources in next 5 years strategic plan
	Ensure rule of law enhanced to 26 wards in the year 2021	Training of 15 ward tribunals, Number of cases reduced from 6 to 2 cases	Insufficient fund, Lack of proper records keeping tools	Set aside funds from Own sources in next 5 years strategic plan

### 2.3.15 Result Area: Procurement and Management Unit

#### Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

E: Good Governance and Administrative Services Enhanced.

Objective	Target	Achievement	constraints	Way forward
C: Access to Quality and Equitable Social Services Delivery Improved	Procurement services at the council level improved from 75% to 90 % by June 2021	Improved from 75% to 80%	Inadequate fund, Shortage of Staff	Set aside funds from Own sources in next 5 years strategic plan

### 3.2.16 Result Area: Internal Audit Unit

#### Strategic Objective

C: Access to Quality and Equitable Social Services Delivery Improved

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievements	Constraints	Way forward
E: Good Governance and Administrative services Enhanced	Ensure compliance to financial procedures is enhanced by 2021.	12 Audit Reports prepared.	Inadequate of working tools.  Insufficient funds.	Set aside funds from Own sources in next 5 years strategic plan
	Conducive working environment in Internal Audit staffs enhanced by the year 2021	Working tools procured	Inadequate number of staff.  Insufficient funds.	Sustained in the next five year Strategic Plan

### 3.2.17 Result Area: ICT and Public Relations Unit

#### Strategic Objective

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievements	Constraints	Way forward
C: Access to Quality and Equitable Social Services Delivery Improved	Conducive working environment of finance department improved for 100% .	Collections are made through POS machines for 64%	<ul style="list-style-type: none"> <li>• Broken of POS machines ,</li> <li>• Internet access</li> </ul>	Set aside funds from Own sources in next 5 years strategic plan

### 3.2.18 Result Area: Election Unit

#### Strategic Objective

E: Good Governance and Administrative Services Enhanced

Objective	Target	Achievements	Constraints	Way forward
E: Good Governance and Administrative Services Enhanced	Ensure good working environment to Legal office.	Working tools procured	Inadequate number of staff.  Insufficient funds.	Sustained in the next five year Strategic Plan

### 3.2.19 Result Area: Beekeeping Unit

#### Strategic Objective

E: Good Governance and Administrative Serviced Enhanced

D: Quantity and Quality of Socio-Economic services and Infrastructure Increased

Objective	Target	Achievement	Constraints	Way Forward
G: Management of Natural Resources and Environment Improved	Number of modern beehives increased from 100 to 500 by the year 2021	Not done	Funds not disbursed to implement activities from own source	To be carried forward in next 5 years Strategic Plan

### 3.3 Analysis of Recent Initiative

The analysis of recent initiative was considered during the preparation of Chemba District Council strategic plan for the purpose to identify major concern that emerged along the way of implementing the outgoing strategic plan. This process provided an avenue to measure how the council responded to the respective initiative as well as what achievement so far have been recorded and what considered being way forward over the issues.

#### 3.3.1 Human Resource and Management Department

- Operation of Ghost Employees

Initiatives	Achievements	Further Action
Operation of Ghost Employees	32 ghost workers identified	To be sustained in the next five years strategic plan

### 3.3.2 Primary Education Department

- Construction of 0 Pre-Primary classrooms
- Fabrication of 0 desks in Pre and Primary schools

<b>Initiatives</b>	<b>Achievement</b>	<b>Further Actions</b>
203 Pre- Primary classrooms	<b>0</b> Pre Primary schools classrooms constructed	Carried forward to the next five years strategic plan
<b>4,545</b> Pre- Primary school desks	<b>0</b> Pre - Primary schools desks constructed	Carried forward to next five years strategic plan

### 3.3.3 Secondary Education Department

- Fabrication of 336 tables and chairs in secondary school
- Construction of 66 science Laboratories

<b>Initiatives</b>	<b>Achievement</b>	<b>Further actions</b>
Fabrication of 3,485 desks	1200 desks fabricated.	To be sustained in the next five years strategic plan
Construction of 6 Laboratories	<b>6</b> laboratories completed and <b>3</b> uncompleted with debt.	Solicit funds in the next five years strategic plan

## CHAPTER FOUR

### THE PLAN 2021/22-2025/26

#### 4.1 Overview

This Chapter presents the revitalized plan of Chemba District Council. The chapter begins with the agreed vision, mission and core values that will provide guidance during execution of this strategic plan. It presents strategic issues that the districts councils considers most fundamental to be achieved in the specified duration of this plan. Also, the strategic objectives, services output, targets as well as strategies and performance indicators in every service department/unit are clearly articulated. The chapter shows also how various strategic interventions will be undertaken during the five (5) years of the strategic planning cycle that will contribute towards realization of National Third Five Year Development Plan 2021/22-2025/26, ruling part manifesto 2020-2025 as well as Sustainable Development Goals 2030, African Agenda 2063 and East Africa Vision 2050.

#### 4.2 Vision, Mission and Core Values

##### 4.2.1 Vision

Chemba DC is envisioned *“to become a Council with Quality Service and Conducive Industrial Investment Environment Creation for Sustainable Development”*.

##### 4.2.2 Mission

Chemba DC is committed to *“provide quality service delivery and facilitate conducive industrial investment environment through effective utilization of available resources for sustainable development”*.

##### 4.2.3 Core Values

Realization of Chemba DC vision and mission will mainly be guided by the following values:

- **Transparency and Accountability:**  
Chemba District Council staff will be responsible, honesty, diligent, ethical, accurate, and professional and having human respect in decision making.
- **Teamwork:**  
Chemba DC staff will work and treat one another with compassion, humility, and respect



- **Innovation:**  
We strive to improve our operational capacity by introducing new ways, ideas and products tailor made to suit the customer
- **Creativity and Innovation:**  
We strive to improve our operational capacity by introducing new ways, ideas and products tailor made to suit the customer
- **Integrity**  
In all its undertakings, the CDC staff will uphold and observe accuracy, professional ethics, honesty, corporate social responsibility and human respect.

### 4.3 Strategic Issues

Strategic issues entail non-routinely undertakings that presents significant charges to the respective organization once implemented effectively and they drill a significant share of the available organization resource envelop. Strategic issues in other ways are viewed as stand-alone projects or flagship projects of the organization to be achieved over a given period of time. Chemba DC in the next five years of strategic planning 2021/22 - 2025/26 dedicates to realize key stand-alone projects of the council that will depend with both internal and external financing mechanism.

S/ N	STRATEGIC ISSUE	FINANCING MECHANISM	STRATEGIES				
			2021/22	2022/23	2023/24	2024/25	2025/26
1.	Construction Chemba DC Bus Stand	Development Grants and Own Source	Feasibility Study and Proposal Write-Up	Construction	Construction	Facilities in use	Facilities in use
2.	Construction Chemba DC Modern Market	Own Sources and Government Subsidies		Feasibility Study and Proposal Write-Up	Construction	Construction	Facilities in use
3.	Construction Chemba DC Modern Dumping	Own Sources	Feasibility Study and Proposal Write-Up	Construction	Construction	Facilities in use	Facilities in use

S/ N	STRATEGIC ISSUE	FINANCING MECHANISM	STRATEGIES				
			2021/22	2022/23	2023/24	2024/25	2025/26
	Site						
4.	Construction Chemba DC Modern Abattoirs	Own Sources	Feasibility Study and Proposal Write-Up	Construction	Construction	Facilities in use	Facilities in use
5.	Establishment of Chemba DC Secondary Education High School	Own Sources and Government grants	Feasibility Study and Proposal Write-Up	Project design	Construction phase I	Construction phase II	Facilities in use

#### **4.3.1 Construction of Chemba District Council Bus Stand**

Modern stand presents an important area of the council to commit resources. Given the strategic allocation of Chemba District Council along the high way running from Captown to Cairo (C to C road) it realizes high rate of on trans buses thus a need for a favourable place to handle them is important within the council. The CDC bus stand will act as a catalyst for revenue enhancement and support quality service delivery within the district council. Therefore, Chemba District Council will strive to develop and construct a bus stand within this period of five years of its strategic plan.

#### **4.3.2 Construction of Chemba DC Modern Market**

The council has realized an increase of the population from 1800 in 2017 to 2712 in 2020 residing at the headquarter. However, modern facilities to offer daily necessities to the people still a challenge. Thus, in the period of five years implementation the Chemba DC will strive and direct resources in the construction modern market to support daily necessities of the population.

#### **4.3.3 Construction of Chemba DC Modern Dumping Site**

Generation of solid waste within Chemba District Council has been critical. In the implementation of the five years strategic plan efforts will be made to

realize a specific place whereby the generated solid wastes within the council will be directed which currently is missing.

#### **4.3.4 Construction of Chemba DC Modern Abattoirs**

Livestock sector accounts one among of largest contributing sectors to district revenue. However, modern places whereby buyers and sellers can enjoy interacting with regard to livestock products including meat still missing in the council.

#### **4.3.5 Establishment of Chemba District Council Secondary Education High School**

Secondary Education Department is responsible to supervise and deliver 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. Despite of the availability 22 secondary school only 4 Secondary schools provides high level Secondary education in the district. However, the education performance of ordinary secondary schools is significantly increasingly annually that affects the capacity of the available 4 high secondary school in terms of observation thus the need district council secondary education high school is vital.

#### **4.4. Strategic Objectives, Strategic Service Outputs, Targets, Strategies and Performance Indicators**

In the five years planning cycle Chemba District Council has adopted nine (9) national harmonized strategic objectives that are to be realized. The objectives are interrelated to the Third National Five Year Development Plan 2021/22-2025/26, Sustainable Development Goals 2030, CCM Election Manifesto 2020-2025, Africa Agenda 2063, East Africa Vision 2050 and other Sector Policies. The adopted strategic objectives include;

- **Objective A:** Services Improved and HIV/AIDS Infections Reduced
- **Objective B:** National Anti-Corruption Implementation Strategy Enhanced and Sustained.
- **Objective C:** Access to Quality and Equitable Social Services Delivery Improved
- **Objective D:** Quality and Quantity of Social Economic Services and Infrastructure Increased
- **Objective E:** Good Governance and Administrative Services Enhanced,
- **Objective F:** Social welfare, Gender and Community Empowerment Improved

- **Objective G:** Management of Natural Resources and Environment Improved
- **Objective H:** Local Economic Development Coordination Enhanced
- **Objective I:** Emergence and Disaster Management Enhanced

#### 4.4.1 Strategic Service Area 1: Human Resource and Administration Department

This service will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives A: Services Improved and HIV/AIDS Infections Reduced, B: National anti-Corruption Implementation Strategy Enhanced and Sustained and E: Good Governance and Administrative Services Enhanced.

#### HRA Service Outputs, Key Targets, Strategies and Performance Indicators

Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
A: Services Improved and HIV/AIDS Infections Reduced	Health of staffs enhanced	Provision of education on HIV/AIDS prevention increased from 80 to 110 employees by June 2026	Conduct advocacy, Provide training	Number of employees trained on HIV/AIDS prevention
B: National anti-Corruption Implementation Strategy Enhanced and Sustained.	Rule of law enhanced	Education on to administer according to the laws and regulations to provided to 70 employees by June 2026	Provide moral and material support	Number of employees facilitated
E: Good Governance and Administrative services Enhanced,	Complains among the community and public servants reduced.	Council complaints handling methods enhanced by June 2026	Conduct complaints committee meeting, Solicit funds	Number of minutes submitted by VEOs and WEOs
	Participation in decision making enhanced	Transparent and accountability in the council maintained by June 2025	Training and meetings	Number of meeting conducted

Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
E: Good Governance and Administrative services Enhanced,	Transparency and accountability maintained	Obeying rules and regulations guides public services attained from 50 to 90 employees by June 2026	Conduct training, Create awareness	Number of employees obeys
	Record management improved	Records management efficiency improved from 70% to 90% by June 2026	Rehabilitate of record Office	% of record management in place
	Conducive working environment improved	Conducive working environment to CDC staff improved from 50% to 80% by June 2026	Provide working equipment and machines	Number of CDC staff facilitated
	Staff integrity enhanced	Enforcement workplace integrity attained from 60% to 80% by June 2026	Capacitate integrity committee members	% of attainment in place
	Retention of employees enhanced	Welfare of staff ensured from 40 to 60 by June 2026	Facilitate statutory benefits	Number of staff facilitated
	Qualified skilled staffs increased	Training programme CDC staff increased from 20 to 30 by June 2026	Facilitate short-term and long-term training programme, Solicit funds	Number of staff trained

#### 4.4.2 Strategic Service Area 2: Finance and Accounts Department

This strategic service area is responsible for implementation of the following strategic objective E: Good Governance and administrative services enhanced. The service area will contribute to the achievement of the council strategic issues as the service department.

### Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Own source revenue collection improved	Conducive working environment of 21 finance department staff improved by June 2026	Facilitate statutory benefits, Provide training, Conduct	Number of departmental staff facilitated
		High degree of financial self - sufficiency ensured by June 2025	Creating a profit for the institution over a long run	Degree of financial self-sufficient in place
	Internal controls over expenditure enhance	Evaluation of budget execution system ensured annually by June 2026	commitment And verification of control over expenditure	Evaluation reports of budget execution in place
	Production of quality and timely financial reports improved	CDC quality financial reports ensured annually by June 2026	-Identify potential problems early -cost efficiency	CDC financial reports in place
	Council monthly, quarterly and annual reports prepared	Preparation financial reports ensured by June 2026	Facilitate report preparation, Capacity building	Type of financial reports in place
	Business license provision system improved	Revenue collection from business license increased from 85% to 100% by June 2026	-Develop new product lines -Customer service	% of increase in place

#### 4.4.3 Strategic Service Area 3: Planning, Statistics and Monitoring Department

This service department is responsible for implementing the following strategic objectives E: Enhance good governance and administrative Services and H: Local Economic Development Coordination Enhanced. Through these strategic objectives the service area will contribute to the 8 Chemba District Council strategic issue identified in this strategic plan by coordinating all sectors towards realization of the expected ultimate results by 2021.

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
E: Enhance good governance and administrative Services.	quality of data provided	Quality data to the 13 Departments, 6 Units and 26 wards ensured by June 2026	Facilitate data collection, conduct capacity building	Type of data in place
	Conducive working environment improved	Conducive working environment to 3 department staff ensured by June 2026	Facilitate statutory benefits, Provide office working tools	Office operation
	Projects Implementation strengthened	Capacity on project implementation in 13 departments and 6 units ensured by June 2026	Facilitate capacity building on project implementation	Number of project ensured
	Reporting mechanism strengthened	Preparation of Council monthly, quarterly and annual reports ensured by June 2026	Facilitate report preparation, Conduct capacity building	Number of reports prepared.
	Community	Community	Use of Improved	Plan and

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
E: Enhance good governance and administrative Services.	needs/priorities well addressed in Council plans and Budget	Initiatives in 26 wards through catalyst Development Funds Support promoted by June 2026	O&OD, Facilitate capacity building to Ward Facilitators (WFs)	Budget
H: Local Economic Development Coordination Enhanced	Investment profile prepared.	Availability of modified Council investment Profile ensured by June 2026	Facilitate review council investment profile	Reviewed Investment profile in place
	Conducive environment for Investors created	Preparation of investment proposals enhanced by June 2026.	Proposal Writings, attractive environment,	Number of investor in the council

#### 4.4.4 Strategic Service Area 4: Primary Education Department

This service area will utilize the following strategic objectives to contribute on the achievements of the council five years strategic plan C: Access to quality and equitable social services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased and E: Good Governance and Administrative services enhanced.

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Illiterate people reduced	Enrolment rate of children with official school age in pre-primary education increased from 75% to 100% by June 2026	Sensitize and conduct census of 0-13 years old children in 1114 villages  create awareness to 103 school committee members,	% of enrollment in place
	Illiterate people	Enrolment	Sensitize and	% of



<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
C: Access to Quality and Equitable Social Services Delivery Improved	reduced.	rate of children with official school age in primary education increased from 85% to 100% by June 2026	conduct census of children in 114 villages ,  create awareness to xxx school board members,	enrollment in place
	Pass rate increased	Pass rate increased from 61% to 95% for STD VII and 93% to 100% for STD IV by June 2025	Site visiting, Organize training and seminars to primary teachers on complex topics. Conducting Mock examination and conducting quarter evaluation.	% of pass rate of the respective levels in place
	Culture, sports and games activities enhanced.	Culture, sports and games activities of primary schools enhanced from 75% to 85% by June 2026	To facilitate sports materials , conducting various sports competition	% of increase in place
E: Good Governance and Administrative services enhanced		Working environment of education staffs improved from 85% to 95% by June 2026	Training and supporting education staff moving and levee expenses	% of staff facilitated
	Efficient/Effective Management and leadership..	Managerial and leadership skills for education	Providing relevant and adequate stock of knowledge and professional	% of leadership skills in place

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
E: Good Governance and Administrative services enhanced		staffs increased from 91 % 97% by the year 2025	skills to teachers.	
	Improved leadership and administration in schools	Managerial skills to Primary school teachers and school Supervision increased from 40% 100% by June 2026	Conduct one day training to 26 WECs and 103 Head teachers on management skills	% of increase in place
D: Quantity and Quality of Social Economic Services and Infrastructure Increased	Primary school teachers supported in various expenses.	Primary school teachers supported in various expenses improved from 85% to 95% by June 2026	Improving working environment, appraising motivating high quality performance and rewarding.	% improvements in place
	Conducive Teaching and Learning Environment	Primary schools classrooms increased from 779 classrooms to 1562 by June 2026	Improving quality human and fixed assets. Construction , rehabilitation and maintenance of primary school infrastructures	Number of classrooms in place
	Conducive Teaching and Learning Environment	School teachers' houses increased from 328 to 1404 by June 2026	Construction , rehabilitation and maintenance of primary school infrastructures	Number of teacher's house constructed.
	Conducive Teaching and Learning	Primary school desks increased	Purchase and maintenance of primary school	Number of desks available in

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
D: Quantity and Quality of Social Economic Services and Infrastructure Increased	Environment	from 13454 to 21620 by June 2026	finitudes	primary schools
	Conducive Teaching and Learning Environment	Pit latrines to 103 primary schools increased from 1027 to 1667 by June 2026	Construction , rehabilitation and maintenance of primary school infrastructures	Number of pit latrines constructed.

#### 4.4.5 Strategic Service Area 5: Secondary Education Department

This department service area is responsible for the following strategic objectives C: Access to quality and equitable social services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased.

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Illiterate people reduced	Enrolment rate of form one student increased from 85% to 95% by June 2026	Sensitize and collect projection of enrolment from 103 primary schools	% of enrollment in place
	Illiterate people reduced.	Completion rate increased from 70% in to 90% by June 2026	Sensitize community on the essence of availability of school meals, fruits and vegetables to 22 secondary school, facilitate establishment 22 self-reliance project	Completion rate in place
	Pass rate increased	Pass rate of Form II	Site visiting, Organize	Pass rate in place

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved		Increased from 82% to 100%, Form IV increased from 79% to 100% and Form VI maintain 100% by June 2026	training and seminars to secondary teachers on complex topics. Conducting Mock examination and conducting quarter evaluation,	
	Culture, sports and games activities enhanced.	Culture, sports and games activities of secondary schools enhanced from 75% to 85% by June 2026.	Facilitate sports materials , conducting various sports competition	% of culture, sports and games in place
E: Good Governance and Administrative services enhanced	Conducive working environment improved	Working environment of 22 secondary school education department staff improved from 70% to 95% by June 2026	Training and supporting education staff moving and leave expenses	% of improved working environment in place
	Efficient/Effective Management and leadership	Managerial and leadership skills for education staff developed from 81% to 93% by June 2026	Providing relevant and adequate stock of knowledge and professional skills to teachers.	% of managerial skills in place
	Improved	Managerial	Conduct one	% of increase in

<b>Strategic Objective</b>	<b>Service Output</b>	<b>Target</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
E: Good Governance and Administrative services enhanced	leadership and administration in schools	skills to Secondary school teachers and school Supervision increased from 85% to 100% by June 2026	day training to 33 Head of schools on management skills	leadership and managerial skill in place.
	Secondary school teachers supported in various expenses.	Secondary school teachers supported in various expenses increased from 75% to 95% by June 2026	Improving working environment, appraising motivating high quality performance and rewarding.	% of secondary school teachers supported
D. Quantity and Quality of Social Economic Services and Infrastructure Increased	Conducive Teaching and Learning Environment	-Secondary schools classrooms increased from 231 to 445 by June 2026	Improving quality human and fixed assets. Construction , rehabilitation and maintenance of secondary school infrastructures	Number of classrooms in place
	Conducive Teaching and Learning Environment	-School teachers' houses increased from 88 to <b>260</b> by June 2026	Construction , rehabilitation and maintenance of secondary school infrastructures	Number of teacher's house in place
	Conducive Teaching and Learning Environment	Science Secondary school's laboratories increased from 10 to 66 by June	Solicit funds, sensitize community	Number of science laboratories in place/increased

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicators
D. Quantity and Quality of Social Economic Services and Infrastructure Increased		2026		
	Conducive Teaching and Learning Environment	Pit latrines to 22 secondary schools increased from 269 to 434 by June 2026	Construction , rehabilitation and maintenance of secondary school infrastructures	Number of pit latrines in place.

#### 4.4.6 Strategic Service Area 6: Health Department

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan A: Services Improved and HIV/AIDS Infection Reduced C: Access to Quality and Equitable Social Services Delivery Improved F: Social welfare, Gender and Community Empowerment Improved

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
A: Services Improved and HIV/AIDS Infections Reduced	HIV test and care improved	Prevalence rate of HIV among OPD case is reduced from 1.95 to 1% by June 2026	PITC,VCT	HIV prevalence rate reduced.
C: Access to Quality and Equitable Social Services Delivery Improved	Medicines /Medical supplies/Medical equipment/laboratory reagents and vaccines services improved	Availability of medicine, medical equipment and medical supplies improved from 95.6% to 100% by June 2026	Medicine, medical equipment' s and medical supplies facilitated	% of improvement in place
	Reproductive and Child Health care improved	Maternal mortality rate reduced from 2 to 1 by June 2026	Focused antenatal care (includes PMTCT, Birth	Maternal mortality rate reduced

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved			preparedness, iron, folic acid supplementation, IPT, syphilis screening, TT, etc.	
	Communicable diseases Managed and Controlled	Malaria prevalence reduced from 4.31% to 2% by June 2026	community awareness on prevention of malaria	% of reduction of malaria prevalence
	Non - Communicable Disease Control Managed and Controlled	Prevalence of eye diseases among OPD cases reduced from 4% to 2% by June 2026	Community sensitization, eye screening and surgery	% of reduction of eye diseases in place
	Treatment and care of other common diseases of local priority improved	Prevalence of oral diseases among OPD reduced from 1% to 0 by June 2026	Community awareness, mobile clinics and Dental chair,	% reduction of oral diseases in place
	Non - Communicable Disease Control Managed and Controlled	Mental health conditions reduced from 2% to 1% and substance abuse from 24% to 12% by June 2026	Community awareness, health education	% of reduction of mental health and substance abuse in place
	Treatment and care of other common diseases of local priority improved	Prevalence of soil transmitted helminthiasis reduced from 6.9% to 3.9% by June 2026	Community and school screening	% of intestinal worms reduced
	Human Resource for health in terms	Shortage of skilled and mixed human	Statutory benefit (allowances	% of reduction in place

Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	of number professional Mix at all levels improved	resource for health reduced from 52 .1 % to 50% by the year 2026	, burial services, subsistence allowances, disturbance allowances, uniform allowances and leave allowances and training)	
D Quantity and Quality of Social Economic Services and Infrastructure Increased	Environmental Health and Sanitation	Environmental health ,hygiene practices and sanitation capacity at all HFs strengthened from 65% to 85% by June 2026	Solicit and allocate fund, provide set of prevention and control (IPC)	% of increased hygiene practices
E: Good Governance and Administrative services Enhanced	Supportive supervision(including cascade system),mentorship and coaching	Organizational structure and institutional management capacity at all levels improved from 75% to 95% by June 2026	supportive supervision , cascade supervision	% increased in supportive supervision
	Community health	Community participation and involvement in health promotion actions to be strengthened from 95% to 100% by June 2026	HFGC,CHS B	% of Community participation and involvement in place
F: Social welfare, Gender and Community Empowerm	Exemptions and waivers of the vulnerable groups in HFs and social protection system	Access to health and social welfare services to vulnerable groups	Sensitize the community , produce identity	%of increase in place



Strategic Objective	Service Outputs	Targets	Strategies	Key Performance Indicators
ent Improved		increased from 40% to 60% by June 2026	cards for elderly people,	
I:Improve Emergency and Disaster Management	Safe blood transfusion services, instructional capacity building and Mapping of susceptible areas for emergencies in the council	Capacity on management of emergency/ disaster preparedness and response strengthened from 26% to 53% by June 2026	Staff training and community awareness	% of strengthened in place
Y: Multi Sectoral Nutritional Services Improved	Growth Monitoring and Promotion of optimal breast feeding, complementary feeding, responsive feeding & stimulation	Stunting level in the council reduced from 38% to 30% by June 2026	Community health education and management	% reduced in stunting

#### 4.4.8 Strategic Service Area 8: Agriculture, Irrigation and Cooperative

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives D: Quantity and Quality of Social Economic Services and Infrastructure Increased, G: Emergency and Disaster Management improved

##### Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
C. Access to Quality and Equitable Social Services Delivery	Food security enhanced	Area under cultivation of crops production increased from 120,000Ha to	Facilitate use of improved Seed, Provide training	Number of cultivated Ha in place

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
Improved		150,000Ha by June 2026		
	Reliable data base for Agriculture activities planning	Availability of reliable agriculture data for decision making ensured by June 2026	Facilitate collection of reliable data for proper decision making	Nature of data for decision making in place
	Agriculture extension services improved	Agriculture department daily operations ensured by June 2026	Provide operations equipments,conduct capacity building for extension services	Reports of operating feedbacks in place
	Crop production increased	Area under irrigation increased from 225 Ha to 300Ha by June 2026	To increase number of irrigation scheme	Number of irrigated Ha in place
D. Quantity and Quality of Social Economic Services and Infrastructure Increased	Crop productivity increased	Agricultural Input to 2000 farmers provided by June 2026	Facilitate solicitation of farmers input	Number of farmers provided with agricultural input
	Number of extension staff attended different training programs improved	Transport facilities to 4 agricultural officers provided by June 2026	Secure transport facilities	Number of agricultural officers facilitated
	Crop production increased	Improved irrigation scheme increased from 2 to 6 by June 2026	facilitate construction of irrigation scheme	number of improved irrigation scheme in place

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
G. Emergency and Disaster Management improved	Agricultural infrastructures improved	Warehouses increased from 3 to 8 by June 2026.	Facilitate the establishment of warehouses	Number of warehouse in place
Y. Multi - sectorial Nutrition Services Improved	Increased processing , value addition and consumption of nutrient dense/rich food	Household sensitized on importance of consuming nutrient dense food increased from 50% to 80% by June, 2026	Facilitate sensitization, conduct capacity building	% of increase in place

#### 4.4.9 Strategic Service Area 9: Works Department

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives D: Quantity and Quality of Social Economic Services and Infrastructure Increased.

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicator
D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Planned activities /projects implemented and monitored	Quality council buildings increased from 80% to 99% by June 2026	Preparation of BOQ, Design and drawings, site visiting, conduct quarterly monitoring, report preparation, involvement of stakeholders.	% of quality buildings in place
	Revenue enhancement infrastructure increased	Monitoring of council vehicles and Plants enhanced by June 2026	Conduct quarterly monitoring, report preparation.	Number of vehicles and plants monitored
	Conducive	Working	Motivation and	Number of

Strategic Objective	Service Output	Target	Strategies	Key Performance Indicator
	working environment improved	environment to 4 Works staffs ensured by June 2025	short courses, provide working tools and resources	staffs facilitated

#### 4.4.10 Strategic Service Area 10: Community Development Department

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives A: Services Improved and HIV/AIDS Infections Reduced, F: Social welfare, Gender and Community Empowerment Improved

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
A: Services Improved and HIV/AIDS Infections Reduced	People aware on HIV/AIDS increased	Services to people with HIV/AIDS improved annually by June 2026	Improve counseling centres	Number of staff supported
	People aware on HIV/AIDS increased	HIV infection reduced from 1.9% to 1% by June 2026	Facilitate Sensitization Distribution of protection tools (condoms)	% HIV infection in place
F: Social welfare, Gender and Community Empowerment Improved	Women participation in decision making increased	Participation of Women in decision making increased by 2026	Conduct capacity building, facilitate sensitization	Number of women available in decision making
	Youth Employment Opportunities Increased	Youth employed increased annually by June 2026	Provide capacity building, conduct sensitization Provide credits	Number of youth employed

<b>Objectives</b>	<b>Service Outputs</b>	<b>Targets</b>	<b>Strategies</b>	<b>Key Performance Indicators</b>
F: Social welfare, Gender and Community Empowerment Improved	Community Participation and Sense of ownership increased	Participating people in development project increased annually by June 2026	Conduct Improved O&OD Training, Capacitate Ward Facilitators , Facilitate sensitization	Number Community members participating
	Community income increased	Income of the community increased annually by June 2026	Facilitated formation of income generating groups, conduct capacity building, solicit funds from DPs	State of community increased income in place
	Family and children care ,protection and support ensured	Sense of family and children care and protection is insured annually by June 2026	Family resolution sessions  Attending children cases	State of report protection in place
	People with disability care and support improved	Care and support to people with disabilities improved annually by June 2026	Conduct capacity building, facilitate sensitization and encouraging provide credits	Number of people with disabilities supported
	Social protection to vulnerable community members enhanced	Relief Assistance Service and wages ensured annually by June 2026	Facilitate TASAF Grant provision Facilitate Short term wages Facilitate Sub projects implementation	State of relief report in place

#### 4.4.11 Strategic Service Area 11: Environment and Solid Waste Management Department

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objective **G: Management of Natural Resources and Environment Improved.**

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service outputs	Targets	Strategies	Key performance indicators
G: Management of Natural Resources and Environment Improved	Environmental Conservation and Biodiversity improved	Tree seedlings raised and planted increased from 500,000 to 1,000,000 by June 2026	Allocate funds effectively, create local community awareness on trees planting	Number of increase in place
	Environmental pollution control (land, water, air, and sound improved.	Solid waste collection and disposal increased from 5 to 20 tons per day by June 2026	Allocate funds effectively, establish new dumpsites, procure working gears, and create local community awareness on proper solid waste management	Tones of solid waste collection and disposal in place
	Cleaning of buildings, open space, roads, drainage.	Hazard and risks reduced from 60% to 30% by June 2026	Allocate funds effectively	% of reduction in place
	Community awareness on environmental protection and natural resources conservation improved	New community based forest reserves in 10 villages established by June 2026	Allocate funds effectively	Number of CBF in place

Objectives	Service outputs	Targets	Strategies	Key performance indicators
G: Management of Natural Resources and Environment Improved	Community awareness on environmental protection and natural resources conservation improved	Community awareness on environmental protection and natural resources conservation improved from 20% to 75% by June 2026	Provide health education in villages general assembly, prepare leaflets	% of awareness in place
	Cemeteries management improved.	Management of cemeteries improved from 20% to 50% by June 2026	Allocate budget, employ casual laborers, education to religion owned cemetery on how to manage cemetery.	Rate cemeteries improvements in place
	Cesspit emptying service improved.	Cesspit emptying service improved from 20% to 40% by June 2026	Allocate fund, procure one cesspit emptying vehicle, and employ casual laborers.	Rate of improvement in place
	Solid waste collection and transportation to final disposal service improved	Enforcement of Environmental laws and its regulations improved from 50% to 80% by June 2026	Allocate fund, provide environmental laws, conduct refresher training to law enforcers	% improvement in place
	Prepare periodic reports on state of the environment improved	Timely preparation of periodic reports on state of the environment improved from 50% to	Allocate fund, conduct refresher training for environmental experts	% of improvements in place

Objectives	Service outputs	Targets	Strategies	Key performance indicators
G: Management of Natural Resources and Environment Improved		85% by June 2025.		

#### 4.4.12 Strategic Service Area 12: Lands and Natural Resources

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objectives **C: Access to quality and equitable social services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased**

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
G. Management of Natural Resources and environment sustained.	Land infrastructure services improved	Management of District Natural Forest in 5 wards improved by June 2026	Carry out patrols, Prepare Forest Management Plans	Number of wards with Management Plans prepared
	Land infrastructure services improved	Training on land laws to 26 villages council conducted by June 2026	Mobilize resources, facilitate transport logistics, conduct trainings	Number of villages council trained on Land Law
	Land infrastructure services improved	District Council properties in 26 wards surveyed by June 2026	Declare land survey, solicit fund, conduct survey	Number of wards surveyed
	Land infrastructure services	200 plots at Chemba District Headquarter surveyed by June 2025	Allocate and solicit funds, procure surveying	Number of plots surveyed



Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
G. Management of Natural Resources and environment sustained.	improved		equipment	
	Land infrastructure services improved	Community Land use plan in 114 villages prepared by June 2026	Sensitize community, solicit funds, facilitate survey	Number of villages with Land use plans
	Land infrastructure services improved	650 customary certificate right of occupancy to 114 villages and 100 granted certificate right of occupancy to 4 planning areas prepared by June 2025	Sensitize community, solicit funds,	Number of CCRO'S and granted certificates prepared
		Chemba district council Land use master plan prepared by June 2025	Sensitize the community, solicit and allocate funds	District Land use master plan in place

#### 4.4.13 Strategic Service Area 13: Livestock and Fisheries Department

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objective **D: Quantity and Quality of Social Economic Services and Infrastructure Increased**

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Strategic Objective	Service Output	Targets	Strategies	Key Performance Indicator
D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Livestock production and productivity increased	Livestock keeper groups involved in Production and productivity improvement increased from 85% to 95% by June 2025.	Provide training, provide improved breeding Bulls	% of increase in place

Strategic Objective	Service Output	Targets	Strategies	Key Performance Indicator
D: Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Prevalence of livestock diseases reduced	Prevalence of livestock diseases in 114 villages controlled by June 2025.	- Procurement of Vaccines of CBPP, Newcastle and Rabies	Number of livestock vaccinated
	Livestock infrastructures improved	Livestock infrastructure in 114 villages increased from 45% to 65% by June 2025.	Conduct survey, build livestock infrastructure, rehabilitate	% of increase in place
	Livestock infrastructures improved	6 Livestock infrastructure in 5 villages rehabilitated by June 2026	Allocate fund, solicit fund, sensitize community	Number of cattle dips tanks rehabilitated.
	Livestock extension services improved	Livestock extension services in 114 villages delivered and improved annually by June 2026	Allocate funds, provide training, facilitate transport facilities	Number of villages with improved extension services
Good Governance and Administrative Services enhanced.	Conducive working environment improved	Enabling working environment to 15 Livestock Extension officers working in wards 26 improved by June 2025.	Provide office equipments, Facilitate transport facilities, provide incentives	Number of staff supported

#### 4.4.14 Strategic Service Area 14: Legal Unit

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objective E Good Governance and Administrative Services Enhanced

### Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service outputs	Targets	Strategies	Key performance indicators
A: Enhance Good Governance and Administrative Services	Rule of Law enhanced	Enforcement of By-laws and other Principal Legislations in 15 Wards increased from 60% to 90% by June 2026	Community sensitization, allocate Fund, filing Cases against defaulters	Percentage increase in enforcement
		40 cases filed to various Courts of Law resolved by June 2026	Allocate fund, attend to the Courts	Number of Judgment delivered
		Council's 5 By-Laws improved and 5 New By-Laws enacted by June, 2026	Community participation, Preparation of drafts of By-Laws, Conducting Statutory Meetings	Number of By-Laws improved & number of New By-Laws enacted.
		Adherence to Chemba District Council By-Laws & other Principal Legislations to 15 Wards increased from 60% to 90% by June, 2026	Community sensitization, Conducting seminars to Members of Ward Tribunals, Capacitate 15 WEO'S on enforcement of By-Laws & Conducting Operations against defaulters.	Percentage increase in adherence of laws
	Conducive Working Environment improved	Working environment to 2 Legal Staff improved by June 2026	Identify and provide missing working tools/equipment and transport, allocate fund, provide staff welfare	Good working environment in place

#### 4.4.15 Strategic Service Area 15: Procurement Management

This service area will contribute to the council's five years strategic plan and other national and global planning framework through implementation of the following strategic objective E Good Governance and Administrative Services Enhanced

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
E: Good Governance and administrative Services Enhanced	Transparency and Accountability maintained  Record management improved.	Public procurement procedures to 13 departments, 6 Units, 27 ward and 121 villages adhered and strengthened by June 2025	Training  Conduct follow up  Adherence of PPRA guideline.  Provide office equipment (Furniture, Computers, Printers, Photocopier etc)  Provide fund	Number of services area strengthened
	Record management improved.	85 Public notifications on procurement events enhanced by June, 2025	Prepare advertisements Notify the stakeholders	Number of notification in place
C: Access to Quality and Equitable Social Services Delivery Improved	Qualified skilled staff increased.	Conducive working environment and Social welfare for 4 PMU staffs improved by June 2026	Provide fund  Conduct training need assessment	Number of staff supported
	Awareness to Stakeholders enhanced	Service delivered to stakeholders on	Conduct training  Recruit staff	Number of stakeholders capacitated

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved		Procurement issues enhanced by June, 2026	Provide fund	

#### 4.4.16 Strategic Service Area 16: Internal Audit Unit

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan C: Access to Quality and Equitable Social Services Delivery Improved, E: Good Governance and Administrative Services Enhanced.

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
C: Access to Quality and Equitable Social Services Delivery Improved	Assurance of Internal Controls Systems for financial management Enhanced	Value for Money Audit in 95 development projects conducted by June 2026	Reviewing contract terms and condition and physical execution of projects	Audit reports in place
E: Good Governance and Administrative services Enhanced	Administrative Support to Internal Audit Staff.	Conducive Working Environment to 2 Staff improved by June 2026	Purchased working tools  -annual leaves undertaken	Number of staff facilitated
	Assurance of Internal Controls Systems for financial management Enhanced	Risk Based Audit executed annually by June 2026	Reviewing internal controls reviewing banking procedures	Audit reports in place
	Qualified skilled staffs	Administrative Support to Internal Audit	Preparing training	Number of trainings

Objectives	Service Outputs	Targets	Strategies	Key Performance Indicators
E: Good Governance and Administrative services Enhanced	increased	Staff provided by June, 2025	needs	attended
	Assurance of Internal Controls Systems for financial management Enhanced	Council Clean Audit Report Acquired annually by 2026	Facilitate review of internal control systems	State of audit report in place

#### 4.4.17 Strategic Service Area 17: Information, Communication Technology and Public Relation Unit

This service area will utilize the following strategic objectives in contribution to the achievements of council five years strategic plan **C: Access to Quality and Equitable Social Services Delivery Improved, D: Quantity and Quality of Social Economic Services and Infrastructure Increased, E: Good Governance and Administrative Services Enhanced, I: Emergence and Disaster Management Enhanced**

#### Service Outputs, Key Targets, Strategies and Performance Indicators

strategic objective	service output	Target	strategies	key performance indicator
E. Good Governance and Administrative Services Enhanced	Planned activities/ Projects Implemented and Monitored	Conducive working Environment to 3 staff of ICT Unit enhanced by June 2026	Provide Utilities. Provide Working tools and resources	Numbers of staff facilitated
	Planned activities/ Projects Implemented and Monitored	Communication system at Chemba District improved annually by June 2026	Install LAN to 13 departments/ Units Protect Computer Software from Virus in 13 Departments/ Unit	State of communication systems in place
	ICT infrastructure	District broadcasting	Solicit fund, secure	Broadcasting center in place

strategic objective	service output	Target	strategies	key performance indicator
	improved	center established by June 2026	consent, sensitize community	

#### 4.4.18 Strategic Service Area 18: Election Unit

This service area will utilize the following strategic objective in contribution to the achievements of council five years strategic plan E: Good Governance and Administrative Services Enhanced.

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
E: Good Governance and Administrative services Enhanced	Participation in decision making enhanced	Efficient and effective community participation in general and by elections enhanced by June 2026	Create awareness, provide brochures	Number of elections facilitated
	Participation in decision making enhanced	Conducive working environment to 1 election officer ensured by June 2026	Provide incentives, facilitate staff benefits	Number of staff supported

#### 4.4.19 Strategic Service Area 18: Beekeeping Unit

This service area will utilize the following strategic objective in contribution to the achievements of council five years strategic plan G: Management of Natural Resources and Environment Improved

#### Service Outputs, Key Targets, Strategies and Performance Indicators

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
G: Management of Natural Resources and	Production of honey and other bee products (beeswax,	Honey production increased from	Promote production, quality and safety of bee	Tones of increase in place

Objectives	Service Outputs	Targets	Strategies	Key performance Indicators
Environment Improved	royal jelly ,pollen ,brood, propolis) enhanced	3.6tones to 4.0tones by June 2026	products	
	Honey productivity increased	Beeswax production increased from 1.0tones to 1.3tones by June 2026	Provide capacity building	Number of beeswax in place
	Honey/beeswax products processing and addition value increased	23 beekeeper groups trained on best beekeeping practices annually by June 2026	Solicit and facilitate training	Number of beekeeper groups trained annually
	Beekeeping data collection and reporting system	Management plans for 4 apiaries developed and operation by June 2026	Promote conservation and management of honey bees, bee fodder and their habitats.	Number of apiaries developed and operationalized
	Awareness of community on climate change	Established 4 bee reserved and 1 collection center by June 2026	Promote establishment of bee reserves and beekeeping collection center.	Number of bee reserves and collection center in place
<b>D:</b> Quantity and Quality of Social Economic Services and Infrastructure Increased	Beekeeping infrastructures improved	Process industry of honey established from 0 to 1 by June 2026	Encourage us of efficient technologies in beekeeping based industries.	Number of industry honey in place



## **CHAPTER FIVE**

### **IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORKS, ASSUMPTIONS AND RISK MANAGEMENT PLAN**

#### **5.1 Overview**

The chapter outlines the implementation, monitoring and evaluation (M&E) of the Chemba District Council. Also, it features review framework and assumptions that should be taken into care, for sustainability of the intended impacts. It presents a review mechanism to monitor the progress and appraise outcomes compared to the original objectives, targets and expected results.

#### **5.2 Implementation**

The Chemba District Council Management Team (CMT), staff and the community at large is charged with the implementation of this strategic plan and the District Planning Officer (DPLO) shall coordinate activities related to the implementation of the Strategic Plan. The implementation will be done through annual plans and budgets where Departments and Units shall prepare their plans and budgets in line with the CDC wide strategic plan. Planning Department on the basis of individual Units and Departments will prepare a centre level annual work plan (operational plan) to guide the implementation of the district council strategic plan annually. Clearly the annual operational plan will show all the activities to be implemented by each department and units within a particular year.

#### **5.3 Monitoring**

Monitoring reports at all levels (Departments and Units) will comprise:

- i. A narrative Strategic Plan implementation report prepared every three/six months.
- ii. Contents of the narrative report will include but not be limited to:
  - An extract of the respective SP showing in summary form the approved Strategic Objectives, Service Output, Targets and Strategies.
  - An approved Operational Plan for the year under reporting.
  - Achievements in terms of actual outputs versus the planned activities and outputs in the operational plan. Achievements should reflect both the qualitative and quantitative achievements.
  - Constraints in the implementation of the Strategic Plan and any internal and external factors which affected implementation.
  - Proposed remedial actions and the way forward for solving the problems faced, indicating clearly the planned activities to be carried

out in the next period (three/six months, or one year depending on the nature of the report).

#### Quarterly progress report matrix on strategic plan implementation

S/N	Strategic objective	Assigned target	Planned activities	Realized activities	Budgeted fund	Actual fund spent	Remarks-explaining any variance between the expected and actual situation and recommendations
	A:		001				
		01	002				
			001				
		02	002				

#### 5.4 Evaluation

There will be two types of evaluation of the strategic planning process at CDC; one every two and a half years using internal evaluators, and the other once every five years using an external evaluation team working with internal evaluators. Prior to the coming of the external evaluators the internal evaluators will have to give their opinion on the progress of implementation of the Strategic Plan, the basis on which the external evaluators would wish to validate.

The internal and external evaluations will have similar Terms of Reference that aim at;

- Weighing the reasons for the success or failure of specific aspects of the Strategic Plan,
- Assessing whether the Strategic Plan is achieving its objectives,
- Finding out whether the effects of the Strategic Plan are contributing to a better fulfillment of the Mission and Vision of CDC,
- Establishing whether Chemba District Council mobilize and utilize adequate resources to achieve the targets.

The evaluation reports will be discussed at all levels at the biannual progress meetings. The recommendations adopted will be implemented and included in the revised Strategic Plan. It should be noted that in both monitoring and evaluation ownership and participation of the stakeholders will be highlighted in order to improve the future plans.

## **5.5 Review**

The plan is designed for the duration of five (5) years to allow a formal review during the Strategic Planning Cycle. However, CDC may up on unavoidable circumstances carry out minor annual/mid-term reviews. The reviews will be tracking progress on implementation of the milestones and targets on semiannual and annual basis.

The reviews will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, unknown or at risk. In addition, the reviews will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective heads of departments and units will take a lead in the review process.

During the second year (2023/24) there shall be a medium review and a major plan review after five (5) years. Additionally, the reviews to be conducted during the fifth year focus on determining whether the planned outputs over the five year period have been achieved against the indicators, and if not what could have been the reasons for the under achievement. The review will also assess as to what extent the achieved targets have contributed towards achievement of five (5) years outcomes as well as issues, challenges and lessons learnt over the Five (5) years period.

The District Executive Director will take a lead in the review process on the completion of the strategic plan cycle.

## **5.6 Preconditions**

The success of the Chemba District Council Strategic Plan 2021/22-2025/26 depends on the major preconditions which are;

- Availability of sufficient and skilled staff
- Availability of working tools
- Consistence government by-laws and guidelines
- Consistence government subventions
- Revenue collected as per plan

## **5.7 Risk Management Plan**

Chemba District Council under the coordination of District Planning Officer will develop Risk Management Plan. The Risk Management Plan will spell out

possible risks under each target developed in the Strategic Plan in every strategic service area. The Risk Management Plan will articulate possible impacts and mitigation measures as well as responsible person and stakeholders.

Example of Risk Management Plan Matrix

Identified risk	Impact on project	L	C	R	Risk management plan (mitigation measures)	Responsible person
Gender and disability not effectively mainstreamed in leadership	Decision making may compound current inequalities, contribute to further problems	4	3	2	All decision making made with GoT agencies and other stakeholders will consider gender and disability as Cross cutting issues. •All staff and sub-contractors engaged on Partnership supported activities will be briefed on key gender equity	HoD/Unit, and Other stakeholders

**KEYS:**

**L=** Likelihood (5=almost certain, 4=likely, 3=possible, 2=unlikely, 1=rare);

**C=** Consequences (5=severe, 4=major, 3=mode rate, 2=minor, 1=negligible);

**R=**Risk Level (5=extreme, 4=very high, 3=high, 2=medium, 1=low)