

UNITED REPUBLIC OF TANZANIA



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



**STRATEGIC PLAN FOR
BAGAMOYO DISTRICT COUNCIL**

2016/2017-2020/2021

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EXECUTIVE SUMMARY

This Strategic Plan (SP) provides a conducive environment to restrain the negative challenges, create sustainable livelihoods for citizen within Bagamoyo District Council. Its preparation has taken into account the strategic location of the District within the lens of its competitive and comparative advantages relative to other district councils. Impliedly, the SP has considered not only the strategic sites for tourism activities, but also fishery industry. In promoting human transformation and socio-economic development to its community, Bagamoyo District Council is committed to provide high quality services for sustainable development of the community by 2025 through utilization of available resources.

The council's vision and mission are realized through strategic objectives which are coded from A to J. This strategic plan is a result of participatory process that involved several actors from the Management team of the District council. Among others include the head of departments, head of units and consortium of other stakeholders. Moreover, analysis of internal and external environment was conducted where both qualitative and quantitative data were collected and analysed with intent of finding out the nature and level of service delivery, as well as community satisfaction or dissatisfaction with the services. That path necessitated understanding critical issues from each sector at the level of District council, of which strategic goals were identified, ranked and considered in the next five years. In laying out the roadmap for future projection, both primary and secondary data were collected, analysed and presented. Whilst the primary data were collected through checklist, and Key informant interview (interview with head of departments and sections), secondary data were collected through documentary review (literature review, performance review reports, self-assessment report and logic model analysis). Data have been presented in the form of figures, tables, contexts and as well as matrixes.

This strategic plan has taken into account the triple factor lens (Policy, Plan, Budget) within the overall national socio-economic direction which fosters industrialization economic transformation and human development. In consideration of the overall national direction, the plan has mainstreamed the Tanzania Development Vision (2025), The Long Term Perspective

Plan (LTPP 2011/2012-2025/2026), the Tanzania Five Years Development Plan 2016/2017-2020/2021 (FYP II), Tanzania Open Government Partnership (OGP), Third National Action Plan 2016/17 - 2017/18, Agenda 2063: The Africa We Want and as well as Sustainable Development Goals (SDGs).

It also revolves around the Small and Medium Enterprise Development Policy 2002, Tanzania Mini- Tiger Plan and sectoral policies.

The Strategic Plan document is structured into five chapters. Chapter one presents background information of Bagamoyo district council, chapter two provides information on situation analysis of the district, and chapter three presents performance review on the implementation of the previous 2011/2012- 2015/2016 strategic plan. Whilst Chapter Four presents the plan where the vision, mission, strategic objectives and plan matrix has been provided; Chapter Five offers the implementation, monitoring, evaluation, plan review, internal and external reporting plan. The successful implementation of this strategic plan shall be guided by 6 major core values that must be adhered by all stakeholders, these are: efficient, effective and sharing of resource, transparency and accountability, motivation and team work spirit, equity and equality in service delivery, innovative and sustainability.

LIST OF ABBREVIATIONS AND ACRONYMS

ADC	Alliance for Democratic Change
ARDS	Agriculture Routine Data System
ART	Antiretroviral treatment
BEMIS	Management Information System
CBOs	Community Based Organisations
CCM	Chama cha Mapinduzi
CDL	Centers for Distance Learning
CHF	Community Health Fund
CMT	Council Management Team
COBET	Complementary Basic Education Training
COWSO's	Community Owned Water Supply Organizations
CTC	Care and Treatment Clinic
CUF	Civic United Front
CWST	Council Water and Sanitation Team
DED	District Executive Director
DEO(P)	District Primary Education Officer
DHMIS	District Health Management Information System
DROMAS	District Road Management System
DWSP	District Water and Sanitation Plan
FMPs	Facility Management Plans
FYDP II	Tanzania Five Years Development Plan II
GDP	Gross Domestic Product
GPS	Geographical Positioning System
HCMIS	Information System Payroll and Personnel
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrom
IASC	International Accounting Standard Committee
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System

IIA	Institute of Internal Auditors
ILMIS	Integrated Land Management System
IPPF	International Professional Practice Framework
LAN	Local Area Network
LGA	Local Government Authority
LGRCIS	Local Government Revenue Collection Information System
MTEF	Medium Term Expenditure Framework
NAP III	Third National Action Plan
NBAA	National Board of Accountancy and Auditing
NCDs	Non-Communicable Diseases
NGOs	Non Governmental Organisations
NHIF	National Health Insurance Fund
O&M	Operation and Maintenance
O&OD	Opportunities and Obstacles to Development
OGP	Open Government Partnership
OPD	Out Patient Department
OPRAS	Open Performance Review and Appraisal System
P4R	Performance for Results
PHC	Primary Health Care
PMCT	Preventive Mother to Child Transmissions
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PReM	Primary Records Manager
RCH	Reproductive and Child Health
SACCOS	Savings and Credit Cooperative Society
SEDP	Secondary Education Development Program
SLO	Statistics and Logistics Officer
SDGs	Sustainable Development Goals
SME	Small Medium Enterprise
SNE	Special Needs Education
STD	Standard

SWOC	Strength Weaknesses Opportunities and Challenges
TANROADS	Tanzania National Roads Agency
TASAF	Tanzania Social Action Funds
TB	Tuberculosis
TDV	Tanzania Development Vision
ToR	Terms of Reference
TPD	Town Planning Drawings
TTCL	Tanzania Telecommunications Company Limited
VAEO	Village Agriculture Executive Officer
VCT	Voluntary Counseling and Testing
VFM	Value for Money Audit
WAEO	Ward Agriculture Executive Officer
WMIS	Water Management Information System
WS	Water and Sanitation
WSDP	Water Sector Development Programmed
YDF	Youth Development Funds

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STATEMENT OF THE COUNCIL CHAIRPERSON

It gratifies me to enlighten you that Bagamoyo District Council is strategically located with full of opportunities which provide prosperous endowment of tourism activities and watery resources for fishery industry. Our roles revolve around utilising those potentials. It is undeniable truth that the revenue sources are limited, however, with the right device of best options to manage collections, we can make our vision true. I would like to assert that for the past five years the council has moved very fast in addressing socio-economic gaps, thus bringing about rapid economic transformation and human development. From that path, I am confident that in the next five years of this plan implementation, our commitment in achieving the intended goal will be reached. Indeed, I am delighted to confess that we are capable of using our meager resource and strengths to address our challenges by capitalizing on available opportunities. Literally, we had had enough time to learn from our past mistakes, bearing the fact that we are not perfect. Indeed, this is the high time to minimize our weaknesses using our internal strengths and available opportunities. With great pleasure, let us work hard, let us join our efforts and let us promote self reliance mentality to our people. I urge you all to put more effort on all available explored opportunities, because our success will ensure creation of jobs, income raise and a significant reduction of poverty.

The strategic plan that has ended in June 2016 provided a roadmap for our far future. We did at our best; we succeeded too through the support of Chama Cha Mapinduzi (CCM) as a ruling party. As the world is changing, Bagamoyo district as a whole should respond to such changes. There are numerous evidence of change in people's capabilities, demand, the way goods and services should be supplied, resource bases and political games (to mention a few). All these have been changing very rapidly. We need to cope to such changes, if we really want to be the leading council in provision of optimal services to the community. This five year strategic plan (2016/2017 – 2020/2021) priorities focus on: industrialization; reduction of HIV/AIDS Infections; reduction/mitigation of Corruption, improve delivery and access of Quality and Equitable Social Services; improve Infrastructure; including Information and communication Technology; increase good Governance and Gender issues and enhance Community Empowerment as well as management of Natural Resources and Disaster

Management. I humbly expect that all stakeholders, development partners, staff and community members in Bagamoyo district will accord their usual support to this plan.

Hon: Alli Alli Issa
Council Chairman
Bagamoyo District Council

STATEMENT OF THE DISTRICT EXECUTIVE DIRECTOR

Over the last two decades, Bagamoyo District Council has experienced an increased demand for basic services and infrastructure such as health facility, roads, housing, water and as well as sanitation among many others. Several reasons account for this. However, the rapid increase of population in the District has been the main factor. The vast increased population in turn has strained the available resources and increased the challenges to the District Council in achieving holistic goals. In the coming five years, the council is committed to provide high quality services for sustainable development of the community by. This shall be achieved through efficient and effective utilization of available resources. I am thoughtful calling upon all staff, community members, donors and other stakeholders to collaborate fully in the implementation of this strategic plan.

The 3rd Bagamoyo District Council strategic plan of 2016/2017-2020/2021 complies a range of strategic activities which complement the Government efforts on implementing Tanzania Development vision of 2025. This plan and budget has been prepared based on the available resources which seems potential in addressing the earmarked challenges. With great pleasure I would like to take this opportunity to present my sincere appreciation to all stakeholders supporting the Council on the implementation of various activities for service delivery to our people. Contributions from THPS, JICA, ACTION AID, CAMFED, BASKET, and the community enables us to undertake many interventions with the intention of accelerating our economic growth and poverty reduction.

In achieving sustainable human development of community members, we must focus much on using the internal strength and external opportunities to address the existing internal weaknesses and external challenges. In realizing council's long-term dreams for the coming five years, the plan has formulated ten strategic objectives that shall be closely monitored namely:

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

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

From each of those objectives, departmental and unit's targets have been strategized, and performance indicator(s) developed to measure its achievement. However, the successful implementation of this plan is largely depending on several factors such as efficient and effective use of resource. It also depends on motivation and team work spirit, transparency and accountability, equity and equality in service delivery, innovative and sustainability.

I strongly request all actors to implement this plan as required to achieve vision, mission and objectives of this plan. God Bless Tanzania and Bagamoyo community.

MS Fatuma O. Latu District
Executive Director
Bagamoyo District Council

CHAPTER ONE

BACKGROUND INFORMATION AND MANDATE OF BAGAMOYO DISTRICT COUNCIL

1.1 Background information

Bagamoyo District Council is a tourist and historical centre in Tanzania, with diversity cultural and historical buildings for preservations. Bagamoyo is known for being rich in historical, cultural and tourist sites such as the famous Kaole ruins, the exit point of the body of Dr. David Livingstone, the Old Boma, the Catholic Museum which is one of the oldest Cathedrals in Africa and the exit point of slaves and ivory. Other attractions include the beautiful and long stretch of beaches along the western coast of the Indian Ocean running from Saadani on the north east to the mouth of Zinga River in the south along which, lie beautiful and high class hotels. The exciting sites also include Saadani National Park, which is the only National Park along the Eastern African coast, the large Ruvu and Wami Rivers which are major sources of water, with the mouth of Ruvu River being the home of incredible hippopotamus and crocodile species.

Investment environment is expected to become attractive due to the envisaged establishment of an Export Processing Zone Area (EPZA) in Zinga and Kiromo wards as well as through the Business and Property Formalisation Programme (MKURABITA) which has led into the construction of District and Village Land Registries in several villages. The District has many investment opportunities which call for both domestic and foreign investors to invest on the basis of mutual benefits in various areas such as agriculture and livestock, industries and trade, tourism, business centres, fishing, infrastructure development, mining and social service provision. The District Council experiences an enormous range of investments by individuals, households, communities and institutions due to the continuing prospects and proposal for building Harbour, International airport and availability of training and financial institutions, as well as good climate and fertile land.

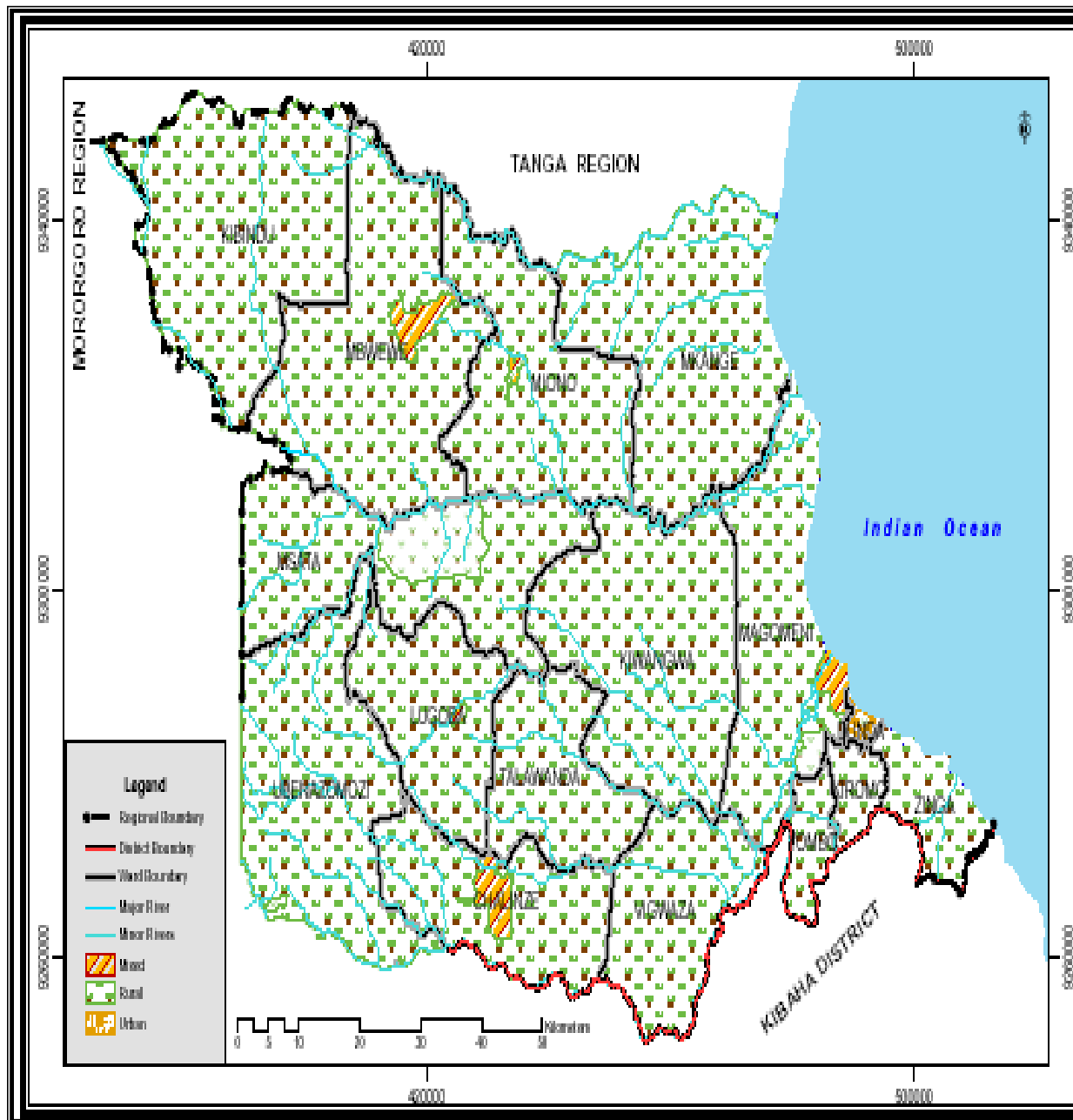
Historically, the name "Bagamoyo" was derived from the Arabic-Swahili translation "Bwagamoyo", meaning "rest your heart" or from the Swahili "mahali pa kupumzisha moyo wako". Its history goes back to the Slave Trade Ferrying Harbour from mainland to Zanzibar. As such, Bagamoyo District was a regular stop for Arab boats during the slave trade which involved the people of the East Asia and East Africa.

1.2 Location

Bagamoyo District is one of the six districts of the Pwani Region of Tanzania. It is located between 37⁰ and 39⁰ East; and between 6⁰ and 7⁰ South of the Equator. The historical Bagamoyo Town, which is the district headquarters, is located 65 kilometers north of Dar es Salaam City.

The district borders Morogoro District on the west; Mvomero, Kilindi and Handeni districts on the north; Pangani District on the north east; Indian Ocean on the east; Kinondoni District on the south east and Kibaha District on the south.

Figure 1.1: Bagamoyo District: Location and Administration



Source: Adopted from Bagamoyo Profile, 2015

1.3 Administrative Area, Units and Structures

Before 2016, the Bagamoyo District was politically subdivided into two parliamentary constituencies namely Chalinze and Bagamoyo with seven divisions, 22 wards and 97 villages.

However, with the current changes in district political administration, Bagamoyo District Council has remained with two divisions, 11 wards and 8 Villages.

Table 1.1: Number of Divisions Wards and Villages

S/N	CONSTITUENCY	DIVISION	WARDS	VILLAGES
1	Bagamoyo District Council	Mwambao	6	4
		Yombo	5	4
TOTAL		2	11	8

Source: Adopted from Bagamoyo Profile, 2015

1.4 Population Size and Growth

Basing on the National Census results in 2012, Bagamoyo District Council has had a Population of **97,660** of which **48,603** are males and **49,057** are female people. Table 1.2 demonstrates the district population distribution by Wards.

Table 1.2: Bagamoyo District Council Population by Sex as per National Census 2012

SN	WARD	Population as per National Census Results In 2012			Population Prediction by Dec 2016		
		Males	Females	Total	Males	Females	Total
1	Nia Njema	1,938	2,028	3,966	2,115	2,214	4,329
2	Kisutu	6,421	6,719	13,140	7,009	7,334	14,342
3	Magomeni	3,581	3,747	7,328	3,909	4,090	7,999
4	Makurunge	2,725	2,075	4,800	2,974	2,265	5,239
5	Dunda	7,091	7,468	14,559	7,740	8,151	15,891
6	Kiromo	3,677	3,602	7,279	4,013	3,932	7,945
7	Zinga	5,600	5,589	11,189	6,112	6,100	12,213
8	Yombo	4,138	4,124	8,262	4,517	4,501	9,018
9	Fukayosi	4,823	4,306	9,129	5,264	4,700	9,964
10	Kerege	2,988	2,892	5,880	3,261	3,157	6,418
11	Mapinga	5,621	6,507	12,128	6,135	7,102	13,238
TOTAL		48,603	49,057	97,660	53,051	53,546	106,597

Source: Adopted from Bagamoyo Profile, 2015

1.5 Climatic condition

1.5.1 Climate/weather

The District council has a humid tropical climate with seasonal average temperature ranging from 13⁰c- 30⁰C. There are two ecological zones namely the Coastal Strip which is characterized by Savannah, and bushes while the up country which is mainly covered with dense forest. The Coastal strip receives relatively more precipitation than the up-country. Rainfall ranges between 800 – 1200mm per annum. The short rain season is between July and October while the long rainy season normally starts from February to June.

1.5.2 Drainage pattern

The district council has two major rivers. These are Wami and Ruvu. These two rivers are the source of water for human consumption, livestock and irrigation in the district. These rivers discharge water into the Indian Ocean. In most cases rivers are wide, shallow and sandy which allows for irrigation.

1.5.3 Topography and Vegetation

The topography of Bagamoyo District council is characterized by gently undulating plains; which is covered with low sparse vegetation. The East North and Western part of the district are covered by the natural forest. The coastal belt is covered by mangrove swamps as well as mangrove.

1.6 Soil

Almost 60% of the soil found in Bagamoyo District is of sand soils type which supports the growth of coconuts and cashew nut trees. Loamy soil dominates 30%, and is suitable for food crops production. 10% of the soil is composed of developing soils (stony type) which essentially supports the natural forest zone covered by mangrove swamps as well as mangrove.

1.7 Socio-economic Activities

Literally, both, formal and informal socio-economic activities are the main features of Bagamoyo District council. About 80% of the population is engaged in agriculture which is mainly subsistence farming. Out of the total area of 1,800 km² (945 km² main land which is equivalent to 94,500 ha and

855 km² is under water which is equivalent to 85,500 ha). Arable land covers **80,325** ha which is equivalent to 85% of the main land (land area).

Currently under 10 % of the arable land is under cultivation for both cash and food crops. The cultivated cash and food crops include maize, paddy, millet, cassava, sweet, potatoes, legumes, simsim, cashew nuts, pineapples, oranges, mangoes and sunflower. Agriculture is mainly rain fed. Out of total 17,150 hectares potential land for irrigation only 760 hectares (4.4%) is currently under irrigation. Likewise, livestock keeping is another important economic activity in the district.

Notably, there 112,187 head of indigenous(mostly short horn zebu) cattle, 4,455 improved cattle, 26,635 goats, 5,738 sheep, 1074 pigs, 173,500 chicken, and 4,226 dogs. Most of the livestock keepers keep the Tanzanian short horns zebu breed which is diseases tolerant, have low milk production but with a good butter fat content which can be easily separated and producing other by-produce such as ghee and/or butter. Under good husbandry practices, these animals can be also cross bred and producing good animals for better performances.

In the same vein, more than 90% of coastal people in Bagamoyo District depend on the fishing Industry as their major sources of daily income. The coastline of Bagamoyo extends for 100 km. It has a broad continental shelf because of its proximity to Zanzibar Island, characterized by sandy/muddy tidal flats, mangroves, coral reefs, rocky intertidal platforms, sea grass beds, lagoons and estuaries. These are important for a variety of fishery resources. The marine fisheries are still mainly artisanal. Annual catch of about 2841 metric tons is recorded from the artisanal fishery; of this 80% are small pelagic (sardines and Indian mackerel, etc). The artisanal fishery operates in coastal waters using wooden planked boats 8 – 10 meters length and dugout canoes. The fishing gear includes basket traps, hooks and lines, seine nets of 100-200 m length and gill nets. There are about 1714 full time fishermen with 412 vessels (2009 fisheries frame survey). Traditional fishing for subsistence predominates in the Bagamoyo area and is limited mostly to the sheltered waters of lagoons, estuaries, bays and coral reefs. Type of vessels are used is the reason for over fishing to inshore waters. The offshore waters are still rich of fish resources; the problem is that artisanal fishers lack capitals and fishing knowledge; to date only 3 artisanal fishers of Bagamoyo have been attended the deep sea fishing course. The course was facilitated by the Ministry of Livestock and Fisheries. Apart from their engagement in agriculture, livestock keeping and fishing industry, a

relative small population in the District engage in tourism activities. Bagamoyo District has a very high potential for tourism because of the natural and cultural attractions within and neighboring districts.

1.8 Gender Issues

The socio-economic relationship between men and women is homogeneous in most of Bagamoyo District Council areas. Women are largely engaged in domestic activities, agricultural production, and petty business. Men are more involved in fishing activities, livestock keeping and agricultural production and some involved in retail shops. Although women play a great role in production, yet, men dominate the role in decision making. This affects women in mostly decision making aspects at family level, and sometimes at community level. Effective measures are required to address the situation. Among others include increasing number of women representation in various political organs from hamlet to national level of representation. Also, mobilizing women participation in entrepreneurship activities so that they can generate more income.

1.9 Policy, Institutional and Legal Mandates of Bagamoyo District Council

The local Government system in Tanzania was re- established under the Constitution of the Republic of Tanzania of 1977. Section 145 and 146 of the constitution provides Bagamoyo District Council like other LGAs with statutory powers, legislation and regulations as enacted by the parliament under the Local Government Act No. 7 of 1982. The Bagamoyo District Council's mandate is summarized in section 111 of the local government (District Authorities) Act of 1982. The council is given wide-ranging mandate in the acts that established local government. Bagamoyo District Council is mandated: To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, To promote the social welfare and economic well-being of all persons within its area of jurisdiction; Subject to the national policy and plans for the rural and urban development, to further the social and economic development of its area of jurisdiction.

1.10 Strategic Planning Process

The process of preparing strategic plan for Bagamoyo District council was participatory focusing on inclusiveness and transparency in decision making. Bottom up approach was used in which

community members were involved in decision making and setting priorities through their elected representatives (councilors) in various stakeholders meetings. Practically, the process was spearheaded by technical personnel from the Institute of Development Studies and Centre for Policy and Leadership of Mzumbe University (Morogoro, main Campus). Bagamoyo District council formed a task force involving 13 head of department and 6 units. The District council's task force served as a think tank. It also provided an important link with the rest of the council.

In building common understanding and proactive skills, five days training on strategic planning process was conducted. The objective of the training was to impart knowledge on strategic planning to Bagamoyo District council technical team composed up of (Head of departments and Sections). It was expected that by the end of the training this group would be enabled to apply the acquired knowledge and skills to prepare the strategic plan per each of their departments and sections. The strategic planning process ended up with a one day consultative meeting that involved all stakeholders from Bagamoyo District council.

CHAPTER TWO

SITUATION ANALYSIS OF THE DISTRICT

2.1 Introduction

The process of preparing strategic plan for Bagamoyo District council necessitated undertaking the situation analysis. This was the cornerstone for establishing critical issues that provided a base in formulation of the council's Vision, Mission, Strategic Objectives, Targets and Performance Indicators. The analysis involved the critique analysis of both internal and external environment of the District. Within the lens of the internal environmental scan an in-depth assessment of service delivery status to all community members was conducted. The analysis involved an appraisal of the recent institutional performance in terms of inputs, outputs, outcomes as well as impacts in the delivery of public services at the district level in order to make improvements. The analysis of the District council's internal environment led into the development of credible information for determining the means as well as the ends of the proposed development interventions.

Technically, our team conducted a review of literatures as well as a critical review of performance reports to determine the level of service delivery in all nineteen (19) strategic areas. Those include: Administration, health, primary education, secondary education, water, work, agriculture and irrigation, livestock and fisheries, land and natural resources, beekeeping, sanitation and environment, community development, planning and statistics, finance and trade, procurement, internal audit, legal, ICT and public relations as well as election.

Essentially this aimed at determining the level of community satisfaction from those services rendered by the council. Likewise, it aimed at identifying new opportunities as well as challenges of major concern to be addressed in the next Five Years to come. The external environmental scan involved: An analysis of the Tanzanian National Vision 2025, Second Five Year National Development Plan (FYNDP II), National Sectoral Policies as well as other public interventions triggered from the national level.

Equally important, it also adhered to International targets, set by various Agenda and Conventions which Tanzania as a Nation has agreed upon.

To recap, the chapter ends up with the report that demonstrates the Strengths, Weaknesses, Opportunities and Challenges as well as stakeholders' analysis report.

2.2 Internal Environmental Scan

2.2.1 Human Resource and Administration

Human Resource and Administration deals with all activities of administrations and human resource development; Its Major role is to assist the District Executive Director to perform all administration matters in the Council. Human resource functions include human resource planning, training and development, performance monitoring, health and safety in work place. The department has overall goal of overseeing the operation of all staff in the council. General responsibilities of the department are, staff recruitment, verify public servants who complete probation and confirm, retire public servants who reach the age of compulsory retirement, prepare a training program for staff, as well as motivate employees. It also manage the rules, principles and values of public service including the staff discipline, as well as organize the data and all records relating to service arrangements for the council staff.

The history of Bagamoyo District is as old as the history of Tanzania. This is because the district has been a door of education as well as gets way for slavery. Essentially, the district was established in 1984. Currently, it has two divisions, 11 wards, as well as 8 villages. Of those wards, two wards (Yombo and Fukayosi) has each four villages. The Department of Human Resources and Administration (DHRA) is one among the 13 departments and 6 units of Bagamoyo District Council. In terms of staffing, the newly established Bagamoyo District council after its political split from Chalinze District Council has a total of number of 1677 staff (up to June 30, 2016).

Table 2.1: Districts' staffing level

No	Department/ Unit	Required No.	Available	Deficit/Surplus
1	Administration	89	53	-36
2	Health	575	252	-326
3	Primary Education	663	699	+24
4	Secondary Education	396	496	+100
6	Water	25	8	-17
7	Works	20	16	-4
8	Agriculture, Irrigation & Cooperatives	97	59	-40
9	Livestock and Fisheries	54	35	-19
10	Land and Natural Resources	39	26	-14
11	Beekeeping	3	1	-2
12	Sanitation and Environment	17	1	-16
13	Community Development, Gender...	25	24	-1
14	Planning, Statistics and Monitoring	9	7	-2
15	Finance, Account and Trade	39	25	-14
16	Procurement	13	7	-6
17	Internal Audit	7	3	-4
18	Legal	4	2	-2
19	Election	1	1	0
Total		2076	1,715	-503/+124

Source: Bagamoyo District council, Human resources and Administration Department Data, (June 30, 2016)

Key: In the last column, negative sign shows deficit and positive sign shows surplus in HR

Results from Table 2.1 demonstrates a deficit of 361 staff in all sectors at the council level (as per June 30, 2016 District Statistics). Breaking this level of deficit across sectorial lens, two sectors health (-326) and agriculture (-40) are seen to be affected by large. This finding predicts a high level of community dissatisfaction of services offered by local government officials in those sectors. This is because there is a large gap between officials in those sectors and the large populace needs at the local government level. Those statistics are also followed by far with the Department of Human Resources and Administration (DHRA) which mark a (-36) deficit of staff. This finding also predicts staff dissatisfaction of services offered by DHRA. While DHRA coordinates staff matters in all departments and sections, all of her three sub sections which are: Administration, Human Resource and Training have never had even minimal number of staff. This calls for undertaking strategic thinking to distribute staff in equity manners for improving council performance in the delivery of public services. Notably, this section further analyses three sub sections of DHRA which are: Administration, Human Resource and Training.

However secondary education has a deficit of 58 science subjects teachers although in total you can see an extra of 100 teachers.

2.2.1.1 Administration Unit

Administration unit is responsible to: Verify implementation reports quarterly, semi- annual in required forms and submit to the Public Service Commission, PO-Public Service Management. It also deals with all aspects of the administration and operation of the office. Address issues of protocol and reception of guests. Manage the performance of lower levels, wards and Villages. Address contracts for customer service charter. Address the transfer of staff. Addressing discipline matters: To advise the appropriate measures for staff with various offenses in service based on the principle of public service. Coordinate the preparation of the budget for all salaries and other expenditures for administrative departments and staffing.

The unit as well deals with all matters of governance, including collecting views through suggestion boxes not only at the Council level, but also at the village level. Its essence is to ensure that the collected comments are worked upon and feedback given timely. Apparently, the council has 23 suggestion boxes. One (1) is positioned at the DED's office, eleven (11) are positioned from each ward, One (1) from the District Hospital, as well as ten (10) from the District dispensaries. Administration unit also coordinates as well as prepare annual schedule of all legal meetings and emergencies at the Council, Ward and villages level. It also prepares operational guidelines of ward and village meetings. Generally, there are three basic meeting conducted at the lower level of the council. These are: Ward Development Committee (WDC) also known as kikao cha Maendeleo ya Kata (in Swahili); Village Committee (VC) also known as kikao cha Kijiji (in Swahili) as well as Village Council Committee (VCC)-chaired by Village Chairman, and Village Executive Officer (VEO) handling secretarial issues in the meeting.

Table 2.2: A Summary of Wards, and Village Council Meeting in an Annual Basis

No	Type of Meeting	No. Wards/Village	No. Meetings/year	Total/year
1	Ward Development Committee (WDC)	11	4	44
2	Village Committee	8	4	32
3	Village Council Committee Agriculture &	8	12	96

Source: Bagamoyo District council, Human resources and Administration Department Data, (June 30, 2016)

Further, the unit provides summaries and resolutions of the meetings from the Council to the village level. The department is also responsible for administration of staff performance through Open Performance Appraisal System (OPRAS). In an attempt to promote accountability for all staff, all heads of departments have been trained on surveying clear servers and instruct their staff how to fill out these forms in collaborative manner and test the execution of their functions assigned (OPRAS). Table 2.3 demonstrates the status of OPRAS from 2014/15 to 2016/17.

Table 2. 3: Status of Open Performance Appraisal System (OPRAS)

Year	Total No. of Staff	No. of Staff filled OPRAS	No. of Staff not filled OPRAS
2016/17	1683	1507	172
2015/16	1683	1507	172
2014/15	2983	2011	972

Source: Bagamoyo District council, Human resources and Administration Department, 2016

Results from Table 2.3 shows that a relative high status of filling and abiding with Open Performance Appraisal System (OPRAS). However, for years, 2015 as well as 2016, 172 staff in all sectors at the council level did not filled the OPRAS (as per June 30, 2016 District Statistics). The reasons for that were unclear. This finding foretells a difficult scenario in promoting those staff. As a way forward, it is crucial to analyse the reasons behind it, and find better ways to curb those intricacies.

2.2.1.2 Personnel Unit

Personnel unit is responsible for: Addressing the issues of pensioners and succession. It also undertakes salary adjustments and incorporates numerous reports of employees in Information System Payroll and Personnel (HCMIS). In the same vein, it prepares cycle of holidays, handles payments as well as verifies holiday vacation requests for staff who deserve a holiday according to the staff regulations. Prepare a list of employees eligible for promotion at work and certified every year and submit it to the forums. Manage deductions of salaries and ensure not below 2/3 counsel representing the employer on various workers council by cooperate with the council Attorney. It coordinates employment, provide training for OPRAS, as well as measure performance of staff. It also addresses various problems and complaints and make

recommendations to higher organs and coordinate issues to control corruption and integrity in Council.

2.2.1.3 Training Unit

The training unit identifies training needs; develops plan for training and preparing reports on the implementation of a training program quarterly, semi- annual and annual reports. The department also functions to receive students who appeared in various universities for research, and attempts to communicate with the department heads if there is a chance to experiment. Further, it communicates with the training institutions authorized by the Government of Tanzania for information related to staff development training. In conjunction with the department heads, it also prepares a list of eligible staff training costs and the Central Government, the Council and financial capacity building. Bagamoyo District Council through this department has managed to coordinate as well as provide both short and long courses training to her staff. The trend of staff training in the district

Table 2.4: Trend of staff training in the District up to June 2016

No	Department/ Unit	Expected to graduate 2016/17	Staff on Training beyond 2016/17
1	Administration	0	1
2	Health	3	16
3	Primary Education	36	65
4	Secondary Education	18	31
6	Water	0	0
7	Works	0	2
8	Agriculture, Irrigation & Cooperatives	0	1
9	Livestock and Fisheries	1	2
10	Land and Natural Resources	0	3
11	Beekeeping	0	0
12	Sanitation and Environment	0	0
13	Community Development, Gender...	0	0
14	Planning, Statistics and Monitoring	0	0
15	Finance, Account and Trade	2	2
16	Procurement	0	0
17	Internal Audit	0	0
18	Legal	0	0
19	Election	0	0
Total		60	123

Source: Bagamoyo District council, Human resources and Administration Department Data, (June 30, 2016)

Breaking a survey of analysis from Table 2.4, the findings show that the leading departments in accessing training are primary education (65 out of 123 staff); secondary education (31 out of 123 staff); as well as the health department which has (16 out of 123 staff). The remained departments have either 2 or 3 if not zero staff at all attending training. Those observations are also supported by the finding in Table 2.1 of the Districts' staffing level which shows staff surplus in both departments, primary and secondary education. With this level of analysis in training, it is crucial to establish inclusive targets of training that priority all sectors in the local government settings.

Despite the significant successes, the council under the Department of Personnel and Administration is facing the problems of: inadequate number of staff; Absenteeism is extreme, especially in the Department of Primary and Secondary Education; Large number of staff who appointed by Secretariat of Employment are not report to their duty stations; Failure to pay staff entitlements such as holiday time, transfer, treatment and survival; Failure to pay wages and salaries are paid through local collections (Own Source) at a time; The shortage of office and Working tools such as computer, printer and Photocopy; poor implementation of induction course to new recruited staff; Permits Delay from various jobs and promotions to employees who qualify; Failure to provide training to staff due to budget constraints and Poor performance to staff.

2.2.2 Health

Bagamoyo district Council has a total of 26 health facilities. Out of these 26 facilities, 16 facilities are owned by the government. 10 health facilities are owned either privately or by some governmental agencies as well as by FBOs. Of those 16 health facilities owned by the government, one (1) is a government owned district hospital and the remained 15 are dispensaries). Those 16 health facilities serve a population of 97,660 people (As per National census Report, 2014). It is unfortunate that the district council does not have a single health centre. Because of this, Bagamoyo district hospital is congested with an influx of patients which compromises with its carrying capacity in terms of resources.

Within the historical lens, Bagamoyo district hospital has a history dating back in 1890. It began as an infirmary for the lepers. It began with two stone buildings. The buildings were owned by the famous Arab businessman of the time, Sewa Haji. He later on gave the buildings to the missionaries of Holy Ghost Fathers in the year 1895. It was under Germans up to 1919 when

British government took over. It has been under ownership of the government of Tanzania since independence in 1961. In terms of serving the public, the hospital offers both the Inpatient services as well as Outpatient services to the surrounding areas of Bagamoyo district. According to the annual report of 2015, the top ten diseases impacting the capacity of Bagamoyo district hospital are:

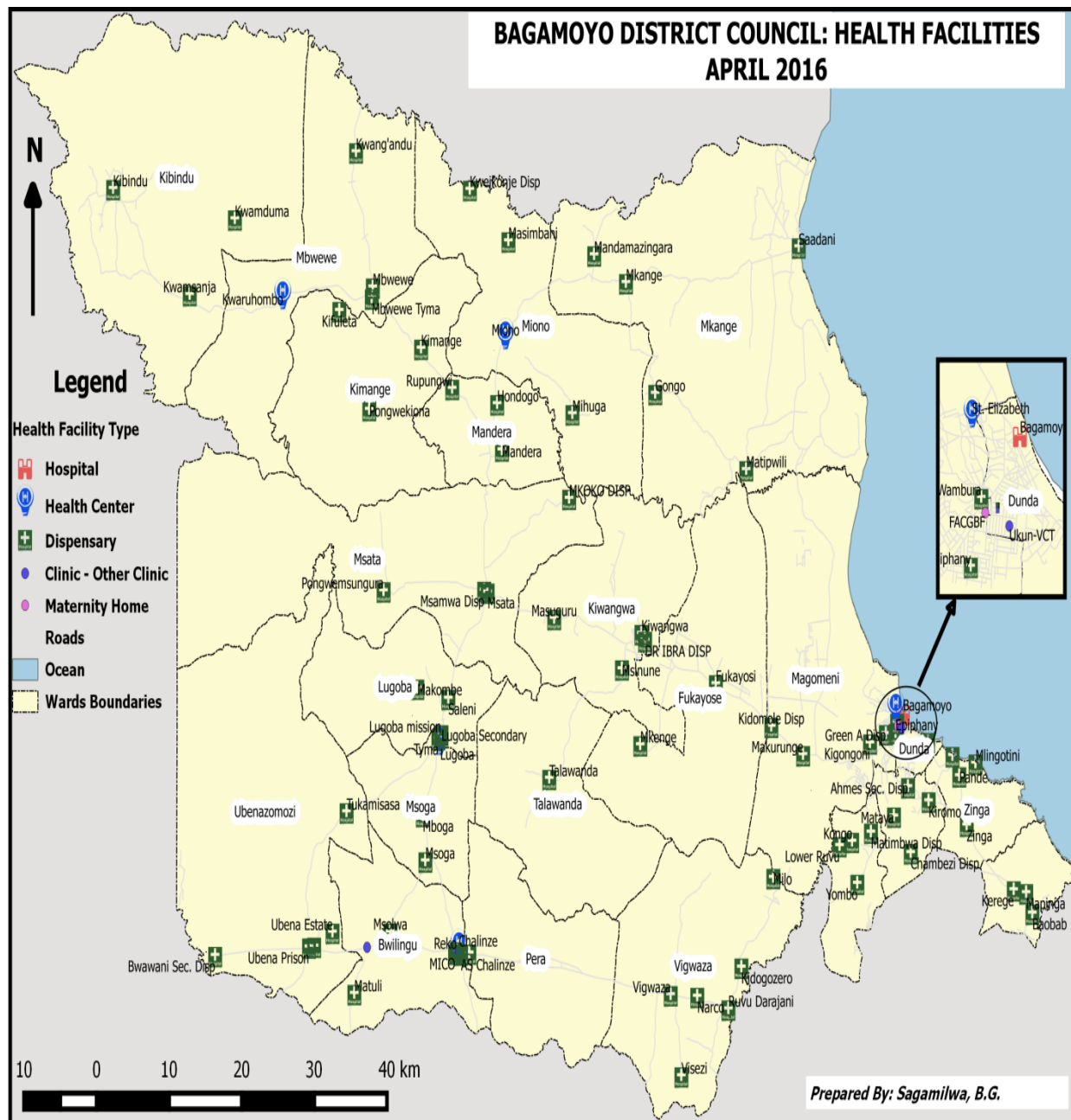
Table 2.5: Trend of Diseases in Bagamoyo District up to June 2016

S/N	Diagnosis	No. of Patients	No. of Deaths
1	Malaria	13,804	109
2	Diarrhea disease	12,872	13
3	Acute respiratory disorder	9,412	9
4	Pneumonia	7,486	0
6	Intestinal worms	3,903	0
7	Skin diseases	3,507	0
8	Other diagnosis	2,938	29
9	Injuries	1,479	11
10	Emergency surgical con	1,304	8

Source: Bagamoyo District Medical Office, June 2016

According to Table 2.5, the leading cause of diseases and deaths in the district is Malaria, followed by Diarrhea and Acute respiratory disorder. With this level of analysis, it suffices to link poor hygiene in the local environment with those diseases. Impliedly, there is a need to invest more on preventive rather than curative measures if and only if the returns of health investments ought to be realized.

Figure 2.1: Location of Public Health Facilities in Bagamoyo District Council



The Capacity of a District Hospital towards Delivering Health Services

The capacity of Bagamoyo district hospital in delivering health services is analysed by the following indicators: bed capacity; number and privacy of consultation rooms; number of Human Resources for Health (HRH); as well as availability of health facilities and infrastructures.

Number of wards and Bed Capacity

As revealed from Table 2.6, the hospital has six general wards. The wards are neither enough nor spacious to accommodate the needs of patients.

Table 2.6: Number of wards and Bed Capacity up to June 2016

S/N	Ward	Number Of Beds
1	Maternity	24
2	Female	23
3	Male	23
4	Children	16
5	TB	8
6	Pre-mature	6
7	Total	100

Source: Bagamoyo District Medical Office, June 2016

An official from the DMO office at the Bagamoyo district hospital had this to say:

Frankly, the situation is worse, “In our hospital patients with surgical conditions do share wards with patients with other diagnostic conditions. This is not only against with the established national standards but also international standards of the hospital settings A man aged 44 years.

It was also reported that the number of deliveries at the hospital ranges from 8 to 10 per day. As such, it is a norm to find expectant women sharing a bed in the maternity ward. The ward is small that no more beds can be put in. This is also the case with postnatal section of the ward. Notably, there are only two beds in the room where deliveries are conducted. Sometimes, a woman or two might be attended outside the delivery room when the two beds are occupied. In general terms, in all surveyed wards there are neither nurse stations nor rooms to store medicines and medical supplies. Impliedly, it makes difficulty to store important documents of patients in the wards. A necessitate to build some new wards to accommodate the need is imminent.

Number and Privacy of Consultation Rooms

The hospital has only four consultation rooms. These rooms are not enough. With an increasing number of clients in the outpatient department, clinicians are forced to offer services two in one room at a time. This is against the right of privacy of the patients. This

raises a need to have new OPD block. Likewise, due to deficit of those consultation rooms, the long waiting times are common in Bagamoyo. Apart from those small consultation rooms, the hospital lacks changing rooms for clinicians and nurses. Quite often, these staff finds themselves in demoralizing working environment. Against those observations, the hospital has a small room for injection services, a small room for minor theatre and wound dressing, as well as a small section that harbors dental services. Other services which are offered at the hospital include X-ray and laboratory services.

Human Resources for Health (HRH)

In terms of staffing, the newly established Bagamoyo District council after its political split from Chalinze District Council has a total of number of 153 Human Resources for Health (HRH) from different cadres only Bagamoyo district hospital (as per June 30, 2016). Statistics, pronounce a deficit of over 80 staff for different cadres. Seldom, it needs more nurses and assistant nursing officers.

Accessibility, Affordability and Quality of Health Services

Utilization of health services at Bagamoyo is increasing annually, especially on maternal and child care services. It is estimated that more than 96% of pregnant women deliver at hospital or dispensary. The major functions of health department follow under three major components of curative, preventive and social welfare services.

(a)The curative services involve:

- ✓ *Undertaking diagnosis and treatment of diseases,*
- ✓ *Investigation of diseases:-laboratory and X- ray/ultrasound,*
- ✓ *Dispensing of medicine and medical supplies*
- ✓ *Care and Treatment Clinic (CTC) – Voluntary Counseling and Testing (VCT)*
Antiretroviral treatment (ART),
- ✓ *Sexual transmission Infection (STI),*
- ✓ *Tuberculosis (TB Sections), as well as*
- ✓ *Eye clinic, Dental clinic and mental health clinic*

(b) Preventive services involve:

- ✓ *Environmental health, infection prevention and safety*
- ✓ *The health facilities adopted Infection Prevention Controls policy from the Ministry of Health, Community Development, Gender, Elderly and Children.*
- ✓ *Family planning, Focused Antenatal care, Prevention of mother to child transmission, Child care, and vaccination.*
- ✓ *The hospital has established RCH platform in which all Human Immuno Virus/Acquired Immuno-deficiency syndrome (HIV/AIDS) activities are in cooperated. However services in this building are not well integrated according to standard as working space is not enough and doesn't conform to National standards.*

(b) Social Welfare Services include:

- ✓ *Provision of health services to the most vulnerable groups (MVs), exempted groups (Elderly above 60 years, Chronic illness, Disabled).*

Availability of Health Facilities, Resources and Infrastructures in the District

Apart from the presence of one Hospital in the District regarded as Bagamoyo District Hospital that provides services in entirely district, the remained 15 are dispensaries. The district council does not have a single health centre. This is against the CCM party manifesto (2020) which recommends that every Ward must have at least one Health Centre that should provides Health services delivery in the respective Ward.

Community Involvement

The community is involved through health facilities governing committees and Council health service board. The community directly participates in development projects such as Primary health sector development programme (MMAM) projects, community based disease preventive interventions like Mass drug administration, Vitamin A supplementation and de-worming, school health programmes and community contributions through health services (User fee, DRF, NHIF and CHF). The CHSB and HFGCs have been established in 2015, however performance has been low.

Generally the mission of the health board and committees is to see that the population receives appropriate, affordable and quality health care services. Based on the internal and external environmental scan the following critical issues were identified in health sector in which the department shall take much consideration in the commitment of its resources:

- ✓ Strengthening health systems (primary and referral);
- ✓ Equipping district, regional and referral hospitals with modern equipment;
- ✓ Training health staff (short and long courses), as well as
- ✓ Management of Non-communicable diseases (NCDs).
- ✓ Improving working environment for health personnel (commensurate remuneration, housing in close proximity to work premise);
- ✓ Speed up comprehensive health care, focusing on proactive preventive medicines and timely and effective control of epidemic diseases.
- ✓ Strengthening of Public Private Partnership (PPP) in the health services delivery
- ✓ Strengthening of Malaria control program through distribution of ITNs, residual spray insecticides, destroying breeding sites on using larve-siding
- ✓ Strengthening of CHF households in the District
- ✓ Strengthening the Reproductive and Child Health services
- ✓ Strengthening mobile outreach on oral, immunization and eye services
- ✓ Strengthening the Preventive mother to Child transmissions (PMCT)
- ✓ Strengthening the identified elderly and provision of exempted Identity card
- ✓ Establishing the GoTHOMIS at the Health Facilities in District

Generally, the District has been constrained by various problems in health sector including:

- ✓ One of the critical challenges is procurement procedures and tendering lines. This has played a major role in making some of funds go unspent for months. Its effects are presence of insufficient supply of medicines and medical supplies in most of our health facilities. A need for training HRH specialist in procurement will add value and increase performance in this area
- ✓ Most of population is poor and live on small scale production and economy. And this population is characterized by an increasing number of elderly aged 60 and above, as well as

children below 5 years of age. Notably, such age groups are provided with health care services free of charge.

This adds to the total burden of disease and the way the council can offer such services. As a result, we experience problems in getting the poor communities enrolled to Community Health Fund.

- ✓ There is high maternal mortality rate of 204/100,000 live births. There have been some maternal deaths from the communities. This has to be intervened as well as the challenge of high under five mortality rates. This is true also to other health problems like Malaria, Clinical AIDS and diarrhea.
- ✓ The status of health facilities is not bad. Most dispensaries are in good shape. However, few of them need minor rehabilitation. This is true with some infrastructures at the district hospital. Major rehabilitation is needed to the old sewage system as well as electricity system at the hospital.
- ✓ Some of the infrastructures in the council are poor and outdated. The electricity system at the district hospital is a good example. There have been efforts to keep the hospital powered by such an old system has proved expensive. This is true with sewage system. There are buildings that need frequent rehabilitation.

The Specific problems that constrain the health sector at the district level include:

- ✓ High Incidences of HIV Cases
- ✓ Low number of Clients on ART who starting on Second line regime at 5 CTC
- ✓ Low number of Clients who undertake screening and testing
- ✓ High number of lost to follow-up on HIV CTC services,
- ✓ Inadequate number of CTC sites,
- ✓ Shortage of medicines, medical supplies and diagnostic supplies,
- ✓ Shortage of medical equipment and apparatus,
- ✓ High Maternal Mortality rate current,
- ✓ High Under five mortality rate,
- ✓ High Infant Mortality rate,

- ✓ High Prevalence rate of malaria,
- ✓ Shortage of skilled and mix human resources for Health by 56%,
- ✓ Low retention mechanism for Health Care workers in the District,
- ✓ Low Community responses on Blood donation,
- ✓ Shortage of Health facilities building in a good state of repair,
- ✓ Lack of Primary health facilities with star rating, current is 0,
- ✓ Poor referral systems from Bagamoyo Hospital to Regional Hospital,
- ✓ Lack of Maternity home, Neo natal Care unit,
- ✓ Lack of Anesthetics nurse in the District,

In order to cope with the above said challenges, the council has set budgets to intervene on the different challenges as far as possible. It has involved other interested partners and stakeholders in planning for the smooth provision of quality services. Tanzania Health Promotion Support is one of the local NGOs that is working hand in hand with council to realize this goal. The council has been using local leaders and the communities at large to making them see the importance of joining hands in community initiated activities as well as projects. UWAMABA and Bagamoyo Sober House initiatives are good examples here.

Further, there are also 52 main planned interventions in the current CCHP of 2017/18. The interventions are mainly addresses issues of medicine, medical and diagnostic supplies management, maintenance and repair of health facility medical equipment. Other issues are emergency obstetric care, nutritional supplementation and immunization, family planning, operational services management of communicable and non communicable diseases, environmental sanitation, emergency preparedness, health management and information system, health promotion and improve physical infrastructures.

2.2.3 Primary Education

Within the education lens, Bagamoyo District is considered as the gateway of Tanzania's education. This is because the first school in Tanzania was the one established by Holy Ghost fathers in 1868 who also built the first Church in East Africa, mainland. Like other Councils in the Country, Bagamoyo District Council has major role of providing better and quality education through and using the local community resources. In performing such educational role the

department delivers Pre Primary, primary, Special Needs Education, Adult Education including Cultural, Sport and Games functions.

Primary Education Department has the following core functions:

- ☐ To represent the Ministries of Education, Science and Technology and President's office Regional Administration and Local Government Authority in all Primary educational issues in the Council.
- ☐ To supervise the implementation of Circulars, Laws and Regulations governing the provision of Primary Education.
- ☐ To supervise the expansion of Primary education in the Council.
- ☐ To supervise all development programmes pertaining Primary education in the council.
- ☐ To monitor and evaluate the development of Primary education in the council.
- ☐ To supervise the development of primary school teaching and learning environments such as classrooms, teachers' houses, desks, books, and toilets .
- ☐ To insist discipline to primary school students, teachers and non – teaching staffs in the council.
- ☐ To ensure that education accounts exists in the Council and fund disbursed into it are properly utilized.
- ☐ To supervise Open Performance Review and appraisal System (OPRAS) to both primary school teachers and non – teaching staffs in the council.
- ☐ To advise the District Executive Director on primary school educational, Adult, Cultural, Sports and Games issues in the Council.

2.2.3.1 Students Learning in Pre-primary Schools

According to GoT policy, each primary school needs to have a pre-school. The provision of pre-primary education in Bagamoyo District Council up to June 2016 is demonstrated by Table 2.7. According to the findings of Table 2.7, up to June 2016, the District had 32 Government owned pre – primary schools; and 5 Private owned pre – primary schools making a total of 37 schools.

Table 2.7: Students Learning in Pre-primary Education in the Bagamoyo DC

Type of Primary School	No. of Schools	No. of male students	No. of female students	Total
Government owned School	32	1460	1371	2831
Private owned School	5	134	163	297
Total	37	1594	1534	3128

Source: The Office of Bagamoyo District Education Officer, Primary Education Department, June 2016

Likewise, a total number of 3128 children (1594 boys and 1534 girls) were found to study in those schools. One striking observation made so far was that both, pre-primary and primary students use same toilet in those schools. This in turn has negative health implications to the very young age group of pre-primary students. It was also reported that up to June 2016, the District had a total number of 66 teachers (11 males and 55 females) teaching in those pre – primary schools at the district level. Table 2.8 demonstrates it.

Table 2.8: Teachers Teaching in Pre-primary Education in Bagamoyo DC

Type of Primary School	No. of Schools	No. of male teachers	No. of female teachers	Total
Government owned School	32	9	41	50
Private owned School	5	2	14	16
Total	37	11	55	66

Source: The Office of Bagamoyo District Education Officer, Primary Education Department, June 2016

2.2.3.2 Students Learning in Primary Education

Bagamoyo District has a total of 28,498 primary students from her schools. The respective number is shown in Table 2.9. Of 28,498 primary students, 12,803 is the number of male students and 12,425 is the number of female students in government owned schools. Likewise, there are 1,641 male students and 1,629 female students in private owned schools. This number is relative large compared to the number of students learning in private owned primary school (refer Table 2.9).

Table 2.9: Students Learning in Primary Education in Bagamoyo District Council

Type of Primary School	No. of Schools	No. of male students	No. of female students	Total
Government owned School	32	12,803	12,425	25,228
Private owned School	5	1,641	1,629	3,270
Total	37	14,444	14,054	28,498

Source: The Office of Bagamoyo District Education Officer, Primary Education Department, June 2016

Further, the District has a total of 637 primary teachers (refer Table 2.10) graduated from various ranks such as grade IIIA teachers, Diploma holders as well as Bachelor degree holder teachers. While the department of primary education requires 678 staff, a deficit of 41 staff is pronounced.

Table 2.10: Teachers Teaching in Primary Schools in Bagamoyo District Council

Require d	Available Primary Teachers									Available	Deficit
	Degree			Diploma			Certificate				
	Male	Female	Total	Male	Female	Total	Male	Female	Total		
678	4	19	23	10	34	46	146	424	559	637	41

Source: The Office of Bagamoyo District Education Officer, Primary Education Department, June 2016

With respect to Special Needs Education, the Council has been implementing the Special Needs Education policy since 2005. There are 3 Special Needs Education units with 36 male and 32 female students. The units are attached in selected primary schools in Bagamoyo (Majengo, Nia Njema and Mwambao Primary schools). Those primary schools deal with pupils of various disabilities such as deaf, and Intellectual Impaired.

2.2.3.3 The Trends of Primary Students Enrollment in Bagamoyo District Council

Table 2.11: Trends in Primary Students Enrollment in Bagamoyo District Council

	Trends in Year					
	2011	2012	2013	2014	2015	2016
Male	4723	4595	5355	5788	5912	2462
Female	4559	4401	5071	5566	5732	2245
Total	9282	8996	10426	11354	11644	4707
Percentage	96	97.6	108	117	120	81
Number of Schools	128	129	130	130	135	32

Source: The Office of Bagamoyo District Education Officer, Primary Education Department, June 2016

Enrollment and access to Pre-primary Education, Primary Education, pupils with Special Needs Education, Complementary Basic Education Training and Adult Learners for both Government and Private learners is one of the priority area in promoting primary education in Bagamoyo District Council. Within the gender lens, statistics, according to Table 2.11 shows that more male than female students have been enrolled in public primary schools between 2011 and 2016. The reason for this discrepancy is unclear.

While there has been an increasing trend from 2011 to 2015, the enrollment situation had changed in 2016. This is due to the split of the then Bagamoyo District Council into two district councils comprised of new Bagamoyo District Council and Chalinze District Council.

2.2.3.4 The Profile of Primary Schools' Infrastructures in Bagamoyo District Council

Table 2.12: Profile of Primary Schools' Infrastructures in Bagamoyo District Council

No.	Type of Infrastructure	Required	Available	Deficit	% of Deficit
1	Classes	566	277	289	48.9
2	Teachers Houses	638	65	573	10.1
3	Pit Latrines	1005	363	642	36.1
4	School Offices	64	34	30	33
5	Store	32	19	13	59.3
6	Student Desks	7695	8675	-	-
7	Tables	967	371	596	38.3
8	Chairs	967	453	514	46.8
9	Kabati	132	63	69	47.7
10	Shelve	32	21	11	65.6

Source: The Office of Bagamoyo District Education Officer, Primary Education Department, June 2016

The District Council has been improving the school infrastructure through construction and maintenance of school infrastructure such as classrooms and teachers' houses, desks and toilets using PEDP and Performance for Results (P4R) funds in collaboration with the community and other development partners. The District council quite often receives student books, syllabuses, and some of the teaching facilities from the central government. In the year 2016, it received 25,475 copies of books for various subjects from standard I – III. However, there is high shortage of books especially for standard IV-VII. The current pupil book ratio for standard I-II is 1:3, standard IV-VII is 1:5 while the pupil book ratio for standard III is all most zero.

2.2.3.4 The Profile of Primary Schools' Performance in Bagamoyo District Council

Findings from Table 2.13 demonstrate an increase in the trend of academic performance from 2011 to 2016. This is attributed by various factors such as improving the school infrastructure through construction and maintenance of school infrastructure such as classrooms and teachers' houses, desks and toilets using PEDP and Performance for Results, as well as recruitment of new teachers in the schools that showed deficits.

Table 2.13: Trends of Student's Performance in Bagamoyo Districts's Primary Schools

Year	Sat for Exams			Passed the Exams			%	Selected for Sec Educ		
	Male	Fem	Total	Male	Fem	Total		Male	Fem	Total
2011	2767	3191	5958	2004	2133	4137	70	2004	2133	4137
2012	2539	3022	5561	1999	2292	4291	76.1	1999	2292	4291
2013	2801	3108	5909	1824	1884	3708	62.8	1824	1884	3708
2014	2668	3249	5917	1692	1892	3584	60.6	1692	1892	3584
2015	3643	3856	4799	1835	2228	4063	70.9	1835	2228	4063
2016	898	1078	1976	703	841	1544	78.1	703	841	1544

Source: The Office of Bagamoyo District Education Officer, Primary Education Department, June 2016

2.2.3.5 Pupils Drop outs

The Primary education sector is facing the drop out problem caused by various reasons including truancy, pregnancy and rarely deaths. The data revealed that for a period of six years from 2011 – 2016 a number of 547 pupils dropped out in primary schools found in Bagamoyo District Council. The statistics, however, accommodates both districts councils before their split in 2015. A well illustrated picture on the other hand is the one demonstrated in 2016, where only 3 pupils in the entire district council were found to sail in the list of truancy.

Table 2.14: Primary school drop outs from 2014 to 2016

Year	Registered for Std I			Finished Studies			Truancy			Pregnancy
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Girls
2011	4392	4188	8580	2749	3168	5917	98	82	180	-
2012	5127	5005	10132	2541	3020	1046	48	67	115	-
2013	4663	4245	8908	2801	3108	5909	62	73	135	-
2014	4493	4422	8915	2668	3249	5917	32	41	73	-
2015	3461	3928	7389	1835	2228	4063	25	16	41	-
2016	900	1079	1979	703	841	1544	2	1	3	-

Source: The Office of Bagamoyo District Education Officer, Primary Education Department, June 2016

Generally, education sector is constrained by various critical issues of budget constraints, inadequate community participation on primary education development projects, lack of vocational schools centers, lack of Resource centre for pupils with special needs education, lack of retention scheme, lacks of land use plan -most primary schools have no land possession certificates, shortage of teachers houses, classrooms, toilets, books and other teaching and learning materials, long distance from home to school, lack of ICT teachers, shortage of text books, inadequate food intake, shortage of schools bands, sport grounds and gears, pregnancy, truancy, accumulation of teachers' claims, inadequate maintenance plan, inadequate of in house training, condemned buildings for demolition and delayed promotion.

2.2.4 Secondary Education

Like in primary education, the secondary education in Bagamoyo District is also influenced by the district being the gateway of Tanzania's education. This is because the first school in Tanzania was

the one established by Holy Ghost fathers in 1868 who also built the first Church in East Africa mainland. The Bagamoyo District Council has major role of providing better and quality education through and using the local community resources.

Secondary Education Department has the core functions: To represent the ministries of Education, Science and Technology and President's office Regional Administration and Local Government Authority in all Secondary educational issues in the Council; to supervise the implementation of Circulars, Laws and Regulations governing the provision of Secondary education; to supervise the expansion of secondary education in the Council; to supervise the right and statutory benefits of secondary school teachers and other non- teaching Staffs in the Council. To supervise all development programmes pertaining secondary education in the council; to monitor and evaluate the development of secondary education in the council.

The department also supervise the development of secondary school teaching and learning environments such as classrooms, teachers' houses, laboratories, libraries and toilets; to insist discipline to secondary school students, teachers and non – teaching staffs in the council; to ensure that Education Account exists in the Council and fund disbursed into it is properly utilized; to supervise Open Performance Review and appraisal System (OPRAS) to both Secondary school teachers and non – teaching staffs in the council. To advise the District Executive Director on Secondary School educational issues in the Council. Within the secondary school lens:

- ✓ Bagamoyo District Council has 8 Government Ordinary Level Secondary Schools and 1 Government Advanced Level Secondary Schools. Thus, it marks a total of 9 secondary schools owned by the Government.
- ✓ All eight government owned O-level schools are ward community schools.
- ✓ Also, the District Council has also 12 private secondary schools.
- ✓ Of those private secondary schools, four (4) are purely O-level, and the remained eight (8) secondary schools accommodate both O-level and A-level schools programmes.

2.2.4.1 The Trends in Students Enrollment and Learning in Secondary Schools

The enrollment of both, government and private owned secondary schools in Bagamoyo District Council up to June 2016 is demonstrated by Table 2.15 and 2.16 respectively.

Table 2.15: Trends in Students Enrollment in Government owned Secondary Schools

	No. of Students Enrolled/year				
	2012	2013	2014	2015	2016
Male	2609	2626	2358	2671	2657
Female	2197	2147	1989	2053	2293
Total	4806	4773	4347	4724	4550

Source: The Office of Bagamoyo District Education Officer, Secondary Department, June 2016

Student enrollment is one of the priority area in promoting secondary education in Bagamoyo District Council. While there has been a decreasing trend from 2012 to 2014 in government owned secondary school (refer Table 2.15), the enrollment situation increased in 2015, and then dropped in 2016. The reasons for this fluctuation in the enrollment trend are not clear. It thus, requires a critical analysis to ascertain the causes in annual basis. Moreover, it was expected that after the split of the then Bagamoyo District Council into two district councils comprised of new Bagamoyo District Council and Chalinze District Council, the enrollment rate in the newly established Bagamoyo District Council would drop enormously. This has never been the case since the trend has remained steady.

Table 2.16: Trends in Students Enrollment in Private owned Secondary Schools

	Trends in Year					
	2011	2012	2013	2014	2015	2016
Male	8093	1578	3354	1840	2621	2476
Female	6487	2606	4515	2884	2053	2597
Total	14580	4184	7869	4724	4724	5073

Source: The Office of Bagamoyo District Education Officer, Secondary Department, June 2016

Compared to student enrollment in government owned schools (refer Table 2.15), the trends in student enrollment in privately owned schools is far better in Bagamoyo District Council. This could be explained by the fact that it is the first district in East Africa that Christian missionaries (Holy Ghost Fathers) established education. The statistics show that, for example, the number of secondary school students enrolled in government owned secondary schools was 4550 in 2016. In the same year, the private owned primary schools enrolled 5073. This predicts that the educational history of the area envisages the path to success.

While there has been an increasing trend in students' enrollment, the same situation has featured in the number of teachers recruited from 2011 to 2016. Notably, the split of the then Bagamoyo District Council into two district councils comprised of new Bagamoyo District Council and Chalinze District Council, the district has a reasonable number of teachers for her schools with exceptional in few areas such as in science subjects. Table 2.17 demonstrates this.

2.2.4.2 Profile of Secondary Schools' Staffing in the District Council

Table 2.17: Profile of Secondary Schools' Staffing in the District Council

No.	Educational Level	Male	Female	Total
1	Masters of Ed (Science)	2	4	6
2	Masters of Ed (Arts)	2	3	5
3	Bachelor of Ed degree (Science)	15	10	25
4	Bachelor of Ed degree (Arts)	102	230	332
5	Diploma in Ed (Science)	10	9	19
6	Diploma in Ed (Arts)	37	72	109
7	Totals	168	328	496

Source: The Office of Bagamoyo District Education Officer, Secondary Department, June 2016

2.2.4.3 The Profile of Secondary Schools' Infrastructures in the District Council

This section profiles the situation of secondary schools' infrastructures in Bagamoyo District council before June 2016. The essence is to eye-mark the discrepancy from the available to the required schools' infrastructures in order to bridge the gap. The District Council has been improving the school infrastructure through construction and maintenance of school infrastructure such as:

- ✓ Classrooms, Teachers Office, Headmaster Office, Administration Block,
- ✓ Physics Lab, Chemistry Lab, Biology Lab,
- ✓ Language Lab & Domestic Science Lab
- ✓ Girls Special room
- ✓ Teachers Houses
- ✓ Boys & Girls Latrines (Normal); Boys & Girls Latrines (Disabled)
- ✓ Male Staff Latrines & Female Staff Latrines
- ✓ Library & Computer room
- ✓ Kitchen, Dining Hall, and Store

- ✓ Dispensary
- ✓ Boys Dormitories & Girls Dormitories
- ✓ Boys Counseling room & Girls Counseling room
- ✓ Boys Hostels & Girls Hostels
- ✓ Incinerators, Septic Tanks, as well as
- ✓ Strong room

The required and available numbers of infrastructures are shown in Table 2.18. According to the available statistics, there have been serious improvements to address shortage of books for various classes compared to other infrastructures. The current (2016) student book ratio for Science and Mathematics is 1:2, whilst for arts and language is 1:3. Likewise, the department has laid measures to utilise ICT for teaching, including providing special training to heads of schools. Three schools in the council have ICT lab, however, lack ICT instructors.

Table 2.18: Profile of Government Schools' Infrastructures in the District Council

No.	Type of Infrastructure	Available	Required	Deficit
	Administration Block	6	10	4
	Class rooms	121	147	26
	Girls Special room	0	12	12
	Physics Lab	4	9	5
	Chemistry Lab	4	9	5
	Biology Lab	3	9	6
	Language Lab	0	8	8
	Teachers Houses	32	416	384
	Boys Latrines (Normal)	92	111	19
	Girls Latrines (Normal)	87	140	53
	Boys Latrines (Disabled)	0	6	6
	Girls Latrines (Disabled)	0	6	6
	Male Staff Latrines	14	16	2
	Female Staff Latrines	12	19	7
	Male Latrines (Disabled)	0	1	1
	Female Latrines (Disabled)	0	1	1
	Library	2	9	7
	Kitchen	2	8	6
	Dining Hall	1	9	8
	Store	5	19	14
	Dispensary	0	8	8
	Boys Dormitories	6	11	5
	Girls Dormitories	2	10	8
	Computer room	1	9	8
	Domestic Science Lab	0	4	4
	Boys Counseling room	0	9	9
	Girls Counseling room	1	9	8
	Boys Hostels	0	16	16

	Girls Hostels	4	18	14
	Incinerators	0	11	11
	School Fence	0	9	9
	Septic Tanks	3	16	13
	Headmaster Office	6	8	2
	Teachers Office	17	46	29
	Strong room	7	14	7

Source: The Office of Bagamoyo District Education Officer, Secondary Department, June 2016

2.2.4.4 Trends of Academic Performance in Bagamoyo Councils Secondary Schools

Statistics demonstrate an increase in the trend of academic performance from 2011 to 2016. This is attributed by various factors such as improving the school infrastructures, recruitment of new teachers in the schools that showed deficits as well as improving teaching environment. However, findings in Table 2.19 demonstrates an increase of division zero for three consecutive years; (2014 to 2016), from 195 to 405. This is not a good trend, and strong measures need to be worked out.

Table 2.19: Trends of Academic Performance in Councils' Secondary Schools

Year	Div One			Div Two			Div Three			Div Four			Div Zero		
	Male	Fem	Tot	Male	Fem	Tot	Male	Fem	Tot	Male	Fem	Tot	Male	Fem	Tot
2016	160	185	345	140	171	311	102	150	252	223	268	491	160	245	405
2015	139	177	316	115	154	269	92	104	196	186	240	426	116	157	273
2014	166	146	312	112	112	224	93	81	174	200	166	366	114	81	195
2013	151	135	286	83	108	191	98	101	199	180	180	360	193	168	361
2012	50	45	95	95	72	167	122	75	197	417	303	720	964	725	1689
2011	5	1	6			33			96			741			1538

Source: The Office of Bagamoyo District Education Officer, Secondary Department, June 2016

2.2.4.5 Inclusive Education

Literally, the department of Primary education in Bagamoyo district council offers inclusive education from her three schools. Of those schools, two caters for students with hearing impairment, and one for cerebral disabilities. There is no inclusive primary school for students with visual disability. While that is the case in primary education, the situation is worse in secondary education. Notably, the secondary department lacks not only schools with inclusive education but also the well trained staff. Plans are underway to establish inclusive education in secondary department.

Despite some achievements, the Secondary Education sector faces the following problems which hinder the effective teaching and learning process. Basically, the council is constrained by various critical issues emanating from aspects such as:

- ✓ Failure to meet budget ceiling at the department thus constraint certain activities,
- ✓ Shortage of 136 teachers for Science and Mathematics subjects as there are only 158 teachers in such subjects.
- ✓ Most of the parents do not show enough efforts to make follow-ups on their children/students attendance to Schools and thus most students poorly attend their classes as required, a trend that leads to poor performance in examinations. General performance in Form Four National Examinations has been greatly declining yearly.
- ✓ Inadequate community participation in secondary education development projects Lack of resource centre for students with special needs education,
- ✓ Lack of retention scheme for teachers working in the remote and difficulty areas,
- ✓ Lacks of land use plan -most secondary schools have no land possession certificates,
- ✓ Lack of laboratory technicians in all secondary schools for preparing science practical tests and examinations in laboratories.
- ✓ Lack of school meals to students which is important to support their learning during schools hours.
- ✓ Shortage of teachers houses, classrooms, toilets, books and other teaching and learning materials,
- ✓ Long distance from home to school for students studying in most of community based schools,
- ✓ Lack of ICT teachers and facilities,
- ✓ Shortage of text books,
- ✓ Inadequate food intake,
- ✓ Unsettled teachers' financial claims and delayed promotion.

2.2.5 Water Department

It is undeniable truth that water is one of the vital resources that triggers functionalities of all aspects of human. This includes the domestic, agricultural, Industrial development cultural as well as religious values in societies. Availability of adequate clean, safe and affordable water and sanitation services in a district council has impacts on improving the standard of living of people

as well as contributing to economic growth and environmental sustainability through ecosystems generations. The main responsibilities of water department are to provide access to clean, affordable and safe water within 400meters to communities and this is achieved through the following functions.

- ✓ Inform communities about Water Sector Development Programmed (WSDP),
- ✓ Prepare District Water and Sanitation Plan (DWSP),
- ✓ Organize baseline Survey on Water and Sanitation (W& S) service level water points and needs,
- ✓ Appraise applications and proposals Facility Management Plans(FMPs),
- ✓ Select communities qualifying for Water Sector Development Programmed (WSDP) support,
- ✓ Prepare Terms of Reference (ToR) and Tender Documents,
- ✓ Facilitate the formation of legal water user entities/community owned water supply organizations (COWSO's),
- ✓ Provide support for training of communities,
- ✓ Supervise and Monitor implementation of water related projects,
- ✓ Manage financing of sub-project implementation,
- ✓ Contract, Supervise and Coordinate Service Providers (SP's),
- ✓ Administration issues such as contracts, progress reports, as well as provide back up support to communities.
- ✓ Report to Council standing committees and Council Management Team (CMT).
- ✓ Monitor and evaluate Water Supply and Sanitation Projects.

2.2.5.1 The human capacity level of Water Department and staffing gaps

In terms of human capacity for fulfilling the above named functions, the department of water has a total of 7 staff ranging from the position of the District water engineer to artisan. However, water department lacks water resource engineer, mechanical engineer, laboratory technicians, surveyor, as well as Pumps and Mechanical Technicians. In general terms, Table 2.20 demonstrates a staffing gap of eighteen (18) staff in the department.

Table 2.20: The human capacity level of Water Department and staffing gaps

S/N	Staff Title	Available	Required	Deficit
1	Head of Water Department	1	1	0
2	Water Resources Engineer	0	3	3
3	Mechanical Engineer	0	1	1
4	Environmental Technician	2	5	3
5	Hydrogeology Technician	1	3	2
6	Hydrology Technician	1	2	1
7	Laboratory Technician	0	1	1
8	Assistant Water Technician	2	5	3
10	Surveyor	0	2	2
11	Pumps and Mechanical Technicians	0	2	2
Total		7	25	18

Source: Head of Water Department, Bagamoyo District Council, As per June 2016

2.2.5.2 The Major Sources of Water and Type of Technology used in Bagamoyo District

Water service coverage for Bagamoyo DC currently is approximately 66%. The service is obtained from various water sources. The major sources of water in Bagamoyo District are described here under:-

Table 2.21: The Major Sources of Water and Type of Technology used in the Council

No.	Type and technology	Number	Functioning	Non Functioning
1.	Boreholes Motorized pumping scheme	58	45	13
2.	Shallow wells with hand pumps	21	15	6
3.	Boreholes with hand pumps	60	45	15
4.	Dams (Fukayosi, Mkenge na Kidomole)	3	3	-
5.	DAWASA Project around Bagamoyo Town	1	1	-
6.	CHALIWASA Project (Makurunge and Fukayosi Wards)	1	1	-
7.	Rain water harvesting tanks	26	26	-
8.	Rivers (Wami and Ruvu)	2	2	-
9	Seasonal rivers	3	-	3

Source: Head of Water Department, Bagamoyo District Council, As per June 2016

According to the results of Table 2.21, Boreholes with hand pumps and Boreholes Motorized pumping scheme are the main sources of water in the council. Other sources includes the use of

rain water harvesting tanks, dams and seasonal rivers, rivers Wami and Ruvu, as well as DAWASA and CHALIWASA projects.

2.2.5.3 The Water Supply Coverage, up to June 2016 in Bagamoyo District Council

Table 2.22: Water Supply Coverage, up to June 2016 in Bagamoyo District Council

Water Points	Functioning	Non Functioning	Population 2017	Average Pop served	% of average population served
373	287	86	108,886	71,756	66

Source: Head of Water Department, Bagamoyo District Council, As per June 2016

2.2.5.4 The Water Requirement/Demand in Bagamoyo District Council

The Population of Bagamoyo DC is categorized into two groups:-

- Town Population 70%
- Rural Population 30%

Table 2.23: Water requirement/demand in Bagamoyo District Council

No.	Type of Population	Population	Demand per capital(l/c/d)	Demand (m ³ /d)
1.	Town Population	76,220	120	9,146
2.	Rural Population	32,666	30	980
	Total Water Demand			10,126

Current water supply is approximately 6,674 m³/d. However, due to improper management of the installed schemes especially boreholes with hand pumps, piped pumped scheme, the water supply schemes in the district council capable of serving a total population of 108,886 are either not functioning at all or are partially functioning which accounts for a reduced coverage.

2.2.5.5 Water Treatment

The water is generally not treated because its quality is assumed to be good. However, accordingly to the law and regulations it is not allowed to supply untreated water to community. In general terms, the performance of water department in Bagamoyo District Council is constrained by small coverage area, small number of customer saved, insufficient water supply from the existing sources, Insufficient water sources, storage tanks and outdated system of supplying water.

This terrain has triggered, some customer to develop their own source of water. The system is also characterized by frequently break downs, oldest pipe lines, small coverage area 25%, as well as encroached water sources through human activities. It is also accompanied by inadequate fund to implement water projects, shortage of unskilled staff, short time of services 4 Hrs /day, non – compliance (20%) to water quality standard,

2.2.6 Works

The Department of Works at Bagamoyo District Council is responsible for the development and maintenance of roads, equipment and plants, bridges and Government buildings so as to contribute towards achieving a coherent vision for economic development.

The organogram of the department revolves around four sections; Roads Section, Building section, Mechanical Section and Fire and Rescue Section. The road section provides expertise and support on development and maintenance of roads in order to archive the main duty of the department; monitoring roads construction services. Literally, Bagamoyo district council is connected by 544.73 km of road network. This includes 412.73 km under district level and 63 km owned by TANROAD's. Out of this, 16.8 km is the grave road, and 36.10 km is an earth road which is in fair condition.

Likewise, the building section is responsible for supervising all building structural activities within the district. Some of these activities include: to supervise all Government building project, as well as monitoring and maintenance of government building. In Bagamoyo district council, the Department of Works monitors 5 buildings of the Headquarters of the district, 6 market buildings as well as 5 public toilets. The electrical and mechanical section on the other hand are responsible supervise and conduct maintenance of the government plant and equipment. Besides handling those functions, the department of Works is facing various critical issues:

- ✓ Insufficient fund allocated from TAMISEMI,
- ✓ Insufficient number of technical personnel
- ✓ Lack of technical personnel who provide consultation in construction industry,
- ✓ Lack of reliable transportation to supervise project,
- ✓ Most of the areas are not surveyed that lead to poor arrangement of the building structures,
- ✓ Poor road infrastructures,

- ✓ Inadequate construction plant and equipment,
- ✓ Inadequate contractor attracted in construction project,

2.2.7 Agriculture, Irrigation and Cooperatives

Agriculture is one among the major economic activities of people in Bagamoyo District Council. It is estimated that about 7,140 hectares of arable Land have been utilised for agriculture in the year 2015/2016. The availability of Agricultural department in the District Council plays crucial roles in provision of extension services to farmers. This in turn increases productivity ensures food security as well as income generation for improving livelihood security of community members. Crop production in the District started before Tanganyika independence and this Sector has a promising contribution to the economy of Bagamoyo residents. Within the staffing lens, the Department of Agriculture, irrigation and cooperatives is found to accommodate 56 staff of various professions. In the district, there is a deficit of 37 staff as shown in the table 2.24.

2.2.7.1 Staffing Level and Gaps in the Department of Agriculture in Bagamoyo

Table 2.24: Staffing Level and Gaps in the Department of Agriculture in Bagamoyo

No	Professionals	Required	Available	Deficit
1	Agriculture Field Assistant	0	1	
2	Certificate in General Agric	6	3	-3
3	Diploma in Agro mechanization	6	6	
4	Diploma in Irrigation	5	1	-4
5	Diploma in Land use	5	1	-4
6	Diploma In Food production and Nutrition	5	3	-2
7	Diploma in Horticulture	5	0	-5
8	Diploma in General Agriculture	19	19	-
9	BSC Agriculture General	9	4	-5
10	BSC Extension	6	1	-5
11	BSC Horticulture	2	2	-
12	BSC Agronomy	2	1	-1
13	BSC Food Science and Technology	2	1	-1
14	BSC Home Economics & Human Nutrition	2	2	-
15	BSC Agriculture Economist	1	0	-1
16	Irrigation/Agriculture Engineer	2	1	-1
17	MSC Extension	3	3	-
18	MA Rural Development	2	2	-
19	MSC Human Nutrition	1	1	-
20	Principal COOP-Officer 1	2	1	-1

21	Principal COOP-Officer 11	2	1	-1
22	Senior COOP- Officer	3	2	-1
23	COOP-Officer	3	2	-1
	TOTAL	93	58	35

Source: The Department of Agriculture, Irrigation and Cooperatives, Bagamoyo D.C, June 2016

2.2.7.2 Agriculture Practices

In Bagamoyo District Council, agriculture practices is done in all eleven wards and 8 villages.

The crop grown includes food crops, cash crops as well as fruits and vegetables.

✓ Among the food crops include:

- Maize,
- Paddy,
- Cassava,
- Sweet potato,
- Legumes and
- Banana.

✓ Also, the district council grows cash crop such as:

- Coconut,
- Cashew nuts,
- Pineapples

✓ In the same token, a number of fruits and vegetables are grown in the district. Among others include: Mangoes, oranges, water melon, papaya, tomatoes, okra, African Eggplant, amaranth, spinach, green pepper and cucumber.

Available statistics show that Bagamoyo District Council has 24,227 households according to population projection of 2016, therefore household engaged in agricultural activities are 14,294 equivalents to 59 percent of total household. Agriculture contributes about 82% food source and 18% source of District income for the district population. Table 2.25 demonstrates food crops grown in the district council.

2.2.7.3 Crops Production in Bagamoyo District Council

Table 2.25: Crops Production in Bagamoyo District Council

TYPES OF FOOD CROP	AREA CULTIVATED (HEKTA)	PRODUCTION(TANI)	PRODUCTIVITY TAN/HA
Maize	718.9	918	1.28
Paddy	1746	3492	2
Cassava	1995	5386.5	2.7
Sweet potatoes	455	1683.5	3.7
Legumes(cowpeas, pigeon peas)	277	332.4	1.2
Banana	28	28	1
Total	5219.9	11840.4	
TYPES OF CASH CROP	AREA CULTIVATED (HEKTA)	PRODUCTION(TANI)	PRODUCTIVITY TAN/HA
Coconuts	338	405.6	1.2
Cashew nuts	743	371.5	0.5
Sesame	1.5	1.5	1
Pineapples	338	10140	30
Total	1,420.5	10,918.6	32.7

TYPES OF FRUITS & VEGETABLES GROWN	AREA CULTIVATED (HEKTA)	PRODUCTION(TANI)	PRODUCTIVITY TAN/HA
Mangoes	125	1750	14
Oranges	99.7	1395.8	14
Water melon	205	2665	13
Papaya	20	80	4
Tomatoes	74	296	4
Okra	160	416	2.6
African Eggplant	64	192	3
Eggplant	79	237	3
Amaranth	110	330	3
Spinach	22	44	2
Green pepper	52	104	2
Cucumber	84	168	2
TOTAL	1094.7	7677.8	

Source: The Department of Agriculture, Irrigation and Cooperatives, Bagamoyo D.C, June 2016

2.2.7.4 Agricultural technology

Proper utilization of agricultural technologies has a promising positive impact towards increasing crop production. Application of agricultural technologies in the District is low. For example, Bagamoyo District Council requires more than fifty (50) tractors while the available tractors are 37, so the district has the deficit of 13 tractors. Table 2.26 demonstrates this.

Table 2.26: Availability of sources of power and their conditions in Bagamoyo D.C

Type of Technology	The Quantity that works
Tractor	37
Power tiller	18
Combine harvester	1
Draught Animals (Maksai)	8
Ox Plough	7

Source: The Department of Agriculture, Irrigation and Cooperatives, Bagamoyo D.C, June 2016

Processing technology is also very important aspect in agricultural raw products on natural form is changed to a preferred form for use. Processing is done for easy use, storage and market value addition. Processing can use local and /or advanced machines which are manual or powered. Bagamoyo district council is also striving for milling machines for processing agricultural raw products located in 8 villages.

2.2.7.5 Extension service delivery

The approach used to deliver extension services to farmers is through field visit where by extension officers visit individual/group of farmers for technical advices. In agriculture LGMD of 2015/2016 shows that only 60% of the farming household gets extension services. In terms of availability, 27 extension staffs available, 11 are ward extension officers and 16 village extension officer. The Methods utilised by the extension staff include: –

- Farmers field schools – Involve a group of farmers
- Field visit- Individual farmer
- Meeting
- Demonstration plot
- Radio program - A group of farmers get information together and discuss the application of messages
- Phone program
- Farmers field days,
- Agriculture show and exhibition,
- ICT in agriculture extension using sms, Smart phones and internet

The Annual target –is to provide extension service to 851 household which is equivalent to 60%. Essentially, the households that engage in crop production are technically advised to utilize improved agricultural principles such as in land preparation, sowing/planting, weeding, prevention of crop pests, application of mechanized agriculture, proper use of agricultural inputs (especially fertilizer application), harvesting and storage of crop produce. All in all, Agriculture sector faces the problems of shortage of extension personnel which affect extension services delivery to the farmer, high cost of agricultural inputs, inadequate sources of farm power with high hiring cost, poor adaptability to improved agricultural principles, low crop productivity, low soil fertility status, food security deficit, and low crops market.

2.2.7.6 Irrigation

Irrigation is very important sector for the development of agriculture especially in increasing crop production. Bagamoyo District Council has potential areas for irrigation. However, up to date, few initiatives have been put in place. Irrigation sector is lacking technical personnel and irrigation

plan. Besides those observations, there are several areas suitable for irrigation schemes in Bagamoyo District Council. Table 2.27 explains this.

Table 2.27: Areas Suitable for Irrigation Schemes in Bagamoyo District Council

	Name of Scheme	Area Suitable for Irrigation (Ha)	Area Irrigated (Ha)
1	Kigongoni	200	200
2	BIDP	1000	72
3	Makurunge A	200	200
4	Makurunge B	500	500
5	Gama	500	300
6	Kitame	400	30
7	Dunda Dam	50	50
8	Mdeme Irr. Scheme	50	50
9	Turbam irrigation scheme	1,600	1,600
10	Bagamoyo Ecoenergy Razaba	23,600	3002

Source: The Department of Agriculture, Irrigation and Cooperatives, Bagamoyo D.C, June 2016

2.2.8 Livestock Development and Fisheries

Etymologically, Livestock Development and Fisheries Department was formed in the year 2013 after the amendment of Agriculture and Livestock Development Department. The department is structured to include two sectors which are Livestock Development and Fisheries. The total number of staff available in both units is thirty four (34). Of them, 22 staff work for livestock development, and 12 staff work for fisheries unit. The following table shows the existing staff situation.

Table 2.28: Staff in livestock Development and Fisheries in Bagamoyo D.C

No	Designation	Required	Available	Shortage
1	District Livestock and Fisheries Officer	1	1	0
	Livestock Development Unit			
2	Veterinary Officer	2	1	1
3	Subject Matter Specialist	6	6	0
4	Ward Livestock Extension Officer	11	11	0
5	Village Livestock Extension Officer	8	4	4
	Fisheries Unit			
6	Fisheries Officers	7	5	2
7	Assistant Fisheries Officers	9	7	2
8	Refrigerator Technicians	1	-	1
9	Skipper	1	-	1

Source: Bagamoyo District Council, Livestock Development and Fisheries Department 2016/2017

2.2.8.1 Livestock Development

Livestock is the major occupation employing 80% of the livestock keepers who are engaged in small scale enterprises that characterized by free range and tethering systems. Zero grazing is dominantly practiced for the project oriented enterprises. Type of livestock kept is local and crossbreeds of cattle for milk and meat production, sheep and goats, local and improved chicken for eggs and meat production. The function of the department revolves around delivering good extension services to livestock keepers, supervision, control of diseases transmission, treatment as well as performing routine vaccination of livestock.

The department also:

- ✓ *establishes and develops livestock infrastructures,*
- ✓ *facilitates access and availability of livestock drugs and other inputs in the district*
- ✓ *It further facilitates establishment, implementation and supervision of livestock projects, as well as*
- ✓ *Co-ordinates other private sectors and NGOs in the implementation of different interventions.*

2.2.8.2 Livestock Population in Bagamoyo District Council

Within the lens of livestock population, Bagamoyo District Council is estimated to have 38,690 cattle, 13,345 Goats, 3,488 sheep, 1,614 pigs, as well as 199,689 Chicken (Livestock Census of 2010). With the increasing potentials of livestock population, Bagamoyo District Council has the potential of benefiting to various livestock products. Table 2.29 illustrates livestock population in the district council.

Table 2. 29: Livestock population in Bagamoyo District Council

Cattle	Goats	Sheep	Pigs	Chicken
38,690	13,345	3,488	1,614	199,689

Source: NSCA-National Sample Census of Agriculture 2007/2008-National report. DIAS-District Integrated Agriculture Survey 1998/1999-National report.

2.2.8.3 Trends in Livestock Production in Bagamoyo District Council

There are several livestock products that are produced in the district council. Among others include production of tons of Cattle meat, goat meat, chicken meat as well as pieces of Hides/Skins year. Table 2.30 demonstrates the trends in livestock production in Bagamoyo District Council.

Table 2.30: Trends in Livestock Production in Bagamoyo District Council

Animal product	Unit	2013	2014	2015
Cattle sold for slaughter	No	15,236	9,591	14,247
Goats sold for slaughter	No	6,906	5,387	5,181
Sheep sold for slaughter	No	1,757	1,903	3,026
Pigs sold for slaughter	No	372	478	146
Cattle meat	Kg	2,094,950	1,318,762.5	1,958,962.5
Goats meat	Kg	103,590	80,805	77,715
Sheep meat	Kg	28,990.50	31,399.50	49,929
Pigs meat	Kg	18451.2	25,191	7422.64
Eggs produced '000'	No.	14,891	14,945	16,978
Freshmilk "000"	Liter	3,761	3,772	3,805
Hides & Skin	No.	23,899	16,881	22,454
Youghut	Liter	4,436	4,321	4,356
Poultry				
Chicken	No.	112,849	101,165	115,565
Ducks	No.	0	0	0
Increase in stock				
Cattle	No.	235,814	242,135	268,105
Goat	No.	70,973	84,995	84,998
Sheep	No.	38,694	38,964	38,495
Pigs	No.	1,448	3,638	3,638
Ghee (Samli)	Kg.	1,321	1,328	1,834

Source: Bagamoyo District Council, Livestock Development and Fisheries Department 2016/2017

2.2.8.4 The Land/Area suitable for Grazing in Bagamoyo District council

The whole land suitable for grazing is estimated to be 2,987 km². The actual land area utilized for grazing by now June 2016 is about 1,795 km² which is quite enough for the number of livestock available in the district. Besides those initiatives, land use conflict particularly the one which involve nomadic pastoralists and farmers have quite sometimes dominated the areas. Those atrocities have triggered several socio-economic effects to the residents, and impliedly several measures have been put in place.

Table 2.31: Land profile and Its Suitability for Grazing in Bagamoyo District council

Land area (km ²)	Grazing land (km ²)	Land available for grazing (km ²)	Unutilized grazing land (km ²)	Land demarcated for grazing (km ²) (In 22 villages by then)	Remarks
9,842	2,987	1,795	1,192	636.30	Unutilized grazing land due to Tsetse fly infestation

Source: Bagamoyo District Council, Livestock Development and Fisheries Department 2016/2017

Strategies to reduce Farmers and livestock keepers' conflicts

- ✓ Frequently conducting of meeting between livestock keepers and farmers to discuss measures to be taken to reduce conflicts. (3 major meeting were conducted chaired by Bagamoyo District Commissioner),
- ✓ Formation of resolution committee in all 22 villages to solve disputes among farmers and Livestock keepers,
- ✓ Sensitize livestock keepers to registering their animals through branding,
- ✓ Enforce laws and regulations to control movement of large livestock herds.
- ✓ Extension service delivery to Livestock keepers

2.2.8.5 Extension Services Delivery and Livestock Infrastructures

Table 2.32: Availability and Number of Dip tanks

No.	Village	No. of Dip tanks	Working	Not working	Reasons	Ownership
1	Fukayosi	1	0	1	Lack of funds for repair	Village Government
		1	1	0		Private
2	Mkenge	1	0	1	Lack of funds for repair	Village Government
3	Makurunge	1	1	0	-	Private
4	Yombo	3	3	0	-	Private
4	Kiromo	1	1	0	-	Private
5	Kaole	1	0	1	Encroached by residence	Village Government
6	Mapinga	3	3	0	-	Private
7	Zinga	1	1	0	-	Private
8	Kisutu	1	1	0	-	Private
Total		14	11	3	-	

Livestock keepers and fishers extension services delivery increased from 625 to 838 livestock keepers and/fishers Households by June 2016. Livestock extension services are generally poor due to insufficient expertise especially at the district, ward, and village levels; inadequate infrastructure and facilities; weak private-public sector partnership in providing livestock extension services and weak livestock research-extension-farmer linkages. The following are established priorities in the area:

- a) To invest on income generating projects through construction of livestock infrastructures such as Livestock/fish products processing and marketing, Slaughter house and Dip tanks. Fish ponds and water wells,
- b) Capacity building of Livestock extension staff in strategic planning and project management; Land use planning and range; Livestock legislations, regulations, standards, compliance monitoring, supervision and evaluation.
- c) To use improved breeds and Artificial insemination for indigenous animals.

The District has also a total of 14 constructed cattle dips. Despite those achievements, the livestock sector is constrained by various problems that include: Poor Livestock feeding practices, Internal and External parasites, death of Livestock resulted from Diseases, budget deficit, shortage of staff, shortage of transport facilities for staff, unavailability of improved Livestock breeds, cattle dips are not in use.

2.2.8.6 Fisheries Sector

Fisheries sector is under the control of the National fisheries Policy of 1997, Fisheries Act No. 22 of 2003 to gather with Fisheries regulations of 2009. The major functions of fisheries sector include: delivering of extension services, train fishermen, enabling and establishing fishermen groups, enabling and establish fisheries infrastructures, facilitate establishment, implementation and supervision of fisheries projects, Organizing and conducting routine marine and coastal patrols.

In managing fishing activities, the major role of fisheries sector at district level is to collect revenue, offer License and conduct routine Patrols, Training of fishermen, technical advising, Enabling and forming groups, translation and use of Acts and Regulations, Implementing and supervision of day today activities. In order for the sector to perform properly divided into six

sections which are: Fishing License Section responsible in issuing fishing license, vessels and fish products collection; Patrol Section responsible to conduct and implement all Marine and Coastal routine Patrols to make sure that all fishing activities are to be done in line with Fishing Acts and Regulations.

Beach Management Unit (BMU) - is responsible for supervising all marine and coastal resources obtained by village in collaboration with the established Beach Management Units in each village. Statistics section has the major activities to collect and keep day today's records concerning fish products harvested and sold within and outside the district. Other roles include sensitization and supervision of fishing groups; in these role activities fishermen are motivated to join in fishing groups and supervise the already established group.

2.2.8.7 Fish and Sea Produce Records by the Year 2015/2016

From July 2015 to June, 2016 tons of Fish catch and sea produces were harvested. These include all types of Fish, Octopus, Prawns, Dry fish, Sea Weeds. Table 2.33 demonstrates fish and sea produce by 2015/2016.

Table 2.33: Fish/sea produce and Revenue Collection up to 2015/2016

Year	Weight (Tonnes)	Tshs
2011/12	2,824.77	9,321,751.4
2012/13	2768.28	16,612,620.00
2013/14	2741	16,446,000.00
2014/15	2730	16380,000.00
2015/16	2621.00	15,726,000.00

Source: Bagamoyo District Council, Livestock Development and Fisheries Department 2016/2017

Table 2.34: Revenue accrued from Fishing License, Fishing Vessels License Fishing Vessels Registration

Year	Fishing License (Tshs)	Fishing Vessels License (Tshs)	Fishing Vessels Registration (Tshs)
2010/11	7,980,000.00	561,000.00	323,000.00
2011/12	6,669,000.00	492,000.00	275,000.00
2012/13	5,280,000.00	150,000.00	204,000.00
2013/14	7,140,000.00	123,000.00	51,000.00
2014/15	4,972,000.00	231,000.00	238,000.00
2015/16	5,490,000.00	931,000.00	119,000.00

Source: Bagamoyo District Council, Livestock Development and Fisheries Department 2016/2017

Opportunities available in fisheries sector

- i. Availability of Ocean
- ii. Availability of market around
- iii. Availability of fishers and other people who are engaged in fishing activities.
- iv. Availability of land and water for investment in aquaculture
- v. Production of quality fish seeds and feeds
- vi. Value addition of fish and fishery products for domestic and export markets

Challenges facing fisheries sector

- i. Conflicts between fishers and “sea weed” producers
- ii. Low education on fisheries on proper fish storage practices
- iii. High costs of buying fishing facilities
- iv. Illegal fishing

2.2.8.8 Priorities of fisheries sector

Investment in industry that increases the contribution of fisheries sector to the national economy and households’ food security. However, despite noticeable achievements, the fishing sector is constrained by limited allocation of financial and resources, shortage of staff which affects service delivery, shortage of working tools, produce levy are not paid properly, improper processing means of fish produces by fish businessmen, low price of fish produces, illegal fishing activities and Use of weak /local fishing equipments.

2.2.9 Land and Natural Resources

Utilisation of land in Bagamoyo District Council revolves under the control of Land policy of 1992; the Land Law Act No.4 and 5 of 1999, together with regulations set in the year 2001. The Department of Land and Natural Resources is divided into 2 sections which are Land section and Natural Resources section. Land section is further divided into four subsections or units. These are: Land Administration; Land Valuation, Town planning; Surveying and Mapping

The land administration section is responsible for implementing Laws, rules and all procedures related to land ownership, to collect land rent; to prepare information needed by the Ministry of Land, Human Settlement and Natural Resources together with Regional about Bagamoyo Land. It also engages in resolving land use conflicts which emerge within the District; implement Integrated Land Management Information System (including establishment of land bank); as well as allocate areas for investment in Agriculture and Industrial development. Within the lens of Land Administration in Bagamoyo District Council, the section has managed to implement laws, rules and all process of Land owner ship.

Further, the section has delivered education about better approaches to land use planning (In Swahili, uandaji wa matumizi bora ya ardhi mijini na vijijini). In this programme, community members were sensitized to get Customary Certificate Right of Occupancy (CCROs) in order to get rid of informal settlement. A total of 5 villages were covered. It should be noted that preparation of CCROs was previously part of MKURABITA which covered 6 villages before Bagamoyo District splitted into two district councils (Bagamoyo and Chalinze District Councils). Currently, all wards in Bagamoyo District Council are run under Urban Planning guidelines stipulated under Government Notes (2017).

The section also collected land rent amounting to Tsh 2,018,520,234 for the year 2016/2017. In the same vein, between 2010/2011 and 2015/2016, 6989 plots have been shown to the owners, ready for construction. With respect to title deed, about 7014 title deed were provided to the Land owners between 2010/2011 and 2015/2016.

On the other hand, the land valuation Section conducted valuation in various areas. Among others include: Valuation of Bagamoyo Strategic Economic Zones under the auspices of EPZ, and valuation of Bagamoyo Port (Mbegani Port) which is under Tanzania Port Authority (TPA). Apart from those two main projects, the section conducted various tasks including: Preparation of general planning scheme (Master Plan) as well as detailed planning scheme which include preparation of Town planning Drawings (T.P), formalization of (informal) settlements, Upgrading Squatter within Bagamoyo District Council, as well as developing satellite cities including secondary townships. According to Town planning section, four hundred and twenty three (423) Town planning drawings were prepared between 2010/2011 and 2015/2016.

The last sub-section, surveying and mapping engages to survey more plots in order to minimize high rate of increasing squatter; to show surveyed plots to the owner and to instruct the way of construct building, boundary recovery to those surveyed plots; number of allocated plots; land demarcated for industrial use; land demarcated for commercial use number of allocated farms. Between 2010/2011 and 2015/2016, the survey and mapping sub-section prepared 7014 Deed plan and signed by Regional Surveyor. And also 6989 plots have been surveyed and shown in various places, to owners, ready for construction.

Generally, land and natural resource is facing various problems. Among others include:

- ✓ Lack of funds for compensation after acquiring their pieces of land for the purpose of preparation of town planning Drawings, formalization of (informal) settlements, as well as upgrading Squatter or enhancing new investments,
- ✓ Shortage of Staff in each land section which consequently lead into delays in some activities,
- ✓ Insufficient and lack of modern instruments like RTK Gps, Hand held Gps scale Ruler, Drawing set, set square, Tracing paper, as well as drafting fill within a department,
- ✓ Lack of transport facility for department which exacerbates failures in provision of good service to the community on time,
- ✓ Minimum funds for preparation of Master plan which cause to have increased unplanned settlements;
- ✓ Land use conflict due to lack of knowledge about land laws and regulations to the society.

2.2.10 Beekeeping Section

Beekeeping unit was established by the Government of Tanzania after realizing that there is a need to ensure sustainable beekeeping management in the country, and recognized the cross-sectoral linkage between the beekeeping and other sectors. Currently, beekeeping is a unit/section among six units in Bagamoyo District Council operating under the guidelines of National Beekeeping Policy of 1998 and Beekeeping regulations of 2005. In terms of staffing, Table 2.35 demonstrates the available and required number of staffing in the beekeeping unit at Bagamoyo District Council.

2.2.10.1 Staffing at the Beekeeping Section in Bagamoyo District Council

Table 2.35: Staffing at the Beekeeping Section in Bagamoyo District Council

Title	Required	Available	Deficit
Beekeeping Officer	1	1	0
Beekeeping Assistant	2	0	2
Total	3	1	2

Source: Bagamoyo District Council, Beekeeping Section, 2016/2017

Results in Table 2.35 shows that the beekeeping unit has only one (1) staff out of 3 required staff. The major functions of beekeeping unit are: To provide education to beekeeping groups and individual, to supervise beekeeping activities, as well as to promote beekeeping productions. Those functions will be achieved through facilitating use of appropriate beekeeping technologies, transmit beekeeping research findings to the communities as well as empower communities to allocate areas for apiaries and bee reserves.

Table 2.36: Beekeeping groups in Bagamoyo District Council

S/No.	Name of beekeeping group	No. of Modern hives	No. of Local hives	Total Hives	Number of members	Honey Produced/year (Kg)
1	Mwamko-Kondo	35	0	35	7	262.5
2	Jua kali-Kondo	15	0	15	6	112.5
3	Hatari tupu-Kondo	19	3	22	5	165
4	Hainashobo-Kondo	16	0	16	7	120
5	Tupendane-Kondo	30	0	30	5	225
6	Somadigenda-Kondo	8	0	8	6	60
7	Amka-Kondo	5	0	5	7	37.5
8	Wakati ni Huu-Kondo	5	0	5	6	37.5
9	Mlingotini-Kimam	3	65	68	7	510
10	Neema Group-Kerege	19	0	19	17	142.5
11	Wapendanao	4	0	4	12	30
12	Wake-up Group-Bagamoyo	10	0	10	12	75
13	UWAMA Group-Bagamoyo	5	0	5	20	37.5
14	Komayo Group-Kongo	26	0	26	17	195
15	Wastaafu-Bagamoyo	16	0	16	12	120
	Total	194	78	284	46	2130

Source: Bagamoyo District Council, Beekeeping Section, 2016/2017

Bagamoyo District council has total number of 15 beekeeping groups. There are two main types of honey bees available in Bagamoyo, which are small bees (Stingless) and large bees (Stinging). There is a total of 284 bee hives where 194 are modern and 78 are local bee hives.

Table 2.37: Individual (Private Firm) Practising Beekeeping in Bagamoyo District

Ward	Number of Bee keepers	Modern Hive	Honey Production/annum
Fukayosi	3	16	120
Makurunge	2	18	135
Kerege	1	24	180
Yombo	2	17	127.5
	8	75	562.5

Source: Bagamoyo District Council, Beekeeping Section, 2016/2017

2.2.10.2 Honey Production

According to the results of Table 2.36 and Table 2.37 respectively, the total honey production is about 2,880 kg per year. As such, the production of bee products within the district council is approximately 3,000 kg per annum. Honey is mainly used as food and medicine; as a result the honey produced is used within the district council together with other honey brought in from other

parts of the country. However, some beekeepers as well as entrepreneurs are less exposed to quality standards in processing and packaging; marking; and labeling to meet both domestic and external markets and fetch suitable prices. Similarly, beekeepers are less exposed also on other bee products like beeswax and propolis.

Beekeeping section/unit in the district council is faced with a number of challenges including:

Beekeeping sector is faced with various problems which include:

- ✓ Deficit in staffing, as only one staff is responsible for all activities,
- ✓ Inadequate information reports from beekeeping groups and private bee keepers
- ✓ Lack of working facilities such as motorcycle to visit beekeepers frequently, printer and computer for report writing,
- ✓ Inadequate budget and delays in disbursement of funds allocated for desired activities in the council. This constrain the section to meet proposed targets,
- ✓ Presence of bee pests that make the honey bees to leave the hives.
- ✓ Inadequate knowledge on integrating agriculture and beekeeping for increased agriculture production through pollination and production of honey.

2.2.11 Environment and Solid Waste Management

Solid waste produced from various human activities threatens the livelihoods of the community. Proper management of solid waste and other environmental hazards ensure sustainable development of the community. Impliedly, the presence of the department of environment and solid waste management ensures nurturing healthy environment in Bagamoyo District Council. To fulfill those roles a reasonable number of staffs are required. Table 2.38: Staffing in the Department of Environment and Solid Waste Management

Table 2.38: Staffing in the Department of Environment and Waste Management

No	Title	Required	Available	Deficit
1	Environmental Officers (EO)	15	1	14
	Total	15	1	14

Source: Bagamoyo District Council, Dept of Environment and Solid Waste Management, 2016/2017

According to Table 2.38, there is only one staff in the Department of Environment and Solid Waste Management. This compromises with the departmental responsibilities of taking care of sanitation

and environmental challenges/problems in the council. In a nutshell, the department works with various actors from eleven (11) wards and eight (8) villages to accomplish her responsibilities. The solid waste produced in those areas are quite often collected and transferred by individual vehicles such as pic-ups and bajaj. The council has only a tractor that quite often assist for collection and transfer of solid wastes.

The department of environment and solid waste management is structured into two units. The units are environment and solid waste sections. The departmental functions include promotion of environmental conservation, as well as biodiversity. It also analyses and manages pollution in water bodies, and air. The department also monitors, prepares, reviews and approves individual or firm terms of Environmental Impact Assessment (EIA) and Environmental Audit (EA) for local investment. It further, gathers and to manages information related to utilization of natural resources in the district. In the same vein, the department reviews by-laws on environmental management within specific issues on the environment. It also reports to the Director General (NEMC) on the implementation of Environmental Management Act.

Specifically, the department of environment and solid waste management in Bagamoyo District Council has played a great role since its establishment. Among others include: Cleaning and collection of solid waste from buildings, open spaces, roads and drainages; Temporary storage of solid waste, sorting them out, as well as transportation to the landfill. It has also been responsible for sorting out sanitary disposal of solid waste, dumpsite management, as well as beautification of town. Table 2.39 demonstrates production of solid waste in Bagamoyo District Council.

2.2.11.2 Production of Solid Waste in Bagamoyo District Council

Table 2.39: Production of Solid Waste in Bagamoyo District Council

	Amount of Solid Waste produced Daily	Amount of Solid Waste collected Daily	Amount of Solid Waste transferred to the dumping site for treatment measures	Amount of Solid Waste that remains in the streets
In Ton	54	36	36	18

Source: Bagamoyo District Council, Dept of Environment and Solid Waste Management, 2016/2017

Findings in Table 2.39 shows that in average about 54 ton of solid waste are produced daily in Bagamoyo District Council. The council at her capacity is able to collect and transfer 36 ton

of Solid Waste to the dumping site for either burning or burying in the landfill which is located about 5 km from Bagamoyo town.. This implies that the remained 18 ton of solid waste accumulates in the respective wards and villages. Likewise, quite often cleaning campaign is conducted monthly through communities, groups, government organization and non government organization to meet in the same place selected for cleaning.

2.2.11.2 Environmental Committee

There are eight (8) environmental committees in all villages. The main function of these committee revolves at conducting patrol in forest, as well as promoting environmental awareness in the villages. In order to protect beach and coastal environment, beach management unit has been established in almost all wards and villages along the ocean. The major function of this committee is to promote beach conservation, and monitoring fishing vessels and revenue. Environment and Solid Waste Management is facing various problems which are:

- ✓ Inadequate fund to enhance participatory forest Management in local communities; Inadequate fund to establish nurseries in the villages;
- ✓ Insufficient number of staff up to know there is only 1 staff
- ✓ Lack of working facilities like Skip truck for collecting solid waste from communities to the landfill,
- ✓ Lack of skip container/dustbin in open space and street for storage of solid waste, and Lack of compactor for pressing solid waste in the landfill;
- ✓ Climatic change has also been observed in Bagamoyo District Council. It is associated with an increase of coastal erosion, decline of water sources and changes of rainfall pattern, increase of sea level and reduced fish catch.

2.2.12 The Department of Community Development Gender Youth and Children

In 2013, the departments' roles, functions and operation were restructured. The name of department was changed to reflect the new concept of Gender and Youth which addresses issues of equality between Male and Female in social, economic and political development. It thus became the department of Community Development, Gender, Youth and Children.

2.2.12.1 Staffing in the Community Development Gender Youth and Children

Table 2.40: Staffing in the Community Development Gender Youth and Children

Community Development		
Required	Available	Deficit
25	25	0
Social work		
19	5	14

Source: Bagamoyo District Council, Dept of CDGY&C, 2016/2017

Results from Table 2.40 shows that out of 25 staff required for the unit of community development, and all of 25 staff is available for fulfilling their responsibilities. On contrary, only 5 staff are available out of 19 staff required for the unit of social work. This depicts a deficit of 14 staff in the section. The departmental structure revolves around four section: Planning section; gender and children section; youth section; as well as the HIV/AIDS section.

Within the department of Community Development, Gender, Youth and Children, the planning section is the engine. Its major roles are to ensure all departmental plans are available timely, supervision of the programs and activities implementation, monitoring and evaluation. The departments also coordinate all the research and sharing of findings to stakeholders, this includes preparation and presentation of quarterly and annual reports and the coordination of Non government Organization and Community Based Organization.

Moreover, this section oversees the overall functions of the department from researching, planning of programs and activities, implementation, monitoring and evaluation. Preparation of budgets for each financial year, quarterly and annual reports and coordination of social economic groups, CBO's and NGO's. Apart from activities planning and reporting, the section registers several socio economic groups at the district level, as per NGO ACT No.24 of 2002.

Currently the information on procedures for registration of socioeconomic groups, have been disseminated to all 11 wards and 8 villages. More specifically the department:

- ✓ Disseminates, translates, monitors and evaluates the implementation of the community Development Policy and programme as per NGOs Act No 24 of 2002.
- ✓ Coordinates all NGOs/CBOs activities in the District
- ✓ Monitors and Supervises NGOs activities to ensure compliance to the National NGOs Act and Policies

- ✓ Builds the capacities of local societies and CBOs
- ✓ Reviews the applications for certificate of NGOs registration and compliance at the District level
- ✓ Prepares and submits proposal for registration and de registration of NGOs to the Ministry level
- ✓ Collects and documents different community statistical data for official use

HIV/AIDS section coordinates all community's anti- HIV/AIDS initiatives and interventions. It also link all stakeholders initiatives concerning HIV/AIDS. A community development officer is appointed as a Council HIV/ AIDS Coordinator (CHAC). The section has the core functions to train community members on HIV/AIDS prevention, provide life skills for self employment to the people affected by HIV/AIDS, coordinate and monitor HIV/AIDS activities among community members, carryout and monitor HIV and AIDS intervention. This section is coordinated by one community development officer who is appointed to be a council HIVAIDS coordinator. The main duties of this sub-section are; to coordinate all community's HIV/AIDS prevention activities, Provide life skills for self employment to the People affected by HIV/AIDS , Monitoring of the council, ward and village HIV/AIDS committee and Follow up and evaluation of other stakeholders HIV/AIDS activities.

Gender and children sub-section is responsible for assuring the wellbeing of women and children. It also ensures economic empowerment of marginalized groups, gender equality and equity in ownership of resource. The section also deals with eradication of gender based violence and causes of poverty and holistic development of children; economic empowerment; as well as accessibility to credit facilities. It also works for capacity building, women economic group formation, gender mainstreaming in all development plans and activities, advocacy programme to raise community awareness on gender issues, eradicate traditions and customs which hinder development of children, community awareness creation on child rights, child protection law 2009, childhood education, commemoration of Women and child day as well as coordination of Women Development Fund (WDF).

Youth Section is responsible for youth affairs from social, political to economical matters. It coordinates Youth Development Funds (YDF), Organize youth groups and provide access to

soft loans, credit facilities and Markets of their products. Generally, its core functions rests upon of the economic empowerment of youth.

2.2.12.2 Utilization of YDF between 2010/2011 and 2015/2016

Table 2.41: Utilization of YDF between 2010/2011 and 2015/2016

Year	Ward Name	Name of Socio-economic Group	Number of the Members	Loan Amount
2010/2011	Kiwangwa	Kiwangwa Saccos	50	5,000,000
	Chalinze	Chalinze Jimbo Saccos	30	5,000,000
		Sub-Total		10,000,000
	Mapinga	Umoja Mapinga Saccos	45	4,000,000
	Kiromo	Chambezi Saccos	30	4,000,000
		Sub-Total		8,000,000
2012/2013	Dunda	Umamabamki	20	4,500,000
	Msata	Vicoba Msata	25	6,000,000
	Vigwaza	Nguvu Kazi	10	4,000,000
	Lugoba	Wandere Saccos	40	3,000,000
	Pera	Kivimape	14	2,000,000
	Bwilingu	Wandere Saccos	27	3,000,000
	Miono	Wapimi Youth Development	20	2,000,000.00
	Miono	Upendo Saccos	56	1,500,000.00
	Talawanda	Jikomboe Talawanda	10	1,000,000.00
	Talawanda	Nguvu Kazi Talawanda	11	1,000,000.00
	Zinga	Umoja Group Pande	10	2,500,000.00
	Pera	Upendo Group Pingo	18	2,000,000.00
	Pera	Bodaboda Group	15	1,500,000.00
	Ubenazomozi	Chapakazi	16	1,000,000.00
	Talawanda	Wandele Saccos	30	2,500,000.00
		Sub-Total		37,500,000.00

Year				
2013/2014	Kiwangwa	Wafugaji Bora Wa Kuku Kiwangwa	17	3,000,000.00
	Mbwewe	Mbwewe Bodaboda Operators	15	3,000,000.00
	Msata	Cama	20	2,000,000.00
	Bwilingu	Jikama	18	3,000,000.00
	Dunda	U-Art B	16	4,000,000.00
	Dunda	Vijana Beach	10	3,000,000.00
	Yombo	Nguvukazimatimbwa	10	2,000,000.00
	Dunda	Changanyikeni Vicoba	37	3,000,000.00
	Kimange	Bodaboda Youth Operators	16	2,000,000.00
	Ubenazomozi	Kinyanyuzi		4,000,000.00
	Kerege	Tushikamane	12	3,000,000.00
	Dunda	Tupendane Mapana	10	2,600,000.00
	Miono	Wapimi Youth Development	56	5,000,000.00
	Vigwaza	Msisimisi	12	4,000,000.00
	Vigwaza	Upendo Group	12	4,000,000.00
	Mkange	New Zaraninge	15	1,995,000.00
	Kibindu	Jitegemee Group	22	1,500,000.00
	Talawanda	Ebebeza	10	2,000,000.00
	Talawanda	Kujikwamua Kiuchumi	17	2,000,000.00
	Magomeni	Amani Group	15	3,000,000.00
	Kimange	Jaribu Bodaboda	13	2,000,000.00
		Sub-Total		60,095,000.00
2014/2015	Mandera	Tupendane Group	35	2,000,000.00
	Vigwaza	Vijana Jembe	15	4,000,000.00
	Mapinga	Uwabonvi	16	4,000,000.00

	Kerege	Neema Group	20	3,043,000.00
	Fukayosi	Maisha Ni Mtego	20	3,000,000.00
	Fukayosi	Msimamo Goup	18	3,000,000.00
	Talawanda	Vipau	14	2,500,000.00
	Miono	Upendo Saccos	56	4,000,000.00
	Bwilingu	Mkombozi Chahua	34	3,000,000.00
	Kimange	Bodaboda Kifuleta	14	4,000,000.00
	Magomeni	Uvijeba	16	3,000,000.00
	Kibindu	Jitihada Kwa Mabele	26	3,500,000.00
		Sub-Total		39,043,000.00
2015/2016	Yombo	Nguvu Kazi Matimbwa	10	5,000,000.00
	Nianjema	Songambebe	37	4,000,000.00
	Dunda	Changanyikeni Vicoba	30	6,000,000.00
	Kiromo	Umoja Vijana	27	4,606,203.77
	Mandera	Tupendane Group	34	4,508,769.23
	Pera	Upendo Group Pingo	20	4,000,000.00
	Mkange	New Zaraninge Vijana	19	3,000,000.00
	Vigwaza	Msisimisi	10	5,000,000.00
	Ubenazomozi	Wajasiliamali Mwidu Terminal	12	3,000,000.00
	Kiwangwa	Kiwamki	10	4,000,000.00
		Heshima Vicoba	15	5,000,000.00
		Uwadepimashu	12	5,000,000.00
		Sub-Total		53,114,973.00
		Total	1350	207,752,973.00

According to the findings of Table 2.41 on utilization of YDF, only 207,752,973.00 T.Shs was utilised between 2010/2011 and 2015/2016. However, that figure excludes TShs. 227, 430, 850 utilised in WDF. Thus making a total of TShs. 435,183,823.00 as loans for supporting various socio-economic development projects in their areas.

2.2.12.3 Community awareness creation on child rights, child protection law 2009

Bagamoyo District council in collaboration with other stakeholders is doing the best to ensure the rights of children and women are safeguarded. Prevalence of gender based violence in the community raised the great need of children and women's rights education. The percentage of sexual and gender based violence cases reported in 2016 is 19% .There is much to be done to eradicate the situation as it is the most prevalent.

The most critical issues affecting the department of community development, gender youth and children are:

- ✓ Lack of funds to support community ant- HIV/AIDS interventions,
- ✓ Inadequate fund for training in low level government,
- ✓ Low level of women representation in community leadership,
- ✓ Insufficient funds to empower women and youth.
- ✓ Stigma in the community,
- ✓ Poor attendance of community members in meetings,
- ✓ Poor participation of community in development projects,
- ✓ Mismatching of financial year calendar between Bagamoyo District Council and Non government,
- ✓ Lack of transparency in NGO's financial reports,
- ✓ Prevalence of gender based violence in the community,

2.2.13 The Department of Planning, Statistics and Monitoring

Bagamoyo district council's Planning, Statistics and Monitoring is an overseer of development projects of the council. The main role is coordination of all development activities of the council in order to ensure consideration of priorities and distribution of resources according to sectors so as to attain sustainable development. Other functions are: to prepare annual budgets and monitoring of all development projects within the District. The department has 6 staffs including the head of department. Other staff are: five (5) economists and one (1) statistician.

The departmental responsibilities includes: Monitoring and supervision of all development projects within the district, Preparation of council's development reports quarterly by coordinating with other departments, Collection of statistical data and other economic information necessary for preparation of economic and social policies. The department also carries researches and outline opportunities in various economic sectors. It also sets priorities for social development. Equally important, it collects, analyses, evaluates and interprets statistical data and present to higher levels. The department is also responsible for preparation of council's annual plan and budget, to coordinate the preparation of council's action plan and strategic plan, to collect necessary data for social economic profile and also work together with other institutions/organizations.

The department has managed to accomplish its duties that include: preparation of annual plan and budget for every financial year, as well as preparation of district investment plan. Up to June 2016, the department had a total of 103 established projects. The department continues to support implementation of various projects. Up to June 2017, the numbers of the accomplished projects supervised by the department were eight (8), and the numbers of the projects about the final stages are 24. Likewise, the numbers of the projects at the district council still in process are 69.

The department also had participated fully in national 2012 population and housing census. Despite such successes, the department face several constraints in accomplishing its daily activities. Among others include:

- ✓ Inadequate funds,
- ✓ Low support from the community on implementation of development projects,
- ✓ Delay in disbursement of funds from central government,
- ✓ Changes in donor policy and priorities,
- ✓ Weak ownership of various plans among key actors of the council
- ✓ Shortage of computers, printers and photocopier, stationeries and fuel,
- ✓ Shortage of fuel and means of transportation. This limit monitoring activities,

2.2.14 Finance and Trade

The department of finance and trade is responsible for maintaining the financial accounting, recording the system of the council in accordance with statute law, statutory direction given by financial memorandum, the Minister responsible for Local Government, standards issued by National Board of Accounting and Auditors (NBAA), International Accounting Standard Committee (IASC) as they related to the public sector and Small and Medium Enterprises Development Policy, 2003 issued by Minister responsible for Industry, Trade and Investment.

2.14.1 Staffing in the Department of Finance and Trade

Table 2.42: Staffing in the Department of Finance and Trade

No	Title	Required	Available	Deficit
1	HoD, Dept of Finance and Trade	1	1	0
2	Principal Accountant	1	1	0
3	Senior Accountant	1	1	0
4	Accountant I	6	6	0
5	Accountant Assistant	16	3	13
6	Accountant II	2	2	0
7	Assistant Accountant	6	6	0
8	Trade Officer	5	3	2
	Total	38	23	15

Source: Bagamoyo District Council, Department of Finance and Trade, 2016

Specifically, finance and trade department has the following functions. First, to advice on all financial matters to Council; Second, in combination with planning department and other head of departments the finance and trade department prepares annual estimates of income and expenditure; Third, it prepares financial reports and statements. Also, the department is responsible for: Enhancing internal control over funds expenditure by maintaining a sound accounting system; make proper custodian over Council Asset; make proper custodian over the all countable documents; supervise own sources revenue collection; as well as train local government officers in all matters related to financial management.

The Local Government Revenue Collection Information System [LGRCIS] is currently utilised by Bagamoyo District Council in collecting all of her revenue sources. This is in line with the Government order and direction. With the use of this system, the District Council shows improvement in terms of transparency and accountability.

2.14.2 Trend of own sources revenue collection for 2015/2016-2012/2013

The major sources of revenue in the district are: License fees, producers, market fees, service Levy, hotel levy, specific service fees, and other levy on business services, permit fees, fine and penalty. According to the available statistics, of all major sources of revenue in the district, Building Material Extraction License Fees has become the leading source. Bearing its contribution, the department has laid several measures/initiatives to strengthen the contribution of that source.

Table 2.43: Trend of own sources revenue collection for 2015/2016-2012/2013

Year	Estimate	Actual Collection
2015/2016	2,996,488,000	2,119,994,665
2014/2015	2,444,216,000	2,007,252,579
2013/2014	2,649,100,000	1,878,819,840
2012/2013	2,285,120,000	1,939,774,335
2011/2012	1,679,569,197	1,446,084,778
2010/2011	1,169,396,997	1,220,514,757

Source: Bagamoyo District Council, Audited financial statement, 2016

Besides those achievements, the department faces several barriers to attain its goals. Among issues include:

- (i) Political interference in some of Council's source of revenue
- (ii) Non refund of 30% of land rent from the Ministry of Land
- (iii) Insufficient resources for revenue collection such as motor vehicles, and electronic device for revenue collection (POS machine)

2.2.15 Procurement Management Unit

Historically, in the old public procurement system, the legal environment was based mainly on the Exchequer and Audit Ordinance, CAP 439 of 1961, and various pieces of legislation establishing the specific public authorities. In 1982, Local Government Authorities were re-established after ten years of decentralization of government administration under the

Decentralization Act, 1972. The re-establishing laws, that is, Local Government (District Authorities) Act No 7 of 1982 and the Local Government (Urban Authorities) Act No. 8 of 1982 gave the local authorities the objectives among others of promoting economic development within their areas of jurisdiction. Impliedly, issues related to public procurement in the Local Government Authorities (LGAs) were therefore, regulated by the Local Government (District Authorities) Act No 7 of 1982, the Local Government (Urban Authorities) Act No 8 of 1982 as well as the Local Government (Finances) Act No 9 of 1982. Pursuant to Section 42 of the Local Government (Finances) Act No. 9 of 1982, the Urban Councils' Financial Memorandum was issued in 1983.

In February, 2001 new public procurement legislation was passed by the Parliament and was subsequently signed by the President into law (The Public Procurement Act No 3 of 2001). The Act became effective on 1st July, 2001. Notably, the Public Procurement Act No 21 of 2004 was enacted by the parliament to repeal the Public procurement Act 2001 with a view of making better provisions for the regulation of public procurement in the Government of the united republic and providing for other related matters. The Public Procurement Act No 21 of 2004 was also repealed by the Public procurement Act No 7 of 2011 with a view to again making better provisions for the legislation. The Procurement Management Unit was established as per sect 37 of the Public Procurement Act No 7 of 2011.

Under the old public procurement system for Central Government and local Government Authorities, procurement was required to be made through Government Stores Department, Medical Stores Department for all medical or pharmaceutical supplies, Veterinary Stores Department for all veterinary supplies, Maji Stores Department for all supplies related to water supply, Government Press for all printing and forms, and for Contractors approved by tender boards for procurement other than already mentioned above. Following the statutory changes, the core functions of Procurement Management Unit in LGAs as listed in section 38 of the Public Procurement Act No 7 of 2011 include:

- ✓ Manage all procurement and disposal by tender activities of the procuring entity except adjudication and award of contract,
- ✓ Support the functioning of the tender board

- ✓ Implement the decision of the tender Board
- ✓ Act as a secretariat to the tender Board
- ✓ Plan the procurement and disposal by tender activities of the procuring entity
- ✓ Recommend procurement and disposal by tender procedure
- ✓ Check and prepare statement of requirements
- ✓ Prepare tendering documents
- ✓ Prepare advertisements of tender opportunities
- ✓ Prepare contract documents
- ✓ Issue approved contract document
- ✓ Maintain and archive records of procurement and disposal process
- ✓ Maintain a list of register of all contracts awarded
- ✓ Prepare monthly reports for the tender Board
- ✓ Prepare and submit to the management meeting quarterly reports on the implementation of the Annual Procurement Plan
- ✓ Co-ordinate the procurement and disposal activities of all the departments of the procuring entity and
- ✓ Prepare other reports as may be required from time to time

2.2.15.1 Staffing and Execution of Activities in the Procurement Management Unit

Currently, the Procurement Management at Bagamoyo District Council Unit has 7 staff out of 10 required staff. This pronounces a deficit of 3 staff. Besides such staff deficit, all procurement and disposal by tender activities of the procuring entity were well managed by Procurement Management Unit.

Between 2010/2011 and 2015/2016, the Procurement Management Unit has performed the following tasks:

- (i) To offer procurement training from the various council levels such as district, ward as well as village level
- (ii) To reduce audit queries by sticking to the public procurement rules, guidelines and procedures as per Public Procurement Act No 7 of 2011
- (iii) Removal of public disposals from the various council levels such as district, ward as well as village level

- (iv) To verify and enter the council properties in a permanent register

In the financial year 2016/2017, Bagamoyo District Council planned to spend a total of Tsh. 8,045,027,000.39 (Eight billion forty five million twenty seven thousand and cents thirty nine only). Of that amount,

- (i) Tsh. 3,427,549,071/= was planned for procurement of Road works and consultancy service,
- (ii) Tsh. 2,562,839,460.39/= was planned for procurement of goods and
- (iii) Tsh 2,054,618,469.00/= was planned for procurement of non-consultancy services.

Currently, out of Tsh. 8,045,027,000.39 /=, a total of Tsh 4,328,366,122.63/= has been spent in procurement, which is equal to 53.8%.

However, procurement issues in the District are affected by:

- ✓ Budgetary constraints including non release of some budgeted funds,
- ✓ Political interference
- ✓ Inadequate training to sharpen our knowledge,
- ✓ Poor working conditions,
- ✓ Inadequate response on procurement opportunities,
- ✓ market conditions,
- ✓ Inadequate working tools, as well as
- ✓ Poor reporting system of procurements made at the village and ward levels.

2.2.16 Internal Audit

Establishing a systematic assurance and disciplined approach for improving the effectiveness in utilization of resources and governance processes add value towards improving an organization's operations and thusly accomplishment of its objectives. Section 45 (1) of The Local Government Finances Act, 1982 (Revised 2000) and Order 13 of the Local Government Financial Memorandum, 2009 require Accounting Officers of each LGA to establish and maintain an effective Internal Audit Unit as part of the organization's framework internal controls. According to IPPF and ITAF as issued by the IIA and ISACA respectively, the purpose of internal auditing is to add value by improving operations of the audited institutions. This is done by assisting all levels of management to achieve their objectives through effective discharge of their responsibilities.

Internal auditing is defined as an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. This is according to the International Professional Practice Framework (IPPF) issued by the Institute of Internal Auditors

(IIA) whereby the NBAA on behalf of the Government of URT in March, 2011 adopted to be used by the internal auditors in Tanzania including those in Public Sectors.

The Internal Auditors in these institutions have the role to:

- ✓ Preparation of Audit reports and submit them to higher authorities
- ✓ Ensure that, all expenditure is lawful and properly authorized
- ✓ Perform audit assurance in an objective and analytical manner, in accordance with International Professional Practice Framework, and
- ✓ Engage in consultancy and furnishing management with analyses, appraisals
- ✓ Offer recommendations aimed at identifying avenues for improvement in risk management, control and governance processes.
- ✓ Performing any other activities as may be directed by the Director
- ✓ Making sure that utmost economy is exercised in expenditure (Value for Money Audit-VFM)
- ✓ To prepare and review Audit Program every Financial year
- ✓ To supervise daily operations for the Unit
- ✓ Preparation and review of Audit Plans every Financial Year
- ✓ Preparation of Annual budget for the Unit

In Bagamoyo District Council, the Internal Audit unit has performed the following tasks:

- ✓ Worked out on the recommendations of the internal and external audits made the Council,
- ✓ Enhanced audit techniques on epicor application system to the internal audit staffs
- ✓ Enhanced Internal audit coverage on development projects
- ✓ Enhanced Basic Book keeping knowledge and record keeping on 11 wards, and 74 hamlets (vitongoji) within the district Council
- ✓ Improved conducive working environment to the internal audit staffs

The trends in auditing reports for Bagamoyo District Council are as follows:
(Unqualified/Qualified)

*In the Financial year 2011/2012 the district acquired **Unqualified Audit Opinion***

*In the Financial year 2012/2013 the district acquired **Unqualified Audit Opinion***

*In the Financial year 2013/2014 the district acquired **Unqualified Audit Opinion***

*In the Financial year 2014/2015 the district acquired **Unqualified Audit Opinion***

*In the Financial year 2015/2016 the district acquired **Unqualified Audit Opinion**.*

Moreover, the major problems facing the internal audit include:

- ✓ Un-conducive working environment,
- ✓ Deficit in staffing,
- ✓ Limited funding,
- ✓ Staff's negative attitude towards Audit unit,
- ✓ Lack of working tools,
- ✓ Lack of knowledge to stakeholders who undertake various projects at the district, ward and village levels

2.2.17 Legal Section

Legal Section is one among the six units of Bagamoyo District Council. It was established in 1987 after the Central Government realization that such a unit is crucial for the functionalities of local authorities. Its major functions revolves around provision of legal services to the council to prevent it from any kind of threat of litigation or risks in contractual agreements. Legal section is an independent section and the head of the section report to the Council Director according to the organization structure. According to council, 2 staff working in this section are required to have at least Post Graduate Diploma in Legal Practice. However, for the case of Bagamoyo District Council, there is only one qualified staff who is also heading the section. The required numbers of staff are three. The section also works in line with the office of attorney general. The council anticipates proper legal advice delivered timely to prevent council interests and to avoid any unnecessary risk to the council.

Legal section deals with village and ward tribunals. Currently, there are 2 village land tribunals, and 11 ward tribunals though they are not that much active. The major hindrance for the performance of both village land tribunal and ward tribunal is lack of competent members, absence of fund to supply stationary and sitting allowance to members. Moreover there are no offices/rooms in all villages and wards for members to execute their duties as well as poor support from local leaders.

Council legal officer has the following duties; provide legal advice to the authority in all legal matters, to represent the council in court or tribunal, to safeguard council interest in any contractual agreement, draft council bylaws and submit to the higher authority for approval, provide legal aid to the needy, vet contract document before endorsement of signatures by parties, prepare performance quarterly report, to supervise and ensure implementation of council by law. For the year 2016/2017 the section enhanced: the council delivery of services according to the laws of the country, better decision making process in local government i.e through council committees and the council meeting. Amidst such gloom, the Council has no any unwarranted legal dispute with the community or individuals save for minor cases reported and others in court.

2.2.17.1 Achievements Made by Legal Section in Bagamoyo District Council

Over the past five years, the Unit has succeeded in implementing the following;

- 1) Represented the Council in the Court of law, whereas of 19 cases filed, the council has won 15 cases.
- 2) Provided legal advice to the council, 12 Wards and 174 helmets. Whereas the advice provided enabled those institutions to carry out their business in accordance to rule of law.
- 3) Enacted of the council bylaws, where 10 by laws were enacted for enabling the council and its institutions to carry out their function properly.
- 4) Provided legal education to the community about their rights and responsibility to the council and government in general.
- 5) Provided training to the Ward and village land tribunal. Basically, all wards were trained to build their capacity.
- 6) Preparation of various legal document

2.2.17.2 Challenges Experienced by Legal Section in Bagamoyo District Council

Despite of the successful mentioned here above, the unit has following Challenges;

- ✓ The lack funds, the unit does not receive grant from the central Government compared by other department. The major sources of fund of the unit is only the Council own source collection which sometime not effectively collected by the council due to various factors. This lead to the failure of the unit to carry out its roles effectively.
- ✓ The non-compliance of the principle of the rule of law and good governance by some member of the Council that lead to the Council being sued or sue.
- ✓ Lack of coordination with other department. This leads to the decision that violates the principles of good governance and rule of law.
- ✓ Shortage of one stuff as well as absence of reference books.

2.2.18 Information, Communication, Technology and Public Relations

Over the last decade, Information, Communication and Technology has become the driving tool of organizational efficiency, effectiveness and thusly successes. The unit of Information, Communication, Technology and Public Relations was established on 8 June, 2011. The ICT unit main functions are: supervise all ICT systems, ICT equipment service and maintenance, Communication via internet, provide specification and inspections of ICT equipments and to support users on ICT technical issues. Core functions of ICT unit are to:

- ✓ Provide technical support to all officers of the council in ICT area,
- ✓ Provide training for council staff in terms of various programs related to ICT,
- ✓ Manage ICT policies, strategies and directives issued by Central Government on the operation of the systems, infrastructure as well as ICT facilities,
- ✓ Foresee requirements of ICT systems so as to processed and used,
- ✓ Ensure that the Local Area Network (LAN) works well and internet services are available,
- ✓ Analyze and identify services that can be delivered with an electronic system in the council,
- ✓ Provide ICT facilities specification for procurement,
- ✓ Participate in ICT equipment tenders and quality assurance before its use,
- ✓ To ensure the council has a website and is available all at all times,

- ✓ To ensure ICT systems in Council operates as required,
- ✓ Forming orderly record keeping and data to be used in times of disaster,
- ✓ To prepare operational plan and budget on ICT implementation
- ✓ To prepare strategic plan towards implementation of ICT in the council,
- ✓ Make and manage the maintenance of all ICT facilities,
- ✓ Research and analyze ICT equipment problems and offer solutions,
- ✓ Collaborate closely with Regional and Ministerial expertise on ICT for sharing experience and capacity building.

2.2.18.1 Bagamoyo District Council Information Systems

Basically, it is not the use of ICT that gives credit to public organization, rather the number of established systems supported by ICT. Within Bagamoyo District Council, there are different systems which are supervised by the ICT unit. Among others include: Local Government Revenue Collection Information System (LGRCIS); Human Capital Management Information System (HCMIS); Integrated Financial Management Information System (IFMIS); Primary Records Manager (PReM); Basic Education Management Information System (BEMIS); Procurement Management Information System (PMIS); Water Management Information System (MIS); as well as Agriculture Routine Data System (ARDS).

Currently, the District Road Management System (DROMAS) is coordinated by TARURA and not Bagamoyo District Council (BDC). Likewise, BDC is yet to implement Integrated Land Management System (ILMIS); and GoTHOMIS. Both of the systems are among the targets to be reached in terms of implementation in the Strategic Plan (SP) for 2016/2017 to 2020/2021.

LGRCIS is a system used for revenue collection connected at central server Dodoma. Bagamoyo District Council has 15 revenue collection points which also need 17 Point of Sale (POS) devices since some of the collection points are large and cannot be serviced by 2 POS. In order to cover all 15 collection points, 2 extra collection devices (POS) are required. Likewise, the Integrated Financial Management Information System (IFMIS) runs at epicor software - is automated system that enhances efficiency in planning, budgeting, procurement, expenditure management and reporting in district and national level. Currently the system is used by accounts department, procurement unit, internal audit unit. There are seven computers connected to the central server at PORALG Dodoma

Human Capital Management Information System (HCMIS) uses Lawson portal-the system support implementation of human capital management system. It deals with recruitment, employee training, Employee appraisal, personal management tasks, Reports and salary control. Currently there are two Human Resource computer of running Lawson portal.

Medium Term Expenditure Framework(MTEF) system runs with Planrep software- is a transparent planning and budget formulation process within which the council and central Government establish credible contracts for allocating public resources to their strategic priorities while ensuring overall fiscal discipline. The system is a web-based. Currently at least one computer from each 13 department and 6 units are installed with Planrep software.

Basic Education Management Information System (BEMIS)- this system used to provide education (Primary and Secondary) statistics including teachers, students, classrooms, desks, latrines. Currently the system connected at central server at Dodoma and both primary and secondary departments have access to this system. Primary Records Manager (PReM)- is the system used to store primary school students reports including registration, to feed results, transfer, monitoring and report writing. This is online system, users login via internet. Users of the systems are District Primary Education Officer (DEO (P), District primary Academic Officer (DAO), Primary Statistics and Logistics officer (SLO) and ICT officer.

Procurement Management Information System (PMIS) is used by procurement unit to submit monthly and quarterly procurement reports, preparation of annual procurement plan, sending tender board information on their appointment to Public Procurement Regulatory Authority (PPRA) and links council and PPRA information. The system is online, credentials given to procurement staff after training. Currently no procurement staff has been trained.

Water Management Information System (MIS) is the computer-based system that provides managers with the tool to organize evaluate and efficiently manage department within an organization. The water MIS is web based system. Currently system is used by water department whereby internal auditor, water engineer and accountant has credentials to access the system. Agriculture Routine Data System (ARDS) - is a system whereby agricultural

performance information are collected, managed and transmitted from the Agriculture Sector Lead Ministries (ASLMs) through regions. ARDS is composed of Village Agriculture Executive Officer and Ward Agriculture Executive Officer (VAEO/WAEO). It has both, (village/ward format), the integrated Data Collection Format (District format) and the ARDS Local Government Monitoring Database. Currently Agriculture and livestock data are collected daily in villages by VAEO and submitted to district headquarter to enter to the ARDS. The system is web based thus, staffs have credential to access the system.

Equally important, the District has telephone communication from TTCL, Vodacom, Tigo, Airtel, Zantel, as well as Halotel companies. Also, there are several station available such as Radio Free Africa (RFA), Radio One Stereo, Radio Zanzibar (ZBC) and Tumaini Radio. In most of the villages and town centers there is are radio signal. On television communication: Most Television stations are reached via satellite dishes connected with internet: There are several companies provide internet services (TTCL, Vodacom, Tigo, Halotel, Zantel as well as Airtel. On website use, currently there is district official website. Local Area Network (LAN) is available at District Hospital in 5 buildings (X-ray, 2 Administration blocks, Outpatient block and Theatre block). This LAN assists in Health electronic revenue collection system (GOTHOMIS), Telemedicine and internet services. Another LAN connects administration blocks with TASAF office, Trade and Education where there are system connected to router and switches at epicor room. This LAN service only BEMIS, LGRCIS, IFMIS, HCMIS, PSSNC systems, no internet services through this LAN. Despite those achievements realized in the section that deals with ICT and Public Relations, there are several inadequacies. Among others include: Lack of office, Inadequate office facilities, Shortage of staff, Delay in network connectivity from TTCL to District Council, Limited knowledge of the system ICT equipments users, budget constraints, Lack of sufficient knowledge in new ICT technologies, the absence of Local Area Network (LAN) that meets the needs, as well as failure to provide maintenance of ICT facilities on time.

2.2.19 Election Section

Literally, election unit deals with management issues of government elections at the local government level. , including local government elections and General Elections and ensure all elections follow the rules and regulations established. The core functions of election unit include:

Preparation of the election, verification of the areas where elections are supposed to be conducted, provide voters education and election equipments, as well as guidelines and instructions on elections. Bagamoyo District council is one electoral constituency of Bagamoyo District, located in the Coast Region. As per 2015 election, it is currently led by MP elected from Chama Cha Mapinduzi (CCM). The Constituency of Bagamoyo District council has 2 Divisions, 11 wards, 8 villages, and 118 Hamlets. Although the number of polling stations depends on the registered number of citizens, quite often 400 members qualifies for one polling station. According to Population and Housing census of 2012, Bagamoyo District was estimated to have 97,660 residents. Out of these, about 79,709 qualified to vote for election. However, during the last Presidential election, 48,196 voted. This is equivalent to 60.42% of all registered residents. Practically, the number of polling stations in Bagamoyo District Council was 213 (As per the last 2014 local government election). All polling stations were located public institutions, and were in good order. In situations where there were deficits for meeting the number of polling stations, temporary structures were raised to meet the demands.

In the last election, six (6) dominant political parties legally registered participated in various political activities in Bagamoyo District council. The parties include: The Chama cha Mapinduzi (CCM), the Civic United Front (CUF), ACT-Wazalendo, Jahazi Asilia and CHAUMA. Electoral campaigns were coordinated in line with the guidelines provided by the National Electoral Commission (NEC). The electoral campaigns and election were conducted peaceful, however minor irregularities were observed especially during the party campaigns. Among others include: Failure to observe the allocated time and moving beyond the prescribed campaigned time; the use of jovial-political insults against fellow contestants, Destruction of political contestants pictures, as well as improper requests to re-schedules the campaign time table during the allocated time.

The dominant critical issues affecting election unit are:

- ✓ There is an increased citizen mis-trust to electoral process
- ✓ Mis-match between the budget allocated by NEC and the constituency needs. The budgetary allocation need not reflect hired transport costs,
- ✓ Poor citizen participation in politics and elections. Only 61.22% of 78,727 registered and qualified to vote for election participated during election
- ✓ The delay in submitting electoral tools in the polling stations such as vote register limited citizen participation in elections

2.3 Analysis of External Environment

While the internal environment explored the profile and performance of each of the department/section in Bagamoyo District council, the analysis of external environment understanding the contextual setting envisaged in formulating strategic objectives for the development of the District in the next five years to come. This helps the Bagamoyo District Council (BDC) to position itself in the broader context of the changing external environment. The external surroundings in which Bagamoyo District Council operates, includes not only the international atmosphere, but also the national boundary that revolves around the National vision, long term perspectives plans, national policies and international agenda which Tanzania has committed to adhere with. Thusly, Bagamoyo District Council is obliged to contribute towards achieving the similar.

2.3.1 Tanzania Development Vision 2025

Tanzania is one of the countries striving with eradicating absolute poverty to its community. The country envisions that by 2025 will have attained a remarkable development from a least developed to a middle income country in the areas of high quality livelihood, peace, stability and unity, good governance, as well as educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits. Within the lens of High Quality Livelihood, a nation's development should be people-centered, based on sustainable and shared growth and be free from abject poverty. For Tanzania, this development will be achieved through creation of wealth and its equitable distribution in society. Further, emphasis should be built on empowerment, effective democratic as well as popular participation of social groups (men and women, boys and girls, the young and old and the able and disabled persons) in society. In particular, by the year 2025, racial and gender imbalances will be mitigated in such a way that economic activities will not be identifiable by gender or race. All social relations and processes, which manifest and breed inequality in all aspects of the society (i.e., law, politics, employment, education, culture), will have been reformed.

On Peace, stability and unity, A nation should enjoy peace, political stability, national unity and social cohesion in an environment of democracy and political and social tolerance. Although Tanzania has enjoyed national unity, peace and stability for a long time, these attributes must

continue to be cultivated, nurtured and sustained as important pillars for the realization of the Vision. With regard to Good Governance, Tanzania cherishes good governance and the rule of law in the process of creating wealth and sharing benefits in society and seeks to ensure that its people are empowered with the capacity to make their leaders and all public servants especially those working at BDC accountable.

By 2025, it is expected that good governance will be permeated the national socio-economic structure thereby ensuring a culture of accountability, rewarding good performance and effectively curbing corruption and other vices in society. On A Well Educated and Learning Society, Tanzania envisages being a nation whose people are ingrained with a developmental mindset and competitive spirit. These attributes are driven by education and knowledge and are critical in enabling the nation to effectively utilize knowledge in mobilizing domestic resources for assuring the provision of people's basic needs and for attaining competitiveness in the regional and global economy. Tanzania would brace itself to attain creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally, cognizant of the reality that competitive leadership in the 21st century will hinge on the level and quality of education and knowledge. To this effect, Tanzania should:

The vision indicates that, the transformation is expected to occur through a gradual industrialization of the currently agriculture-based economy. The achievement of the TDV 2025 relay very much on National development plans, strategies, supportive policies, plans at Districts and at low level of government, and commitment of Tanzanians in their respective localities. Bagamoyo District Council Strategic Plan 2016/17-20/21 is therefore a useful instrument to achieve the TDV 2025. The effectiveness of the implementation of this strategic plan will ultimately result into realization of TDV 2025.

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

The Long Term Perspective Plan (LTTP, 2011/2012-2025/2026) is being implemented in a series of Five Year Development Plans. In order to realize the socio-economic transformation envisaged in TDV 2025, the LTTP's strategic direction delineates specific sector policies, guiding principles and long-term objectives and targets. With greater emphasis on capital (development) investment,

particularly in the productive sectors and human resources (skills) development, the Plan gives adequate attention to protect and improve the social sector gains, governance and key cross-cutting issues. This being the case Bagamoyo District Council plans and strategies always are focused on the strategic direction envisaged in the LTPP as a way of ensuring its contribution to the implementation of the National LTPP.

2.3.3 The Tanzania Five Years Development Plan 2016/2017-2020/2021 (FYP II)

This is an important milestone for Tanzania that a formal Five Year Development Plan is being unveiled. Spanning from 2016/2017 to 2020/2021, the Plan is the formal implementation tool of the country's development agenda, articulated in the Tanzania Development Vision 2025.

The theme of FYDP II “Nurturing Industrialization for Economic Transformation and Human Development” incorporates the main focus of the two frameworks, namely growth and transformation and poverty reduction. FYDP II outlines new interventions to enable Tanzania industrialize in a way that will transform its economy and its society. FYDP II is built on three pillars of transformation, namely industrialization, human development, and implementation effectiveness. Specifically, the Plan aspires to:

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

Since generally, the theme of this plan is “Nurturing Industrialization for Economic Transformation and Human Development”. This transformation is expected to be realized through, among others, fostering economic growth, reducing economic vulnerability, enhancing forward and backward linkages between and within sectors, ensuring positive spill-over effects of skills development and technology innovation, creation of decent jobs and ensuring environmental sustainability. This being the case adequately mainstreamed through its strategic plan 2016/2017-2020/2021 is committed to working with various stakeholders to ensure that the current Five Year National Development Plan is realized effectively.

2.3.4 Tanzania Open Government Partnership (OGP): Third National Action Plan 2016/17 - 2017/18

Launched in 2011, the Open Government Partnership (OGP) has rapidly grown from eight founding Governments to nearly 70. Throughout, the OGP has operated as a partnership between Governments and Civil Society Organizations (CSOs), with Action Plans developed, implemented and monitored jointly by Governments and CSOs. The thrust of OGP is to promote transparency, empower citizens, fight corruption, and harness new technologies to improve governance. Tanzania joined OGP in 2011 and has already completed two phases of the OGP cycle. Phase I was implemented between 2012/13-2013/14 whereas Phase II was implemented between 2014/15-2015/16. This is Tanzania’s Third National Action Plan (NAP III). It contains specific and realistic commitments meant to enhance transparency, accountability, and public participation in the governance of Tanzania. The National Action Plan III (NAP III) draws on the experiences and lessons from NAP II, constructive inputs from Civil Society and different Government Departments, Recommendations from the Independent Reporting Mechanism (IRM) have also been taken into account. NAP III’s Commitments are designed to address real problems and create positive changes in the lives of Tanzanians. Tanzania’s Fifth Phase Government, under H.E. President John Pombe Joseph Magufuli, is keen to promote open and responsive government as part of the Government’s commitment to efficient and accountable government with strong Anti corruption stance.

Bagamoyo District Council through this strategic plan will significantly support and strengthen implementation of the OGP Third National Action Plan; while banking on a dialogue mechanism

between CSO's and the Government that is sustainable throughout the National OGP cycle. It is expected therefore the District will not only strengthen partners' relationship and collaboration but also enhance implementation of principles of Good Governance.

2.3.5 Agenda 2063: The Africa We Want

The adopted a continental plan for the next fifty years as per 24th African Union Assembly held in January 2015 is hereby considered in the development of this strategic plan. It aims to ensure transformation and sustainable development for future generations through Agenda 2063. Agenda 2063 is a 50 year strategic aspirations that African Union states committed to achieve by 2063. The African states have rededicated themselves to the enduring Pan African vision of *“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.”* As a Vision and an Action Plan, this integration agenda is the blue-print that will guide the ongoing transformation of Africa. It calls for action to all segments of African society to work together, to build a prosperous and united Africa based on shared values and a common destiny. The aspirations reflect the desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens. Africa is self-confident in its identity, heritage, culture and shared values and as a strong, united and influential partner on the global stage making its contribution to peace, human progress, peaceful co-existence and welfare.

Africa is confident that has the capability to realise her full potential in development, culture and peace and to establish flourishing, inclusive and prosperous societies. Thus, commit to act together towards achieving the following aspirations:

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

Aspiration 2: An integrated continent, politically united, based on the ideals of Pan-Africanism and the vision

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

Aspiration 4: A peaceful and secure Africa

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

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

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

2.3.6 Sustainable Development Goals (SDGs)

Following the end of the Millennium Development Goals (MDGs) in 2015, the UN member states had 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 state has committed to achieve 17 goals and 69 Targets by 2030 deadline. Therefore Bagamoyo District Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that Endeavour. The Sustainable Development Goals which Bagamoyo 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 just, peaceful and inclusive societies

Goal 17: Revitalize the global partnership for sustainable development

2.3.7 Small and Medium Enterprise Development Policy 2002

In Tanzania, the Small Medium Enterprise (SME) sector has been recognised as a significant sector in employment creation, income generation, poverty alleviation and as a base for industrial development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force and has greatest potential for further employment generation. Moreover, the SIDP does address the aspect of small industries but as a matter of fact, the SME sector covers more economic activities than manufacturing alone. As such strategies and programmes identified by SIDP have lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining and services.

The currently BDC strategic plan embraces this policy in terms of covering the whole range of economic activities being performed by SME broad spectrum. In addition, the SMEs by nature of their scale require specific interventions to nurse them. In the international perspective, economies that have strong SME sectors have being due to having in place, clear guidance, focused visions and appropriate strategies arising from well-designed SME policies. Based on the importance of this sector and its potential, the SME Development Policy has been designed to revitalise the sector to enable it to contribute to the objective of the National Development Vision 2025. Furthermore, it aims at creating a mechanism to put in place an effective institutional framework for its implementation, coordination, monitoring and evaluation. Central to all these strategies is the ultimate objective of attaining rural industrialisation in line with the Poverty Reduction Strategy and the Vision 2025. The policy aims at revolutionising the SME sector to make it sustainable agent of stimulation of growth of the economy.

The vision of the SME Development Policy is to have a vibrant and dynamic SME sector that ensures effective utilisation of available resources to attain accelerated and sustainable growth. The mission of this Policy is to stimulate development and growth of SME activities through

improved infrastructure, enhanced service provision and creation of conducive legal and institutional framework so as to achieve competitiveness. The overall objective of this policy is to foster job creation and income generation through promoting the creation of new SMEs and improving the performance and competitiveness of the existing ones to increase their participation and contribution to the Tanzanian economy. The policy covers the following key areas: Reviewing and reconsidering public policies and regulations that discriminate against or hinder the start-up, survival, formalisation and growth of SMEs, Enhancing the growth of the sector, Identifying and assigning clear roles of key actors, Developing strategies that will facilitate provision of financial and non financial services to SMEs, Developing and institutionalising public private partnerships for SME sector development.

Since the contemporary industrialisation base is relatively weak in the council, Bagamoyo District Council is striving to become a centre for investment and industrialization for sustainable development of the community. The established EPZ and Harbour at Mbegani area will definitely offer strategic opportunities to enhance the capacity of SMEs in the council.

2.3.8 Tanzania Mini- Tiger Plan

Mini-Tiger Plan 2020 gives Tanzania a golden opportunity to accelerate her economic growth to 8-10% from the current 7-7.5-6% by adopting the Asian Economic Development Model. The Model is focusing on employment creation by attracting Foreign Direct Investment (FDI) and promoting exports by developing Special Economic Zone (SEZ). Economic Miracle of Asian Economy is basically creating “Ponds” (SEZ) and attracting “Migrating Birds” (Investment especially FDI) - “Ponds and Birds” theory. Tanzania is still faced with many bottlenecks and problems for attracting FDI due to shortcomings such as underdeveloped infrastructure, weak banking system, weak entrepreneurship/venture spirit and weak manpower skills for developing modern industry. In order to overcome these problems and bottlenecks, “Ponds and Birds” theory offers a solution which has been successfully applied in the Asian countries including ASEAN, China, India and more recently Vietnam. “Ponds and Birds” theory should work for Tanzania as well if Tanzania works diligently and quickly with the utmost efforts and enthusiasm from the President to Villagers. Tanzania Mini-Tiger Plan 2020 is to follow the success path of Asian Miracle by starting developing “Ponds” (SEZ) in the most promising areas and promising sectors.

Basic three stage strategy for accelerating to 8-10% annual growth includes: Build Special Economic Zones (EPZ) and aggressively promoting most promising industries (Primary, Light Industry and Tourism) by use of well proven SEZ Concept (Ponds and Birds Theory), Quickly improve the National Balance Sheet by expanding exports from \$1.0 billion to \$2-3 billion within 3-4 years by using “Ponds and Birds” theory and then, expand needed public projects in power/energy/water/transport sector by long-term borrowing from Multilateral and Bilateral development banks. Bagamoyo District Council is committed in promoting industrialisation for human development that shall contribute regional growth hence promoting to the National target of economic growth to 8-10% by 2020.

2.3.9 National Agriculture Policy 2013

Agriculture is the mainstay of the Tanzanian economy contributing to about 24.1 percent of GDP, 30 per cent of export earnings and employs about 75 percent of the total labour force. The rate of growth in agriculture is higher than the average annual population growth rate of 2.6 percent implying growth in incomes. However, the average agricultural growth rate of 4.4 percent is insufficient to lead to significant wealth creation and alleviation of poverty, given the low level of agricultural development. Attaining poverty alleviation requires annual agricultural growth rate of from 6 to 8 percent.

Generally, food crops account for about 65 percent of agricultural GDP while cash crops account for about 10 percent. Maize is the most important crop accounting for over 20 percent of agricultural GDP. Agricultural export crops have been growing at about 6 percent while food crops have been growing at 4 percent. Food and cash crops account for about 70 percent of rural incomes. During the formulation of the NAP 2013, a holistic approach has been adopted in order to move away from the concept of food and cash crops towards agricultural commodities encompassing the two concepts as some food crops are also used for cash earning hence there is no demarcation on whether such crops are cash and/or food crops. The National Agriculture Policy 2013 also takes into account the existence of huge potential and opportunities for development of the agricultural sector. In this view Vision of agriculture policy is:

An agricultural sector that is modernized, commercial, highly productive and profitable; that utilizes natural resources in an overall sustainable manner in Eastern and Central Africa that acts as an effective basis for inter-sectoral linkages by the year 2025. The Mission is: To facilitate the transformation of the agricultural sector into modern, commercial and competitive sector in order to ensure food security and poverty alleviation through increased volumes of competitive crop products. The General Objective is: To develop an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation. Since agriculture is the mainstay of Bagamoyo District Council's economy. This strategic plan takes into account the existence of huge potential and opportunities for development of the agricultural sector in the District. Bagamoyo District Council should strive to achieve the following as directed in the policy:

- Strengthen agricultural support and technical services (research, mechanization, irrigation, extension and training);
- Increase production, productivity and profitability from utilization of the factors of production (land, labour and capital);
- Enhance national food and nutrition security and production of surplus for export;
- Improve agricultural processing with a view to add value to agricultural produce and create jobs;
- Enhance production of quality products in order to improve competitiveness of agricultural products in the domestic, regional and international markets;
- Increase foreign exchange earnings from exportation of agricultural products;
- Provide enabling environment to attract private sector investment to take advantage of existing comparative and competitive advantages;
- Strengthen inter-sectoral coordination and linkages to increase efficiency and effectiveness;
- Protect and promote integrated and sustainable utilization of agricultural lands; and
- Promote implementation of cross cutting issues in agricultural undertakings.

2.3.10 National Livestock Policy 2006

The livestock industry has maintained a steady annual growth rate of over 2.7 percent during the last decade. This is lower than the rate of human population growth of 2.9 percent. According to NSGRP the livestock industry is expected to grow at 9% by year

2010. About 40% of the 3.9 million agricultural households in Tanzania are involved in crops and livestock production. The potential to increase both livestock production and productivity and its contribution to GDP exist, as the land carrying capacity of up to 20 million Livestock Units has not been fully utilized. In promoting livestock development the Vision of livestock policy is “By year 2025, there should be a livestock sector, which to a large extent shall be commercially run, modern and sustainable, using improved and highly productive livestock to ensure food security, improved income for the household and the nation while conserving the environment.” The mission of the livestock industry is:-“To ensure that livestock resource is developed and managed sustainably for economic growth and improved human livelihoods”. The overall objective of the National Livestock Policy is to develop a competitive and more

efficient livestock industry that contributes to the improvement of the well being of the people whose principal occupation and livelihood is based on livestock.

In promoting livestock production Bagamoyo District Council is committed to:

- ☐ Contribute towards national food security through increased production, processing and marketing of livestock products to meet national nutritional requirements.
- ☐ Improve standards of living of people engaged in the livestock industry through increased income generation from livestock.
- ☐ Increase the quantity and quality of livestock and livestock products as raw materials for local industry and export.
- ☐ Promote integrated and sustainable use and management of natural resources related to livestock production in order to achieve environmental sustainability.
- ☐ Strengthen technical support services, develop and disseminate new technologies.
- ☐ Develop human resources including livestock farmers.
- ☐ Promote production of safe and quality foods of animal origin in order to safeguard consumers.
- ☐ Promote the use of draught animal power and biogas utilization.
- ☐ Mainstream cross-cutting and cross-sectoral issues such as gender, HIV/AIDS, land and environment.

2.4 Stakeholders' Analysis during the Strategic Planning Process

For the purpose of this report, a stakeholder is conceptualized as any individual, community, group, or organization with an interest in the outcome of a program or vested with the potential to influence the program either positively or negatively, by its actions, statements, or other behavior. Stakeholder analysis helped at:

- ✓ Identification of key stakeholders of the strategic plan at BDC
- ✓ Understand the interests of all stakeholders who may either affect or be affected by implementation of the strategic plan at BDC
- ✓ Uncover potential conflicts or risks that could jeopardize the implementation the strategic plan at BDC
- ✓ Identify potential participants for a collaborative networks in the implementation of SP at BDC
- ✓ Analyze key opportunities or to build new ones that will facilitate policy implementation.

Bagamoyo District Council has heterogeneous stakeholders with varied interest, perceptions, expectations, capacity and priorities. Therefore stakeholders were explicitly analysed to be understood and recognized in the process of problem identification, objective setting, target formulation and strategy selection.

Stakeholders' analysis for Bagamoyo District Council involved the process of analyzing individuals, groups of people, institutions or firms, agencies that may have a significant interest in the success of the rolling strategic plan. Stakeholders' analysis result for Bagamoyo District Council is provided in the matrix below.

Table 2.44: Stakeholders' Analysis during the Strategic Planning Process

• Bagamoyo Community members.	• All Sectoral Ministries & Donor Funding Agencies
• 8 Village Councils.	• Non-governmental Organization.
• RS – Regional Secretariat	• JICA
• President's Office Regional Administration and Local Government.	• UNDP
• Ministry of Finance & Economic Affairs	
• 57 Cooperative societies.	• Peasants, pastoralists, livestock keepers, businessmen
• Civil societies.	
• All Public institutions in the district	

Source: Fieldwork data, June 2016

The stakeholders' analysis during the Strategic Planning process helped at identifying stakeholder groups, their interest/expectation as well as effects for not meeting their expectations in the strategic plan across each sector, such as [health, education, agriculture] and many more.

Table 2.45: Stakeholders' Analysis Matrix:-

No	Stakeholder	Expectations/Interest	Impact/Effects for not meeting expectations	Rank
1	Community of Bagamoyo District	Improvement in the delivery of social and economic services. Improvement in their livelihood	Dissatisfaction of the community on the council performance Possible failure of the community to perform their economic activities	HIGH
2	Village Councils	Technical guidance and financial support to their village development plans.	Poor project implementation resulting to poor social and economic services	HIGH
3	Regional Secretariat	To provide technical advise to the District Council Supervisor of the Government policy guideline and circulars Linkage between the LG and CG Oversee the District Development plans.	-Poor planning and Poor implementation of the Development Program -Poor harmonization of government policy and guideline.	HIGH
4	President's Office Regional Administration and Local Government (PO-RALG)	-Provide financial support for the execution of Council development activities/Programs - Capacity building , Supply national policy, guideline and circular for the effective and efficient management of the Council. - Supervision of the council.	Poor implementation of the Council activities Poor governance in the Council	HIGH
5	MINISTRY OF FINANCE AND ECONOMIC AFFAIRS (MFEA)	Provide financial support Provides technical advisory on Financial Orders & Management.	Lack of Funds for the implementation of the Council activities. Poor financial management.	HIGH
6	Cooperative Primary Societies	Technical advice, support auditing and preparing their Final Accounts statements.	Deterioration in performance of Primary cooperative societies	MEDIUM
7	Civil Societies	Council supports their activities.	Enhancement of their interests	MEDIUM
8	Public Institutions	To provide technical, and financial support.	Community members will be affected socially and economically. Productivity may decrease Revenue and other sources will deteriorate.	MEDIUM
9	Non Government Organization	Support and coordination of their Activities by District Council	Misallocation of resources as a result of possible overlap on activities.	MEDIUM
10	JICA	To provide Technical and Financial support	-Poor governance in the council	MEDIUM
11	UNDP	-Support on Development of Environment.	-Poor Environment support.	MEDIUM
12	Ministry of Administration and Personnel	-Capacity building -Supply national policy, guideline and circular for the effective and efficient management of the Council	-Poor governance in the Council	HIGH
13	Individual peasants, pastoralists, and businessmen	Access to effective extension services and facilitation services	-Productivity may decrease Revenue and other sources may decrease	HIGH

2.5 Strength Weaknesses Opportunities and Challenges (SWOC) Analysis

SWOC analysis for Bagamoyo District Council intended to identify and prioritize the critical issues affecting the local economy that need to be addressed in this strategic plan. It was an analytical process by which a community's competitive advantages were determined. In this respect it was realized that in promoting industrialized economy that shall foster economic transformation and human development, it was mandatory for Bagamoyo District to utilize its internal Strength and external Opportunities to address the existing internal weaknesses and external Challenges. Through participatory process numerous strengths, weaknesses, opportunities and challenges that needed to be addressed were identified. The following is the summary of SWOC analysis for Bagamoyo District Council.

2.5.1 Strength

- ✓ Presence of permanent organization structure at BDC
- ✓ Good relationship with other development partners
- ✓ District Presence of teaching facilities
- ✓ Willingness of villagers to send their children to school
- ✓ Redness of community to participate in health related programmes
- ✓ Presence of natural forest presence of water bodies for fishing and other economic activities
- ✓ Presence of training school committees
- ✓ Availability of water sources
- ✓ Committed elected leaders
- ✓ Availability of sources of revenue
- ✓ Existence of Bylaws
- ✓ Availability of electronic revenue collection system
- ✓ Availability of good fairly good road network
- ✓ Availability of active women groups
- ✓ Presence of village water committees
- ✓ Availability of qualified personnel

2.5.2 Weaknesses

- ✓ Inadequate working tools and facilities.
- ✓ Inadequate markets for agricultural products
- ✓ Existence of corruption likely hood
- ✓ Inadequate number of permanent cash crops
- ✓ Poor agricultural technology practices.
- ✓ Poor leadership skills in village governments
- ✓ Inadequate staff and trained personnel
- ✓ Inadequate planning skills at villager and ward levels
- ✓ Inadequate community participation in development programmes and projects
- ✓ Inadequate agriculture equipment and inputs.
- ✓ Lack of proper marketing system.
- ✓ Lack of proper marketing system.
- ✓ Inadequate livestock veterinary services
- ✓ Poor information system
- ✓ Poor record keeping system
- ✓ Inadequate transport facilities for extension services
- ✓ Shortage of extension staff at ward and village level
- ✓ Lack of local area network for communication
- ✓ Relaxation of community in adopting modern technology of production
- ✓ Few means of transport.
- ✓ Lack of special needs center for primary schools.
- ✓ Low revenue collection
- ✓ Poor /weak participation on decision making on matters concerning the council
- ✓ Lack of technical and Advanced level schools.
- ✓ Lack of higher learning institutions
- ✓ Lack of improved livestock breeds
- ✓ Inadequate drugs and medical supplies
- ✓ Lack of health centers
- ✓ Inadequate knowledge of water facility management at Community level
- ✓ Lack of town plan drawings
- ✓ Inadequate playing grounds

- ✓ Lack of interim land use master plan
- ✓ Lack of ambulance boat
- ✓ Land utilization and preservations
- ✓ Low per capital income
- ✓ Lack of timely promotion

2.5.3 Opportunities

- ✓ BDC Proximity to the Indian Ocean
- ✓ Availability of donor support World bank, ICAP
- ✓ Support from individual community members
- ✓ Political stability within the District and country
- ✓ Availability of arable land and water bodies
- ✓ Availability of suitable land for irrigation
- ✓ Presence of self-help spirit among the community
- ✓ Availability of good sectoral policies and plans
- ✓ Availability of central government support
- ✓ Availability of various Development Programs
- ✓ Ability of natural vegetative species to regenerate
- ✓ Diversified use of nature vegetation (medicine, house, recreation etc.)
- ✓ Availability of airport and Jet infrastructure
- ✓ Availability of private health facilities and pharmacy
- ✓ Availability of water and sanitation plan
- ✓ Availability of service providers
- ✓ Availability of NGOs support.
- ✓ Availability of private schools
- ✓ Presence of tourism attraction
- ✓ Availability of government authorities (TRA, TPA, TAA, TTCL)
- ✓ Availability of road network
- ✓ Existence of accommodation facilities
- ✓ Presence of conducive environment for agriculture, livestock and Tourism

2.5.4 Challenges

- ✓ Change of political environment, policies and guidelines.
- ✓ Budget constraint/Deficit.
- ✓ Donor driven policies
- ✓ Shortage of Science, Mathematics and ICT teachers, books, house, classrooms, toilets.
- ✓ Unstable agricultural and fishery products markets
- ✓ Political interference in implementation of policies, law, regulations, Budget
- ✓ Coastal Erosion
- ✓ Unreliable and uneven distributed rainfall
- ✓ Poor local breeds with low production of meat & milk
- ✓ Deforestation of endangered species
- ✓ Unavailability of water infrastructure for livestock
- ✓ Unpredictable weather changes
- ✓ Shortage of animal pasture
- ✓ Shortage of construction materials, repair and maintenance
- ✓ Poor transport means.
- ✓ High cost of transportation
- ✓ Presence of livestock diseases and parasites
- ✓ High cost of medical services
- ✓ Shortage of health workers and
- ✓ Inadequate financial facilities
- ✓ Inadequate toilet facility among community
- ✓ Inadequate response in procurement opportunities

2.6 Core Values

In fulfilling its functions, Bagamoyo District council formulated principles or qualities that should infuse all practices and activities within the District. They will be the enduring beliefs of all staffs that inhabit and it holds in common and endeavors to put into action. The formulated core values shall lead the council staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. They will stand as prerequisite norms for effective and efficient service delivery in Bagamoyo District. Thus the implementation of the Council strategic Plan is guided by 6 major core values that constitute what the council values most.

(i) Efficient Effective and Sharing of Resource

Bagamoyo District Council should be output-oriented, striving to deliver high quality services to its customers and clients. The council should set and maintain high standards /optimal output in service delivery. Bagamoyo District Council should make things happen and it's proactive to anticipate and address future matters and issues. It should aim at choosing activities that deliver utility to its customers and clients doing the right things at right time. Bagamoyo District Council consciously aims at using all of its resources in the most efficient way possible to save its internal and external customers and clients. It should strive to deliver its services at minimum costs and in time. All staff should understand that resources are scarce they should be shared and optimum used.

(ii) Transparency and Accountability

Every person should be accountable to his/her decisions and action, ensuring transparency of process, structure and communication. All financial matters are open to all citizens and other stakeholders. All financial transactions are liable for auditing and investigation.

(iii) Motivation and Team Work Spirit

Bagamoyo District Council should work in team to increase effectiveness and efficiency. All staff and members organizations put their personal agendas and interests aside to save the needs of its organization and those customers and clients. There should be an enthusiasm and incentives to all staff towards achieving the Councils' objectives.

(iv) Equity and Equality in Service Delivery

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

(v) Innovative

The council should foster creativity that fosters inventiveness among staff for the development of the community. The council should come up with interventions that strive to

bring about long term change to the entire community. Bagamoyo District Council staff should take in mind that knowledge will never be complete and this can be realized through collaborative and continuous learning from other organisations and institutions.

(vi) Sustainability

All staff and other stakeholders at BDC should focus on the physical development and institutional operating practices that meet the needs of present users without compromising the ability of future generations to meet their own needs, particularly with regard to use and waste of natural resources. Sustainable practices support ecological, human, and economic health and vitality. It must be presumed that resources are finite, and should be used conservatively and wisely with a view to long- term priorities and consequences of the ways in which resources are used. In simplest terms, sustainability is about our children and our grandchildren, and the world we will leave them.

CHAPTER THREE

PERFORMANCE REVIEW ON THE IMPLEMENTATION OF THE PREVIOUS 2011/2012- 2015/2016 STRATEGIC PLAN

3.1 Introduction

Performance review involved a critical assessment of the implementation of the previous strategic plan to measure outcome or impacts and longer term consequences of the interventions. For the period between 2011/2012 and 2015/2016, Bagamoyo District Council committed its financial, human and material resources in implementing its five year strategic plan. This section reviews performance in terms of change resulting from the implementation of various interventions in 13 departments and 6 sections within the lens of the previous strategic plan. The review focuses on achievements made against targets set and some constraints.

3.2 Achievements made from the Implementation of the Previous Strategic Plan

3.2.1 Achievements in Human Resource and Administration

- ☐ 20 suggestion box installed to villages and ward officer
- ☐ Statutory council meetings improved from 56% to 70%
- ☐ Payment of employee benefits strengthen from 65% to 70%
- ☐ 90% of employees are confirmed and 45% of employees are promoted
- ☐ Staff indiscipline reduction was not significantly achieved
- ☐ Working tools and facility increased from 56% to 70%
- ☐ Repair and construction of office and settlement increased from 40% to 50%
- ☐ Qualified personnel increased from 611 to 825
- ☐ Staff development plan existed in place and implemented from 60% to 65%
- ☐ Working facility increased from 60% to 70 %
- ☐ Working performance of the department improved from 66% to 75%
- ☐ Transparent and accountability improved from 60% to 70%

3.2.2 Achievements in Health Sector

- ☐ HIV/AIDS Community Advocacy Strengthen reached to 85%
- ☐ HIV infection to Vulnerable group reduced to 2%
- ☐ Social support for PLHIVs, OVC, disabled and widows enhancement reached to 60%
- ☐ Department implemented workplace HIV/AIDS program up to 50%
- ☐ HIV counseling and testing services reached 80%
- ☐ School based gender sensitivity sexual reproductive health &HIV/AIDS education reached to 85%
- ☐ Community using sexual protective gears (condoms) reached to 96%
- ☐ HIV/AIDS and Family planning education for teachers and students ensured 85%
- ☐ New HIV Infections & other sexually transmitted diseases reduced from 3% to 1%
- ☐ Immunization coverage to women of child bearing age dropped to 80%
- ☐ Community participation in health promotion, prevention and home based care increased to 90%
- ☐ Family planning acceptance rate reached to 45%
- ☐ Malaria mortality rate to under five children reached to 10%
- ☐ Immunization coverage for DPT/BB3 is 70.4%, Measles 97.5%, BCG 84.9% and OPV3 68.8%
- ☐ All types Malnutrition dropped to 0.1%
- ☐ Epidemic infection rate is 0%
- ☐ Family acceptable latrines reached to 72%
- ☐ Waste management at HFs reach 85%
- ☐ Health facilities with adequate with essential medical equipment, pharmaceutical and diagnostic supplies dropped to 50%
- ☐ Transport and communication systems is achieved to 13 HFs
- ☐ Household membership community health fund reached to 25%
- ☐ Dental health services in health facilities expanded to 18%
- ☐ Quality health services reached to 80%
- ☐ Shortage of human resource reduced to 53%

- ☐ Mental illness reduced to 1% patients

3.2.3 Achievements in Primary Education

- ☐ In 2015, 2016 form one enrollment increased from 95% to 100% of all students selected to joined form
- ☐ School classrooms increased from current 77 to 86 classrooms
- ☐ Pit latrine holes increased
- ☐ In the period of 5 years 1 hostel was constructed, currently the district has now 3 hostels
- ☐ Teacher houses increased from 108 to 125
- ☐ Number of desks increased from the current 3270 to 5320
- ☐ Increased enrollment rate from 97% to 99.2
- ☐ Drop out in school declined from 5% to 2%
- ☐ Qualified teachers increased from 196 to 334
- ☐ Performances for standard seven pupil's rate raised from the current 54% to 57.6%
- ☐ Performances for standard four pupil's raised from 65 to 94.7%
- ☐ Literacy rate in the district council increased from 52% to 54%
- ☐ Enrollment of Pupils with Special Needs Education increased from 36% to 45
- ☐ Enrollment of COBET learners increased from 20% to 23
- ☐ Increased number of Art and Cultural Groups from 4 to 6
- ☐ Increased number of Sports and Games Groups from 6 to 8

3.2.4 Achievements in Secondary Education

- ☐ In 2015, 2016 form one enrollment increased from 95% to 100% of all students selected to joined form
- ☐ In five years time 10 new classrooms were built
- ☐ In five years new 40 pit latrines were built
- ☐ In the period of 5 years 9 new laboratories were built
- ☐ The District has been repairing the available desks to let all students sit on
- ☐ The form II national results have been increasing its percentage in recent 3 years 2014(72%), 2015(78%) and 2016(80%) while form IV results have been declining 2014(76%), 2015(63%) and 2016(58%)

3.2.5 Achievements in Water Sector

- ☐ Population supplied with clean and safe water at acceptable distances increased by 72.1%.
- ☐ Reliable water sources and management increased by 55 %.
- ☐ Department's performance to deliver quality water supply services increased by 72.1%.
- ☐ Increased number of functional water schemes by 440.
- ☐ Water borne diseases contained at the incidence decreased to 19%

3.2.6 Achievements in Agriculture Irrigation and Cooperatives

- ☐ Service delivery performance increased from 70% to 80%
- ☐ The use of mechanized agricultural practices currently is 13%.
- ☐ Average productivity of paddy is 1.5 tons /ha for the 2015/16 season.
- ☐ Co-operative Society increased to 52, where by 20 are active and 30 are Dormant
- ☐ Availability of market Promoted by 50%
- ☐ The efficiency within the section increased by 60% this is due to increased providing Co-operatives education to staffs, inspecting and auditing Society and registration of Co-operative Society
- ☐ Misappropriation reduced to 15%
- ☐ Accessibility to loan increases to 25%
- ☐ Performance of Staff increases to 90%
- ☐ Unnecessary condition of getting loans reduced to 10%
- ☐ Bad debts to borrower reduced up to 15%
- ☐ Volume of Loan increases to Tsh 800,000,000/=

3.2.7 Achievements in Livestock Development and Fisheries

- ☐ The District managed to reach farmers in all 11 wards,
- ☐ One Cattle dip tank out of 6 rehabilitated and 1 Slaughter slab out of 2 established.
- ☐ Farmers access services from Staff located in 4 out of 8 wards hence Number of deaths resulted from Newcastle and ECF Diseases reduced.

- ☐ Improved service in Livestock Development and Fisheries from 45% to 50%
- ☐ Milk productivity per cow per milking is 6 liters from 4 litters.
- ☐ Cow Carcass weight increased from 90kg to 100kg
- ☐ Local chicken produces 60 eggs from 40 per year.

3.2.8 Achievements in Land and Natural Resources

- ☐ 1150 plots have been surveyed
- ☐ About Tsh 45,000,000/= land rent has been collected
- ☐ 11 villages have been planed
- ☐ Seven Town plan drawings have been prepared
- ☐ Land use conflicts has been solved by 80%

3.2.9 Achievements in Beekeeping

- ☐ The number of beehives increased to 417.

3.2.10 Achievements in Environment and Solid Waste Management

- ☐ 600,000 trees have been planted in various areas
- ☐ 15 million revenue is collected from selling natural resources
- ☐ Improved by 90% in village they have environmental committee trained for conducting participatory forest patrol.

3.2.11 Achievements in Community Development Gender Youth and Children

- ☐ Leadership skills trained to 125 local leaders from 5 villages
- ☐ Loans have been distributed to various Women and Youth economic groups by 55%
- ☐ Reduce social inequality between Men and Women from 80% to 55
- ☐ Decreases bad debt among borrower through capacity building from 65% to 40%
- ☐ All 6 secondary and 6 primary schools anti-HIV/AIDS clubs were formed and trained on their responsibilities
- ☐ HIV/AIDS , family planning education to teachers and students ensured by 85%

3.2.12 Achievements in Planning Statistics and Monitoring

- ☐ Out of 11 project 10 projects, 8 classrooms constructed; 2 classrooms rehabilitated

, 6 Teacher staff house constructed, 5 Road and 2 water projects are monitored to 85

- ☐ Out of 3 data, 2 data dealing with socio- economic profile and GDP were collected to 90%.
- ☐ Through planning department, those activities are performed; Quarterly report, Budget for financial year 2016/2017, monitoring and supervision in District project are conducted to 90%
- ☐ 2 Stakeholder participate in planning process, those are Action aid and WWF to 85%.

3.2.13 Achievements in Internal Audit issues

- ☐ Internal control system strengthened by 80% resulted to existence of well auditable reports
- ☐ Improved preparation of annual audit plans which resulted to production of high standard reports to 90%

3.2.14 Achievements in Legal issues

- ☐ Efficiency of legal services enhanced by 40%
- ☐ Improved administrative law by 80%
- ☐ Legal meetings in all councils levels enhanced by 60%
- ☐ Legal section and legal system Strengthened by 55%
- ☐ Improved performance of the department by an average of 80%

3.2.15 Achievements in Information, Communication, Technology and Public Relations

- ☐ Increased the use of ICT for equitable and sustainable socio-economic development of Mafia from 35% to 70%
- ☐ Increased level of awareness on the role and potential of ICT from 20% to 50%
- ☐ Increase a favorable environment for cooperation and partnership in ICT among public and private sectors, civil society, and all stakeholders at local, national, regional and international levels from 5%
- ☐ Improved performance of the department from an average of 60% to 70%

3.3 Major Constraints Faced during implementation of 2011/2012- 2015/2016 Strategic Plan

Despite significant achievement noticed in the implementation of the previous strategic plan, there was existence of some hindrances which resulted to failure in achieving some formulated targets. The major impediments are summarised below.

- ☐ Poor adoption of improved crop production principles by farmers.
- ☐ Inadequate community awareness on contributing to development projects
- ☐ Budget deficit resulted to failure in implementing some projects
- ☐ Poor staff awareness on staff regulations
- ☐ Limited number of qualified personnel in job market and budget constraints for employment
- ☐ Poor implementation of the plan due to budget deficit
- ☐ Poor awareness of good code of conduct and ethical values among employees
- ☐ Poor implementation of performance appraisal and staff development programs
- ☐ Shortage of staffs
- ☐ Poor retention mechanisms
- ☐ Shortage of dental staffs
- ☐ Shortage of medicines and diagnostic equipments
- ☐ Shortage of funds, Medical Store Department debit and budget limit
- ☐ Shortage of gas cylinders for fridges, shortage of some vaccine antigen and cancellation mobile outreaches
- ☐ Number of couple tested for HIV before marriage is still low
- ☐ Shortage of skilled personnel on youth friendly services
- ☐ Stigma and local belief
- ☐ Small number of people engaged in beekeeping production.
- ☐ Presence of dangerous animals and insect pest make the bees to leave the hives
- ☐ Interaction of different economic activities makes beekeeping groups to give less weight in beekeeping activities.
- ☐ Low production of honey.
- ☐ Low production for Local indigenous variety yield
- ☐ Poor transport infrastructure
- ☐ Poor leadership in Co-operative Societies.

CHAPTER FOUR

THE PLAN

4.1 The Vision

To provide high quality services for sustainable development of the community by 2025

4.2 The Mission

To facilitate provision of high quality services through utilization of available resources for sustainable development of the community

4.3 Strategic Objectives

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

4.4 Strategic Objective, Targets, Strategies and Performance Indicators

4.4.1 Strategic Objective 1

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

Table 4.1: Result Area: Human Resource and Administration

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Qualified personnel increased from 625 to 1350 by June 2021	Request permit to recruit new employees to President Office- Public Service management (PO- PSM) Prepare staff establishment	Number of employees recruited
E. Good Governance and Administrative Services Enhanced	Staff at their working place retained from 55% to 80% by June 2021	Establish Staff retention scheme Improve staff houses Improve Safety and security at work place to all staff	Number of staff retained staff
	Performance of the department increased from an average of 70% to 90% by June 2021	Conduct long and short training to head of departments and other staffs	Number of staff trained
	Statutory benefits of 16 councilors provided annually by 2021	Increase allowance to councilors and other benefits	Number of councilors enhanced with statutory allowance
	Capacity building to 16 councilors, 11 WEO'S and 8 village chairmen provided by June 2021	Conduct long and short training to councilors Prepare study tours for councilors	Number of trained councilors
	Processes for staff assessment, confirmation and promotion increased from 70% to 98% by June 2021	Prepare employee clean data Prepare of staff establishment Prepare Annual personnel emoluments budget	Number of staff promoted

	Staff development plan Prepared and implemented from 65% to 98% by June 2021	Facilitate induction course to new recruited staff Provide long and short training courses Conduct on job	Number of employees trained
E. Good Governance and Administrative Services Enhanced		training to all staff	
	Adequate working facilities for staff increased from 70% to 90% by June 2021	Prepare annual budget for re- tooling of office equipments every year Allocate of funds for implementation of plan and budget Buy 10 council vehicles	Working tools in place
	Improved working environment increased from 60% to 80% by June 2021	Prepare annual planning budget for construction and maintenance of council buildings in place Allocate funds for implementation of plan and budget	Existence of council's buildings
	Statutory council meeting at both higher and lower level of the council increased from 70% to 98% by June 2021	Facilitate council meetings Allocate fund for allowance Payment	Number of meetings conducted
	Suggestion boxes in public offices installed from 34 in 2017 to 50 by June 2021	Enhance the establishment of suggestion boxes	Existence of suggestion boxes in public offices
	Staff benefits and payments Preparation strengthened from 70% in 2017 to 90% by June 2021	Prepare annual plan and budget Allocate fund for payment of statutory benefit	Number of paid staff
	Accountability,	Create employees	Number of discipline

Strategic Objective	Targets	Strategies	Performance Indicators
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	efficiency and transparency increased from 70% in 2017 to 90% by June 2021	awareness on ethics values and good conduct	cases reported
	Staff indiscipline cases reduced from 41 in 2017 to 0 by June 2021	Create employees awareness on ethics values and good conduct	Number of discipline cases reported
C. Access to Quality and Equitable Social Services Deliverly Improved.	Science teachers increased from 91 in 2017 to 146 by June 2021	Improve working environment. Requesting for science teachers from TAMISEMI and ministry of science and technology	Number of science teachers increased

4.4.2 Strategic Objective 2

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Information and communication Technology improved

Table 4.2: Result Area: Health

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Initiation of ART increased from 90% in 2016 to 100% by June 2021	Solicit funds to finance HIV and AIDS interventions	Percentage of ART initiation increased
	Incidences of HIV Cases reduced from 2% in 2016 to 1% by June 2021	Sensitize community to participate in HIV/AIDS interventions	Percentage of HIV cases reduced
	Clients on ART starting Second line regime at all CTC sites increased from 2%	Use the National HIV and AIDS policy and MKUKUTA II	Number of ART client increased
A. Services Improved and HIV/AIDS Infections Reduced	in 2016 to 5% by June 2021		
	Clients screening and testing increased from 26,914 in 2016 to 55,000 by June 2021	Increase provider initiated testing and counseling (PITC) to all HF's	Number of people screened for HIV
	Rate of lost to follow-up reduced from 28% in 2016 to 8% by June 2021	Sustain Home Based Care services	Percentage rate of lost to follow up reduced
	CTC sites increased from 2 in 2016 to 5 by June 2021	Involve Public Private Partnership in addressing HIV and AIDS problem	Number of CTC sites increased
	HIV counseling and testing services expanded from 80% in 2016 to 90% in all wards by June 2021	Strengthen of Provider initiation testing and Counseling	Percentage of HIV testing and counseling expanded
C. Access to Quality and Equitable Social Services Delivery Improved	Shortage of medicines, medical supplies and diagnostic supplies in 17 Public Health Facilities reduced from 20% in 2016 to 10% by June 2021	Solicit funds to finance health interventions	Percentage of medicines and medical supplies increased.
	Shortage of medicines, medical supplies and diagnostic supplies in 17 Public Health Facilities reduced from 20% in 2016 to 10% by June 2021	Establish health revolving funds	Percentage of medical equipments and apparatus increased

Strategic Objective	Targets	Strategies	Performance Indicators
	Maternal Mortality rate sustained from 204/100,000 to 102/100,000 by June 2021	Sensitize community to participate in health programs	Percentage of Maternal mortality rate sustained
	Under five mortality rate reduced from 3/1,000 in 2016 to 2/1,000 by June 2021	Establish and/or strengthen mobile outreach services	Percentage of Under five mortality rate reduced
	Family planning acceptance rate increased from 40% in year 2016 to 80% by June 2021	Strengthen Health education	Percentage of family planning acceptance rate increased
C. Access to Quality and Equitable Social Services Delivery Improved	Prevalence of Anemia reduced from 2.8% to 1.2% by June 2021	Nutrition trainings in preventing food relating problems	Percentage of Anemia prevalence reduced
	Infant Mortality rate reduced from 5/1,000 to 3/1,000 by June 2021	Establish and/or strengthen mobile services	Number of Infant mortality rate reduced
	Prevalence rate of Malaria reduced from 13.8% to 8% by June 2021	Strengthening malaria control interventions	Percentage of Malaria prevalence reduced
	Immunization coverage to women of child bearing increased from 80% in 2016 to 100% by June 2021	Strengthen mobile outreach	Percentage of immunized women child bearing increased
	Immunization coverage for children under one year for DPT HB3 increased from 90.4% to 97.5%, Measles improved at 100% , BCG	Strengthen of Gas Cylinder distribution, Vaccine antigen distribution and mobile outreach by using Reach every child	Percentage of immunization coverage increased

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	from 92.9% to 100% and OPV3 from 68.8 % to 100% by June 2021.	Method	
	Decreased malnutrition all types from 0.1%in 2016 to 0% by June 2021	Strengthen Malnutrition education in 17 health facilities	Decreased percentage of Malnutrition
	TB /Leprosy detection rate improved from 61.4%in 2016 to 80% by June 2021	Strengthening TB clubs in the community	Percentage of TB notifications improved
	Prevalence of Cardiovascular diseases reduced from 1.09% in 2016 to 0.5% by June 2021	Coordinate health interventions in non communicable diseases	Percentage of Heart and blood vessels diseases reduced
	Prevalence of Oral diseases among OPD cases reduced from 2.24% in 2016 to 1.5%by June 2021	Mobilize stakeholders of health to support oral health programs	Percentage of Oral health programs improved
	Community responses on Blood donation improved from 60% to 80% by June 2021	Community sensitization on blood donation programs	Percentage of Community response on blood donation improved
	Shortage of Health facilities building in a good state of repair reduced from 60%in 2016 to 40% by June 2021	Conduct PPM services to all HFs buildings	Percentage of HFs with good state of repair improved
		Sensitization of traditional healers registration	number of traditional healers increased

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	June 2021		
	Organizational structure and Institutional management at all levels improved from 40% in 2016 to 70% by June 2021	Form and strengthen village health committees	Percentage of Organizational structure and institutional management improved
	Shortage of skilled and mix human resources for Health reduced from 51% to 41% by June 2021	Prepare and submit of vacancy requisition to the higher authority	Percentage of staffs recruited
	Access to health and social welfare services to most vulnerable groups improved from 31% in 2016 to 50% by June 2021	Identifications of exempted groups in village level	Percentage of Health care services to exempted groups increased
	Access to Health Services for the Vulnerable groups increased from 45% to 75% by June 2021	Increase number HF's from 16 to 23 Mobilize stakeholders of health to support health delivery services	Percentage of vulnerable groups increased
I. Emergency and Disaster Management Improved.	Staff capacity on disaster management increased from 40% to 80% by June 2021	Mobilize funds for disaster management	Percentage of staffs enhanced on disaster management
	Disaster management plan designed and executed from 30% to 76% by June 2021	Design disaster management plan and executing	Percentage of disaster management plan executed
		Use Public private partnership in disaster management	Percentage of community involvement in disaster management

4.4.3 Strategic Objective 3

A. Services Improved and HIV/AIDS Infections Reduced

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

C. Access to Quality and Equitable Social Services Delivery Improved

Table 4.3: Result Area: Primary Education

STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	PERFORMANCE INDICATORS
A. Services improved and HIV/AIDS infections reduced.	Awareness on HIV/AIDS enhanced to 22 staffs, 11 Ward Education Coordinators (WEC's) and 643 teachers	Training of staffs, 11 WEC's, 643 teachers and 28,498 pupils on HIV/AIDS by June 2019	Number of staffs, WEC's, teachers and pupils trained
B. National anticorruption implementation strategy enhanced and sustained.	Anticorruption knowledge enhanced to 33 head teachers, 11 ward education coordinators and 22 staffs by June, 2021.	Training of 22 staffs, 11 WEC'S, 33 head teachers and primary schools pupils by June, 2019.	Number of staffs, WEC's, head teachers and primary school pupils trained
C. Access to quality and equitable social services delivery improved.	Pupils truancy reduced from 4% to 0% by June 2021	Rise community awareness provide food encourage games and sports implement laws and rules	Percentage of truancy reduced.
	Pregnant girls pupils reduced from 2 to 0 by June 2021.	Rise community awareness implement laws and rules strengthen by laws	Number of pregnant girls pupils reduced
	Performance rate in Std VII increased from 57.6% to 85% by June 2021	Eliminate teachers claims monitor and supervise teachers conduct short and long term training provide non monetary gifts conduct stakeholders academic assessment.	Percentage of performance increase
	Pupils' book ratio reduced from 1:3 to 1:1 by June 2021	Identify needs. distribute books equally. Monitor and supervise storage and usage.	Pupil book ratio reduced

	Pupils' subject book ratio reduced from 1:16 to 1:10 by June 2021.	Distribute books equally. Monitor and supervise storage and usage.	Pupil subject book ratio reduced
	Primary schools providing food increased from 8 to 32 by June 2021	Strengthen by laws. Monitor and supervise. Create awareness	Number of primary schools providing food increased
	Sports and games at schools increased from 55% in 2017 to 60% by June 2021	Monitor and supervise. Create awareness. Emphasize community and pupils.	Percentage of sports and games improved.
	Reduced costs of preparation examinations from 100% in 2017 to 60% by June 2021	Purchase duplicating machine	Percentage of examination cost reduced

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4.4.4 Strategic Objective 4

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved

Table 4.4 :Result Area: Secondary Education

Strategic Objective	Target	Strategies	Performance Indicators
C. Access to quality and Equitable Social Services Delivery Improved	Pass rate in form IV national examinations and Form Two National Assessments increased from 50% to 75% by June 2021	Supervise teachers Involve community Improve students' discipline Emphasize community and students to use	Percentage of students Passed
	Improve social services and School Infrastructure at Bagamoyo, Dunda, Kingani, Hassanal Damji, Fukayosi, Matimbwa, Kiromo, Zinga, and Kerege Secondary Schools by June 2021	Mobilize funds Involve community Mobilize educational stake holders Improve current infrastructures	Number of infrastructures constructed
	Improve working conditions for teaching staff by Construction and rehabilitation of staff houses at Matimbwa, Kiromo, and Kingani by June 2021	Rehabilitation 01 Block of teachers house at Matimbwa Ward	Number of house constructed/ rehabilitated
	Improve learning environments by construction of classrooms at mapinga ward, Matimbwa School. Construction of students' toilets at Kiromo, Kerege and Kingani by June 2021	Mobilize funds Involve community Mobilise educational stake holders Improve current infrastructures	Number of classrooms and toilets constructed. Disabled students enrolled
	To introduce inclusive education at Dunda Secondary School by 2021	-Supervise teachers -Emphasize community and students with disabilities to utilize opportunities to get secondary education	Number of Students with disabilities
	Upgrading of Matimbwa Secondary School into A level by June 2021	Mobilize funds Involve community Mobilise educational stake holders Improve current infrastructures	Number of Higher Secondary Schools upgraded
	Two O level Secondary School established in the Council by June 2021	Mobilize funds Involve community Mobilize educational stake holders Improve current infrastructures	Number of Secondary Schools established
	19 Laboratory buildings completed at 07 Secondary Schools of Dunda 02, Kingani 03, Hassanal Damji 03, Matimbwa 03, Kiromo 03, Zinga 02 and Kerege 03 by June 2021	Mobilize funds Involve community Mobilise educational stake holders Improve current infrastructures	Number of laboratories constructed
	Two girls Hostels constructed at Dunda and Matimbwa Secondary schools by June 2021	Involve community Mobilize educational stake holders Improve current infrastructures	Number of hostels constructed
	Transition from Form Four to Form Five increased from 4.2% in 2015 to 15.2% by June 2021	Supervise teachers Involve community	Percentage of students passed

4.4.5 Strategic Objective 5

C. Access to Quality and Equitable Social Services Delivery Improved

Table 4.5: Result Area Water

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Rural population with access to piped or protected water sources increased from 65% to 85% by 2021.	Mobilize funds. Sensitize community. Mobilize stakeholder. Construct New Project. Extend project.	Percentage of Rural population with access to piped or protected water source
	Population with access to piped or protected water sources in Bagamoyo Urban increased from 70 % - 90% by 2021.	Mobilize funds. Mobilize stakeholder. Construct New Project. Extend of project	Percentage Rural population with access to piped or protected water source
	Number of water source demarcated for protection and conservation increased from 2to 20 by 2021.	Mobilise funds. Sensitize community. Mobilize stakeholder.	Number of water source demarcated
	Increased communities, government institution, private sector to be involved in construction of water harvesting	Mobilise funds. Sensitize and Mobilize stakeholder.	Number of private sector providing water services

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Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Number of constructed water infrastructure With borehole using Solar Energy increased from 0 to 20 by year 2021.	Mobilize funds. Sensitize and Mobilize stakeholder.	Number of boreholes using Solar energy constructed
	1 Strategic Plan for water source Management and prevention of pollution prepared by 2021.	Mobilize funds. Involve stakeholder. Ensure Water Quality Standards.	Strategic Plan in Place
	Community with Water user entities/Water user group increased from 10 to 35 by 2021.	Mobilize funds. Sensitize community. Mobilize stakeholder. Prepare Constitution and Regulation. Train Community leaders.	Number of community with Water user entities/Water user group increased
	Community's government institution and private sector to be involved in construction of water harvesting facilities increased from 46 to 100 by 2021.	Mobilize funds. Sensitize community. Mobilize stakeholder.	Number constructed water harvesting facilities increased

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Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Function domestic Water points increased from 450 to 1000 by June 2021.	Mobilize funds. Maintain and repair infrastructure on time. Extend project Construct New Project.	Number of function domestic water points increased.
	Water borne diseases contained at the incid decreased from 19% to 14% by June 2021.	Sensitize community. Boil Drinking water. Wash hand before and after Eating. Wash hand after visiting toilet. Use water from Protected source.	Percentage Water borne diseases contained at the incidence decreased.
A. Services Improved and HIV/AIDS Infections Reduced	Awareness on HIV/AIDS enhanced to 9 staff by June 2021.	Train staff on HIV/AIDS	Number of staff trained
I. Emergency and disaster management improved	Capacity on management of preparedness and response strengthened from 40% to 60% by june 2021	Creating awareness	Relief and emergency services of natural disaster improved

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4.4.6 Strategic Objective 6

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

Table 4.6: Result Area: Works

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio- Economic Services and Infrastructure Increased	Increased fund budget from 416,000,000 to 555,000,000 by June 2021	Mobilize Fund	Amount of funds Increased
	Grader increased from one to two, by 2021	Mobilize Fund	Number of graders
	Four Trucks Purchased by June 2021	Mobilize Fund	Number of graders purchased
	One supervision vehicle Purchased by June 2021	Mobilize Fund	Number of cars purchased
D. Quality and Quantity of Socio- Economic Services and Infrastructure Increased	Good road condition increased from 126km to 151km by 2021	Mobilize Fund	Number of kilometer in good condition increased.
	16 culvert constructed by 2021	Mobilize Fund	Increased number of culvert
	10km of gravel road constructed by 2021	Submit Development project proposal	Kilometers of gravel road constructed
	Mechanical equipment and tools increased from 50% to 95% by 2021	Fund mobilization	Tools available
D. Quality and Quantity of Socio- Economic Services and Infrastructure Increased	51 km Designed to Paved road from Kilindoni to Ras mkumbi by June 2021	Mobilize fund	Designed paved road

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4.4.7 Strategic Objective 7

C. Access to Quality and Equitable Social Services Delivery Improved

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

Table 4.7: Result Area: Agriculture, Irrigation and Cooperatives

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services delivery Improved	46 cooperative societies in the Council have good financial management By June, 2021	Empowering Cooperative societies	Number of Cooperative audited and inspected
	Agricultural extension services delivery improved from 35,800 households to 41,200 households by June 2021	Attend exhibition Farmers training	Performance of farmers adopting extension services improved Crop production in tonnage increased
	Quality and quantity of agricultural operations in the District improved from 50% to 75% by June 2021	Construction of ware house	Number of ware house
	Job performance efficiency in Agricultural Department strengthened from 50% to 75% by June 2021	Staff capacity building	Number of extension staff attended different program
	Working Environment to cooperative department improved from 65% to 75% by June 2021	Capacity building	Number of AMCOS and SACCOS established
	Disaster management and emergency on pests and hazards increased from 50% to 65% by June 2021	Conduct risk management Employ Pest Control Procure metrological equipment	Kind of risk managed Number of Hectors saved
	Awareness creation, conveying Meetings to 57 Extension Officer and M & E of Agriculture Extension Officers in 11 Wards by June 2019	Conduct Training Call for monthly meeting Conducting Monitoring & Evaluation in 11 wards	Number of meeting Utilization of Monitoring & Evaluation report
	Ensuring timely provision of quality farm inputs and tools implements increased from 56/% to 62% by June 2021	Community sensitization	Percentage of farmers using agriculture inputs increased
D. Quality and Quantity of Socio - Economic Services and infrastructure increased	Increased number of irrigation schemes 1 to 2 by year 2021	Construction of 1 new irrigation scheme	Number of irrigation scheme established
	Area of production under irrigation at Bagamoyo irrigation scheme increased from 72 ha to 100ha by June, 2021	Rehabilitation of infrastructures Evaluate Tender documents	Acreage under irrigation increased
	Small scale food processing industries increased from 4 to 6 by June 2021	Improving processing units	Number of processing facility constructed
	Crop markets in the District from 0 to 3 strengthened by June 2021	Improving marketing system	Number of Market constructed

4.4.8 Strategic Objective 8

C. Access to Quality and Equitable Social Services Delivery Improved

Table 4.8: Result Area: Livestock and Fisheries Development

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	100 pasture demo plots established in the District by June, 2020	Sensitize livestock keepers	Number of pasture demo plots established
	30 improved breeds of cattle distributed to farmers by June, 2019	Mobilize and Sensitize farmers	Number of improved breeds of cattle distributed
	120 livestock keepers educated on the importance of using artificial insemination to improve breeds by June, 2020	Mobilize and sensitize Livestock keepers	Number of Livestock keepers educated
	10 primary fishing cooperatives accessing loans established by June, 2020	Mobilize primary fishing cooperatives	Number of primary cooperatives accessing loans
	5 groups of women engaged in sea weed production by June, 2019	Sensitize women	Number of women groups engaged
	36 Marine and Coastal patrol are conducted by June, 2019	Mobilize resources	Number of Patrol conducted
	100 fish businessmen trained on proper fish processing by June, 2019	Sensitize and train	Number of businessmen trained

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	300 fishermen educated on the Acts and regulations by June, 2025	Provide training on Acts and Regulations	Number of fishermen educated.
	Livestock mortality rate reduced from 30% to 20% by June, 2021	Treat and vaccinate animals	Percentage number of mortality rate reduced
	5 Cattle dips rehabilitated by June, 2020	Sensitize and mobilize farmers	. Number of cattle dips rehabilitated
	Sea disaster Preparedness and Rescue Improved from 40% to 90% in the District by June 2021.		Percentage number of disaster reduced
	Livestock Extension services delivery increased from 3241 to 3511 accessed Livestock keepers household in the District by the year 2021	To strength Veterinary Public Health (VPH) Operations in the District by June 2021	
	Department to improve its roles and responsibility well by the year 2021		
	Number of Livestock Products market infrastructure increased from 5 to 7 abattoirs and from 0 to 3 Leather product industries in the District by June 2021	To conduct training Leather products manufacturing in Bagamoyo town by June 2021	
C. Access to Quality and Equitable Social Services Delivery Improved	Number of infrastructure in a Rangeland increased from 2 to 3 chacodams, 4 to 5 Primary Livestock market, 5 to 6 slaughter slabs and from 0 to 2 rehabilitated cattle dip in the district by June 2021		

	Implementation of National Hides, Skin and Leather trade improvement strategy strengthened from 50% to 95% oriented stakeholder in the District by June 2021		
	Livestock and Fisheries office improved by the year 2021	To construct Toilet at the Head office in the District by June 2021	
	Conducive working environment to 38 staff ensured by the year 2021		
	Improve Livestock and Fisheries services and Infrastructure by June 2021		

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4.4.9 Strategic Objective 9

G. Management of Natural Resources and Environment Enhanced and Sustained

H. Local Economic Development Coordination Enhanced

Table 4.9: Result Area: Land and Natural Resources

Strategic Objective	Targets	Strategies	Performance Indicators
G. Management of Natural Resources and Environment Enhanced and Sustained	Management of forest resources enhanced from 70% to 90% by June 2021	Mobilize fund Enhance nursery preparation	Percentage of forest management enhanced
	Wildlife management	Disseminate education	Percentage of management of wildlife
G. Management of Natural Resources and Environment Enhanced and Sustained	practice through patrol enhanced from 60% to 90% by June 2021.	Purchase ammonium Prepare wildlife management plan Raise community awareness	Enhanced

H. Local Economic Development Coordination Enhanced	Tour guide increased from 6 to 15 by June 2020	Train tour guide Entrepreneurship Mobilize fund Advertise tourism industry	Number of tour guide increased
	Information center raised from 0 to 3 by June 2021	Advertise tourism industry Mobilize fund	Number of information center established
	Tourist flight increased from 2 to 5 per day by June 2021	Advertise tourism industry	Number of flight increased
	Luxury passenger boats increased from 0 to 3 by June 2021	Mobilize fund Encourage investor	Number of luxury boat increased

	Advertisement of tourism attraction site increased from 15 to 25 by June 2021	Prepare fliers Increase number of media to advertise tourism industry Mobilize Fund	Number of tourism attraction site advertised
	Local tourism increased from 20% to 60% by June 2021	Prepare of fliers Mobilize fund Disseminate tourism education in school	Number of local communities to visit tourism attraction site
H. Local Economic Development Coordination Enhanced.	Increased quarterly meeting between District	Increase of stakeholder meeting	Number of meeting
H. Local Economic Development Coordination Enhanced	Council and Management of Marine park from 0 to 4 per year by June 2021	Council and Marine park. Advise Marine park in charge	
	Village land use plans Increased from 11 to 15 villages by June 2021	Mobilize Fund Disseminate land use education	Number of village conduct land use plan

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4.4.10 Strategic Objective 10

G. Management of Natural Resources and Environment Enhanced and Sustained

Table 4.10: Result Area: Beekeeping

Strategic	Targets	Strategies	Performance
G. Management of Natural Resources and Environment Enhanced and Sustained	Beehives increased to 1800 by June 2021.	Mobilise funds. Sensitize community. Mobilize stakeholder.	Number of bee hives increased.
	Quantity and quality of bee products increased to 10,000lts by June 2021.	Provide beekeeping education.	Quantity and of quality of bee products increased.
	People involved in beekeeping activities increased to 600 by June 2021	Create awareness to community.	Number of beekeepers involved
	Beekeepers attending training/conference increased from 0 to 50 by June 2021.	Mobilise funds. Sensitize community. Mobilize stakeholder	Number of beekeepers attended training/conference
	Bee products market station increased from 1 to 2 by June 2021.	Mobilise funds. Sensitize community. Mobilize donors.	Number of bee products market stations increased.
	Bee keepers groups increased from 9 to 20 by 2020	Mobilize funds. Sensitize community.	Number of beekeepers groups increased
	Number of active beekeepers groups increase to 20 by 2021	Mobilise the dormant beekeepers group to rejuvenate their groups	Number of beekeepers group rejuvenated
	supervision and monitoring to beekeepers increased from 50% to 80%.by 2021	Mobilise funds. Mobilize donors.	Percentage of supervision and monitoring improved

4.4.11 Strategic Objective 11

G. Beautification Sustained

Table 4.11: Result Area: Environment and Solid Waste Management

Strategic Objective	Targets	Strategies	Performance
G. Management of Natural Resources and Environment Enhanced and Sustained	Tree planted Increased to 1,500,000 by June 2021	Mobilize fund Enhance nursery preparation Tree plant competition	Number of trees planted
	Deforestation and degradation reduced from 200 acres to 0 ha by June 2021	Enforce Environmental by laws	Number of acre protected from deforestation
		Motivate informers Raise community awareness Insist alternative use of energy Planting trees around water sources	degradation Number of trees planted
	Incidence of wildfire reduced to 0 acre by June 2021	Enforce environment by law Raise motivation to informers Raise awareness to farmers	Number of acre protected from wildfire
	Charcoal consumption Reduced to 60% in urban by June 2021	Insist alternative use of energy such as gas	Percentage charcoal consumption decreased
	Solid waste disposal improved from 80% to 90% by June 2021	Install street dustbin Construct engineering landfill	Percentage of solid waste disposal increase
	Coastal degraded habitat restored from 60% to 80% by June 2021	Conduct participatory patrol with communities to curb illegal harvesting of fisheries resources and mangroves. Plant mangroves in cleared areas Restore coral reefs	Percentage of costal habitat restored
G. Management of Natural Resources and Environment Enhanced and Sustained		Establish tree nurseries and seedling unit.	
	Strategies to minimize Climatic change and disaster risk management increased from 0% to 60% by June 2021	Tree plant campaign. Improve early warning and disaster management system	Percentage of strategies to minimize climatic changes and risk increased

4.4.12 Strategic Objective 12

- A. Services Improved and HIV/AIDS Infections Reduced
- C. Access to Quality and Equitable Social Services Delivery Improved
- E. Good Governance and Administrative Services Enhanced
- F. Social Welfare, Gender and Community Empowerment Improved

4.4.12.1 Result Area: Community Development Gender Youth and Children

Table 4.12: Result Area: Community Development Gender Youth and Children

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	HIV/AIDS knowledge strengthened from 50% to 75% by June 2021	To support 14 CMAC Members and CHAC to conduct quarterly monitoring and supervision of HIV activities for 6days.	Quarterly report
		To facilitate CHAC to attend Zonal and regional quarterly meetings for 10days .	Meeting report
		To support 10 MVC with accommodation fees	Accommodation fees receipt
F. Social Welfare, Gender and Community Empowerment Improved	Productivity among the women entrepreneurs increased from 99 to 420 Women Economic groups by June 2021	To verify 15 Bawodene/SACCOS/women economic Groups.	Activity report and verified Women groups.
		To conduct one meeting with District WDF loan committee to discuss and approved 15 Bawodene/SACCOS/Women Economic Groups meet criteria of obtaining the loan15 women economic groups.	Meeting report
		To conduct training on contracts signing and running business for 15 women economic groups.	Training report, number of Women economic groups
		To provide soft loans to 16 Bawodene/SACCOS/Women Economic groups.	Percentage of funds allocated. Number of Women economic groups provided loans
	Coordination and Institutional of Women Economic groups arranged to 11 wards by June 2021	To conduct monitoring /Supervision on 15 Women Groups supported with loans.	Quarterly report

F. Social Welfare, Gender and Community Empowerment Improved		To conduct 1day training on project coordination to 11 women economic groups.	Training report, number of attended
		To conduct 1 day training of trainer to 11 community development officers.	Training report, number of CDOs attended
	Productivity among the Youth entrepreneurs increased from 99 to 420 Women Economic groups by June 2021	To identify and verify Youth Economic groups.	Activity report and number of verified Youth groups.
		To support 12 Youth Economic groups by providing soft loans	Percentage of funds allocated. Number of youth providing loans
		To facilitate 15 Youth group Economic groups/ SACCOS with training on signing contract and running business at 11 wards to conduct 4days to 400youth on establishing the company .	Training report, number of Economic groups attended
		To conduct 4days to 400 youth on establishing the company.	Training report, number of youth attended
	Coordination and institution of Youth Economic Groups arranged to 11 wards by June 2021	To facilitate 3 Youth officers to attend 2 regional and national meeting	Meeting report
		To conduct 11days monitoring, supervision on 15 loan beneficiaries (Youth Economic groups).	Quarterly report
		To conduct 5days training on establishment, and group monitoring including record management, report writing, revenue and groups expenditure for 201 members.	Training report, number of attended
		To conduct 6days training on preventing and awareness to 120 youth who involving/ not use drug abuse.	Training report
E. Good Governance and Administrative Services Enhanced	Working environment in the community development to 30 employees improved from 25% to 50% by June 2021.	To facilitate working environment to 26 CDOs	Quarterly report, Availability of office consumable
		To conduct 2 meeting with 26 CDOs	Meeting report
	Living standard of 30 community improved from 25% to 59% by June 2021.	To facilitate working environment to 30 CDOs	Quarterly report, Availability office consumable
		To facilitate women world day	Number of national festival

4.4.13 Strategic Objective 13

C. Access to Quality and Equitable Social Services Delivery Improved

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

Table 4.13: Result Area: Planning Statistics and Monitoring

Strategic Objective	Targets	Strategies	Performance Indicators
A. Service improved and HIV infection reduced	HIV and AIDS plan prepared and mainstreamed in the Council comprehensive plan by June 2021	Creating awareness	Number of staffs trained/oriented on the effects of HIV/AIDS
C. Access to Quality and Equitable Social Services Delivery Improved	Community participation on development projects increased from 45% to 60% by 2019	sensitize community	Percentage of community participation in projects increased
	Community initiatives projects to 11 wards supported from 80% to 95% by the year 2021	sensitize community	Number of projects implemented and monitored
	Council Multisectoral Nutrition in Pursuing it's functions Capacitated from 74% to 85% by June 2021	Provision of nutritious food to the community conducting committee meeting	Communities have access to a diverse range of the nutritious foods throughout the year
	Monitoring and evaluation tools and systems within the district council improved from 85% to 98% by June 2021	Conduct site visit Providing Technical advice	Number of development projects supervised/monitored
	Quality annual plans and budget prepared and approved by 100% in a timely manner by June 2021	Creating awareness to budgeting officer	Quality of plans and budget prepared

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4.4.14 Strategic Objective 14

C. Access to Quality and Equitable Social Services Delivery Improved

Table 4.14: Result Area: Finance and Trade

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Amount of revenue from Council own sources Increased to Tsh. 3,500,000,000 by June 2021	Mobilize Fund Sensitize revenue collection	Amount of revenue collected
		Constructing six infrastructural facilities by June 2021	Amount of revenue collected
	Internal Control on Council Funds increased to 95% by June 2021	Strengthen financial policies	Decreased Audit query
	Computerized accounting package (Epicor) Strengthened from 60% to 95% by June 2021	Sensitize Account staff on system control. Strengthen system by providing tools and equipments.	Percentage of computerized accounting package strengthened
	Qualification of account's staffs improved from 30% to 75% by June 2021	Facilitate Account staff having CPAT review classes	Number of qualified Accounts staff
G: Improve Access ,Quality and Equitable Social Services delivery	Trade and Market facilities improved by June 2021	01.To Improve Working Condition in Office/officers by 2021	To increase revenue collection of the council as well as increasing well-being to Society.
		02.To Support 10 exhibitions for SABA SABA paviotion by 2021	To increase revenue collection of the council as well as increasing well-being to Society.
		03.To facilitate district Trade Committee by June 2021	To increase revenue collection of the council as well as increasing well-being to Society.
		04.To facilitate Entrepreneurs exhibition by June 2021	To increase revenue collection of the council as well as increasing well being to Society.
G: Improve Access ,Quality and Equitable			

Social Services delivery	Improve of the Provision Trade and Market Services to Customers from 60% to 80% by 2021	01. To Supervise revenue Collection in all 11 Wards by 2021	To increase revenue collection of the council as well as increasing well being to Society.
		02.To Supervise Service levy in 20 Offices located in Dsm by 2021	To increase revenue collection of the council as well as increasing well being to Society.
		03.To Supervise business licence in 11 Wards by JUNE 2021	To increase revenue collection of the council as well as increasing well being to Society.
		04.To improve Working Environment for Trade Section by 2021	To increase revenue collection of the council as well as increasing well being to Society.
		05.To facilitate and Verify different Revenue Collection Sources by June 2021	To increase revenue collection of the council as well as increasing well being to Society.

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4.4.15 Strategic Objective 15

- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced

Table 4.15: Result Area: Procurement Management Unit

Strategic Objective	Targets	Strategies	Performance Indicators
B. Access to quality and equitable social service Delivery improved	Storage facilities improved from 45%-90% by 2021	Good Working condition improved By June 2021	Availability of storage facilities
	Transparency, awareness and compliance of new new public procurement and its regulation improved from 77% to 85% by June 2021	Create community awareness	Percentage of complaints reduced of
	Ensure procurement proceedings and inventory management improved by June 2021	Conduct PMIS and stock taking exercise	Assets and contract management improved
	Working environment to PMU staff improved by June 2021	Purchase of computer and office consumables	Availability of office equipment
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Increased PMU budget from 35,000,000 to 40,000,000 by 2021	Mobilise fund	Amount of budget increased
	Training to PMU staff increased from 1 to 6 per year by 2021	Facilitate Training	Number of trained PMU staff Increased
	Establishment of 4 construction companies sensitized by 2020	Create community awareness	Number of construction companies established
	Computers increased from 2 to 6 by 2020	Request computers from PMU	Number of computers purchased
E. Good Governance and Administrative Services Enhanced	Educated community on procurement Act and Procedures by 2019.	Mobilize funds sensitize community	Free from political interference
	Awareness to 13	Facilitate	Number of staff trained
E. Good Governance and Administrative Services Enhanced	Heads of department and 6 Head of sections on preparation of Annual procurement plan Created by 2021	Training	Number of staff trained increased

4.4.17 Strategic Objective 17

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

Table 4.16: Result Area: Legal

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Enhanced efficiency of legal services from 40% to 60% by 2021	Recruit qualified legal staff Solicit fund Improve working environment	Presence of qualified staff Activities conducted/performed Good working environment
	Strengthened rule of law from 55% to 80% by 2020	Solicit funds Enact council bylaw Timely submission of draft to respective meetings Close follow-up to the approving authorities	Bylaw published in Government Gazette Smooth administration of council activities Peace and tranquility within Mafia community
	Improved administrative law from 80% to 90% by 2020	Cooperate with other government offices Timely delivery of information down to the community Timely response to people complaints	Good cooperation between government entities Approved memorandum of understand between Mafia Island and Mafia District Council Reduced number of complaints from people
	7 village land tribunals enhanced by 2020	Solicit fund for supervision Empower members of Village land tribunal with knowledge. Timely disposal of land disputes at village level	Reduced number of land disputes at village. Files of cases disposed available Supervision report available

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio- Economic Services and Infrastructure Increased	Increased village land tribunals from 7 to 23 by 2021.	Establish knowledgeable members Solicit fund for supervision, sitting allowance and stationary Allocate rooms for members to execute their duties.	Reduced land disputes at village level Reports of cases heard and disposed available
	Enhanced legal meetings in all level of administration from 60% to 80% by 2021	Schedule of meetings in place Establish leadership at all levels Solicit funds for supervision	Minutes of meetings available Quarterly report Available
D. Quality and Quantity of Socio- Economic Services and Infrastructure Increased	8 ward tribunals enhanced by 2021	Timely delivery of cases at ward level Establish competent members of the ward tribunal. Solicit fund for supervision, stationary and sitting allowance Allocate rooms for members of tribunal to hear and dispose disputes	Reduced number of land disputes at ward level. Files of disposed cases available. Supervision report available.
	8 Ward and 23 village tribunals empowered by 2021	Mobilization of funds Training to members	Reduced number of complains on land disputes at village and ward level.

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4.4.18 Strategic Objective 18

E. Good Governance and Administrative Services Enhanced

Table 4.17 :Result Area: Information Communication Technology and Public Relations

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	All ICT facilities improved from 20% in 2017 to 80% June 2020		
	Strengthened network connectivity from 50% in 2017 to 70% by June, 2020	Set aside in budget Change old infrastructure	Reliable network connection.
	Improved proper use of ICT systems and equipment in 13 department and 5 units by 2019	Train users	Number of departments and units properly use the ICT systems and equipments
	Increased use of ICT for equitable and sustainable socio-economic development of Mafia from 50% in 2017 to 80% by June 2020.	Set aside in departments budget Solicit Donors	Increased percentage of ICT users
	One ICT officer attended professional training by June 2020	Set aside in budget Solicit Donors	Number of Professional courses attended
E. Good Governance and Administrative Services Enhanced	Increased number of departments connected with Local Area Network (LAN) from 3 in 2017 to 19 by June , 2020	Set aside in budget	Number of department connected with LAN
	Improved service and maintenance in ICT facilities from 30% in 2017 to 80% by 2020	Mobilize fund	Percentage of ICT facilities serviced and maintained
	1 Mass media communication company established by 2021	Mobilization of funds Donner mobilization Sensitization	Presence of media communication

4.4.19 Strategic Objective 19

E. Good Governance and Administrative Services Enhanced

Table 4.18: Result Area: Election

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Citizen participation in politics and election process increased from 50% to 90% by 2020	Disseminate civic education to the citizens	Percent of registered voter participate in election
	Women participation in election politics increased from 30% to 80% by 2020	Empower women on election process	Percentage of women elected and appointed leaders
	Elected leaders at all levels in place from 80% to 100% by 2020	Conduct by elections	Number of elected leaders in all villages

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CHAPTER FIVE

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

5.1 Plan Implementation

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

5.2 Plan Monitoring

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

- ☐ Determine whether implementation is focused on the fulfillment of the vision and mission of the Bagamoyo District Council.
- ☐ Facilitate review of the implementation process
- ☐ Facilitate feedback to management which is necessary for decision making

- Ensure that strategic objectives are being accomplished within the expected timeframe and taking necessary measures for timely implementation
- Ensure that the activities are carried out as planned, and that any deviations are corrected promptly
- Ensure that financial discipline as a cornerstone for proper and prudent use of resources is sustained.
- Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing Bagamoyo District Council Community including the District Management Team and the District's Full Council. Presentations shall be made to make sure that able 34 shall guide the format of the progress reports.

Table 5.1 : Example of quarterly progress report

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

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

5.3 Plan Evaluation

In order to assess the plan performance, three types of evaluations are recommended; there shall be on-going evaluation that shall be taking place throughout the life span of this strategic plan at specified period preferably on annual basis. At this stage it is recommended that the evaluation exercises are conducted at the end of the financial year. There shall be also Midterm review as an interim evaluation that shall be conducted after two and half years to be carried out by

internal evaluators. The Midterm review shall draw lessons from the previous annual implementation period and in the process generate information that can be utilized in the subsequent period of plan implementation. This evaluation will focus at the Matching activity funding with plan implementation, evaluation and review. The third type of evaluation to be carried is terminal evaluation that shall be carried out at the end of the plan period to determine achievements, failure and constraints. This is preferably done by using external evaluators with the assistance from internal evaluators. Here detailed assessment of each plan components will be done. Both the quarterly ones, annually and midterm reports shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan.

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

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

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

5.4 Plan Review

Plan review will be carried out in order to remain focused in realizing the District Council core missions, strategic objectives, targets and therefore stay the course to the vision. Plan reviews shall be triggered by the results of evaluation activities. That is, plan reviews are meant to be responsive to the shortcomings in the course of plan implementation. There shall be minor plan

reviews annually, Mid-term review after two and half years and a major Plan review after five years.

5.5 Risks Management and Assumptions

For the successful implementation of BDC Strategic Plan, risk management is a prerequisite aspect. A systematic approach to managing risks throughout the whole organization's plan implementation period by identifying, assessing, understanding, acting on and communicating risk issues shall be enforced. Working in achieving its objectives in a rapidly changing world, DBC requires an integrated organization-wide approach to manage uncertainty. However, adopting such an organization-wide approach to risk management is a continuous, pro-active and systematic process to managing risk implies a significant change in council's management culture at all levels. Risk management requires a clear delineation of roles based on existing hierarchy, responsibilities and areas of work. It has to be understood as a collective responsibility the anticipation and management of risk has to become everyone's concern. It presupposes the strengthening of existing analysis, management and communication capacities and calls for the need to set up and implement preventive, mitigation and reactive plans. Systematic management of risk at all levels of the District council and at each stage of programming will improve planning efficiency and service delivery, and will allow better and more reliable decision-making. Risk management therefore will form an integral part of strategic plan implementation and results based management.

Table 5.2: For risk management in BTC, the following risks were identified for mitigation

Risk	Description	Type of risk/Category	Likelihood of the risk	Impact of the risk	Risk mitigation
Existence of harmful Virus in ICT system	There is possibility of virus to attack council's ICT system	Technological Risk	High	Loss of council's data Damage of software	Installation of strong antivirus establishment of backup system active internet services presence of local area network
Hacking of information	There is possibility of hackers to hack the council's server	Technological Risk	High	Loss of confidentiality	To have a specified strong network security (installation of cyber ram) Use of manual works
Poor loan recovery	There is possibility of loan beneficiaries to fail to recover unforeseen circumstances	Financial	Medium	Loss of trust to donor Loss of capital	Effective screening of loan beneficiaries
Shortage and delay Disbursement of fund from central government	Expected fund from central government delay	Financial risk	Medium	Un implementation of development project	To establish more sources of funds
Donor dependence	More dependent on donor which will result into effect of developing project if donors change	Financial	Very high	Failure of implementing development project	To establish more sources of funds

Risk	Description	Type of risk/Category	Likelihood of the risk	Impact of the risk	Risk mitigation
	policy				
Land user conflict	Increase in population due to district being awarded as a regional	Administrative	High	Conflict resulting into death	Implementation and preparation of land use plan
Frequency Occurrence of wild fire	These may happen due to honey harvesting	Environmental	Medium	Forest destruction and biodiversity	Awareness creation about faire occurrence Land use plan establishment
Community Reluctant in accepting the proposed project	There is possibility	Political	Low	Uncompleted project	
Occurrence of pests and disease	In the beginning of rainfall there are occurrence of pests and diseases	Ecological	Medium	Reduction of agricultural production Reduce quality of products	Environmental conservation Deserters preparation

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5.5.1 Risk Mitigation

In controlling the identified risks, the BDC shall adopt some mitigation measures for smooth implementation of the strategic plan.

(i) To foster a supportive work environment for self-reliance

Risk management serves as a tool for analyzing causes and consequences of difficult situations rationally and systematically. This enables staff to account for risk management decisions by explaining reasons and evidence on which they are based and thus increases confidence and self-reliance. It is a tool for proactive thinking, learning from experience and for improving teamwork. It leads to improved stewardship and accountability.

(ii) To increase the credibility of the organization

Risk management improves results and gives assurance to member states and other stakeholders that goals will be met and thus improves the organization's credibility and reputation. Effective risk

management enables us to avoid costly surprises both in terms of spending and credibility or reputation.

(iii) Wisely allocation of resources by the management team

Having conducted risk management, this will help the BDC senior management to plan strategically, allocate resources more wisely. It also enables more responsible decision-making and helps to constrain threats to the organization. Monitoring the results of risk management will become a part of performance auditing ensuring a closer link between expected outcomes, results and evaluation. Existing management and reporting mechanisms will be used in order not to increase staff workload.

(iv) To increases efficiency

To maximize its impact, an organization has to take risks. Managing risk enables BDC to take the lead in its field of competence and achieve better results especially working in adverse or unreliable environments. Risk management facilitates decision making and priority-setting and thus contributes to achieving the organization's objectives more efficiently.

(v) To facilitate innovation field

To be innovative implies taking risks. Risk management encourages staff to take risks wisely, which means it supports innovation while insuring prudent decision making and maintaining stakeholder trust.

5.6 Assumptions

For the Strategic objectives of this 2016/2017-2020/2021 strategic plan to be achieved, the following are the major assumptions which need close monitoring and timely responded by the BDC management include:

- ☐ Continued conducive political and socio-economic environment
- ☐ Continued willingness of stakeholders to support and respond effectively to the needs of BDC in implementing the strategic plan
- ☐ Improved conditions for effective staff retention and motivation in BDC.
- ☐ Timely disbursement of fund from Central government
- ☐ Continued provision of technical support, policies, guidelines and financial support from respective ministries

- ☐ Continues stability and improved economic growth of the country
- ☐ Continued good leadership at the District council level