

**UNITED REPUBLIC OF TANZANIA  
PRESIDENT'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**



**RUNGWE DISTRICT COUNCIL  
STRATEGIC PLAN  
2021/2022 – 2025/2026**



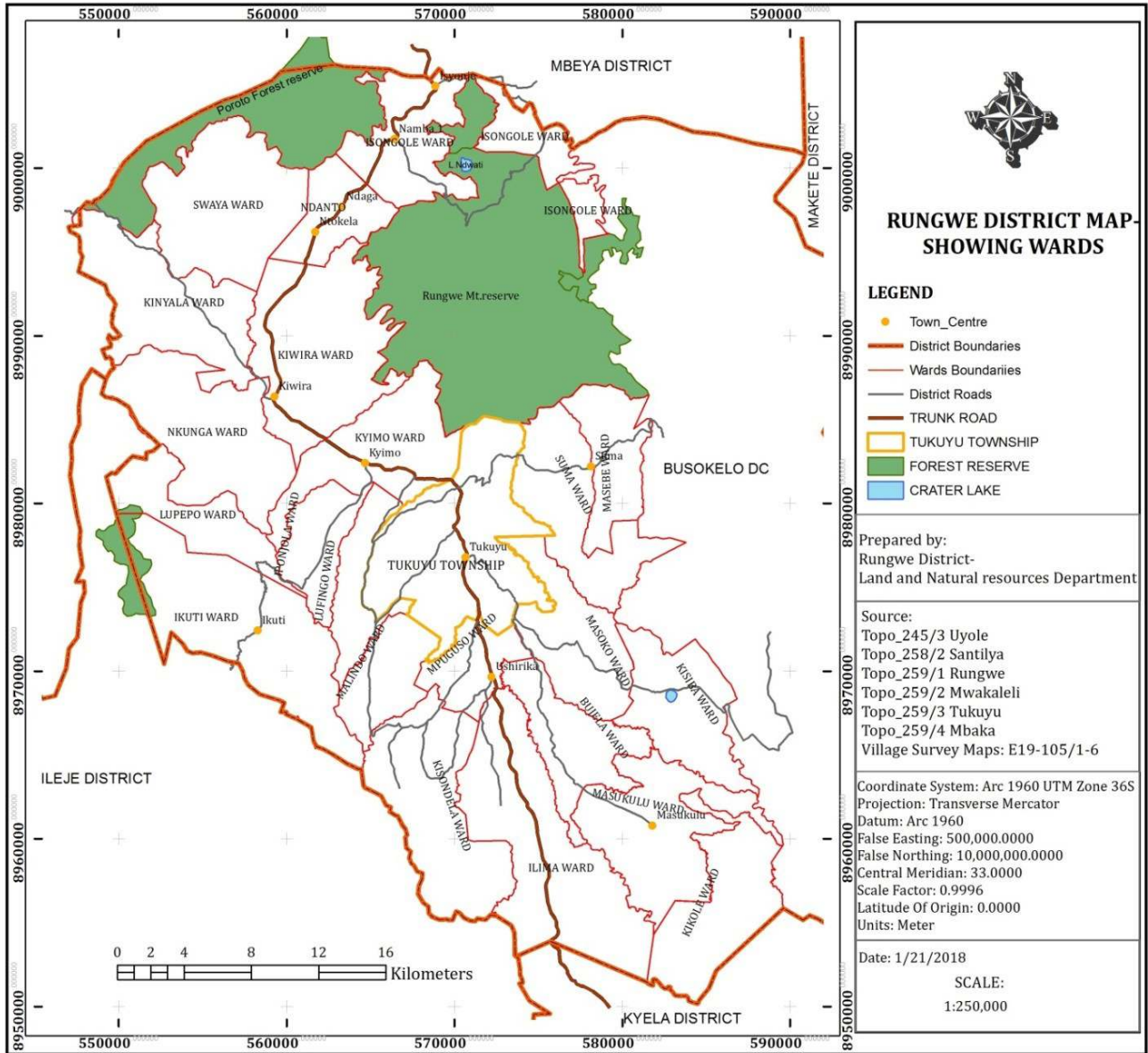
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**JUNE 2021**

# MAP OF RUNGWE DISTRICT



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## ABBREVIATIONS AND ACRONYM

ACSE	Advanced Certificate Of Secondary Education
AMCOS	Agriculture Marketing Cooperative Societies
ART/ARV	Anti-Retroviral Therapy/ Anti Retro Viro
AZISE	Asasi Zisizo za Serikali
CAG	Controller and Auditor General
CBO	Community Based Organisations
CCM	'Chama Cha Mapinduzi'
CHMT	Council Health Management Team
CMT	Council Management Team
CSO	Civil Society Organisations
D.C.	District Council (Local Government - District Authorities)
DADP	District Agricultural Development Plan
DAICO	District Agriculture, Irrigation and Cooperative Officer
DC	District Commissioner
DCC	District Consultative Committee
DDH	District Designated Hospital
DED	District Executive Director
DEO	District Education Officer
DLFO	District Livestock And Fisheries Officer
DMO	District Medical Officer
DP	Development Partners
DPLO	District Planning Officer
DSEO	District Secondary Education Officer
FBO	Faith Based Organisations
FYDP	Five Years Development Plan

GDP	Gross Domestic Product
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Disease Syndrome
IGFT	Inter-Government Fiscal Transfers
IMR	Infant Mortality Rate
IPSAS	International Public Sector Accounting Standards
KRA	Key Result Areas
LAAC	Local Authorities Accounts Committee of the Parliament.
LED	Local Economic Development
LGA	Local Government Authority
LGMD	Local Government Monitoring Database
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MMR	Maternal Mortality Rate
MOAC	Ministry Of Agriculture And Cooperatives
MTEF	Medium Term Expenditure Framework
NER	Net Enrolment Rate
NGO	Non-Government Organisation
NTD	Neglected Tropical Diseases
O&OD	Opportunities and Obstacles to Development
OCSE	Ordinary Certificate Of Secondary Education
OPRAS	Open Performance Appraisal System
PCCB	Prevention and Combating of Corruption Bureau
PMO	Prime Minister's Office
PO-PSM	President's Office, Public Service Management
PO-RALG	President's Office, Regional Administration & Local Government

PPP	Public - Private – Partnership
PPRA	Public Procurement Regulatory Authority
PSLE	Primary School Leaving Examinations
RAS/RS	Regional Administrative Secretary/Regional Secretariat
RCC	Regional Consultative Committee
RDC	Rungwe District Council
REA	Rural Electrification Agency
RUWASA	Rural Water Supply Agency
SAM	Severely Acute Malnutrition
SDG	Sustainable Development Goals
TALGWU	Tanzania Local Government Workers Union
TANROADS	Tanzania Roads Agency
TARURA	Tanzania Rural and Urban Roads Agency
TBS	Tanzania Bureau of Standards
TDV_2025	Tanzania Development Vision 2025
TFS	Tanzania Forests Agency
THIS	Tanzania HIV Impact Survey
TMDA	Tanzania Medicines and Medical Devices Agency
TUGHE	Tanzania Union of Government and Health Employees
TZS	Tanzanian Shilling
UNAIDS	United Nations AIDS
URT	United Republic of Tanzania
VEO/WEO/WDC	Village/Ward Executive Officer/Ward Development Committee

## GLOSSARY OF TERMS

TERM	DEFINITION
Core values	<p>Are guiding principles that all members and employees of the organization will commit themselves to follow towards the attainment of the shared and agreed Vision.</p> <p>Are “what we believe in” organisation-wide; they determine the “norms” or standards of acceptable behaviour by which the organisation conducts its “Business” Objective.</p>
Effectiveness	Is the extent to which an intervention’s objectives are achieved, taking into account their relative importance.
Efficiency	Is a measure of how economically resources or inputs in terms of funds, expertise and time are converted to outputs or results.
Environment Scan	Is the critical assessment of the environment in which an organisation operates. It contains four elements; external influences ( <i>Opportunities and Threats</i> ) and internal influences ( <i>Strengths and Weaknesses</i> ).
Key Performance Indicators (KPI)	Are means for measuring progress toward achieving the stated objective and corresponding targets
Mission	Is the fundamental purpose of an organisation, briefly describing why it exists and what it does to achieve its Vision
Objectives	Are broad statements (long-term targets) designed to achieve the Mission. Ideally, they are not necessarily time bound, they are outcome oriented.
Opportunities	External conditions that are HELPFUL to achieving the objective. Opportunities are outside conditions or circumstances that the organisations could turn to its advantage.
Outputs	The products or services that the institution produces



Performance Indicators	<p>The measures used to assess achievements or performance of the institution or its department in service delivery</p> <p>They are used to ensure that the institution is meeting the set of defined objectives and targets.</p>
Results framework	<p>Captures the purpose for which the institution exists based on Laws, Government circulars and Policies in place. The results framework will identify the current objectives, outputs and the performance indicators.</p>
Strategies	<p>Are established approaches methods and/or procedures for achieving the Strategic objectives of the organization</p>
Strategic objective	<p>Is a broadly defined objective that an organisation must achieve to make its Strategy succeed</p>
Strategic planning	<p>Is the process of determining what an organisation intends to be in the future and, how it will get there by finding the best fit for its mission, its capabilities, and its Environment</p>
Strengths	<p>Attributes of the organisation that are HELPFUL to achieving the objective. These are the organisation's core competencies, and include proprietary technology, skills, resources, market position, patents and others</p>
SWOC analysis	<p>Is the evaluation of how well resources of the organisation match the needs of the environment in which the organisation operates.</p> <p>Is an abbreviation of four elements; Strengths, Weaknesses, Opportunities and Challenges/Threats.</p>
Targets	<p>Are tangible, measurable and time-bound Outputs to be produced by an organisation to achieve its objective.</p> <p>Are deliverables (goods and services) an organisation wants to produce in a specific time.</p>

Threats	<p>External conditions that are HARMFUL to achieving the objective. Threats are current or future conditions in the outside environment that may harm the organisations, and might include population shifts, changes in purchasing, serious competitive barriers, changes in governmental or environmental regulations, and others.</p>
Vision	<p>A vibrant and compelling image of what the organisation wants to create at a certain time in future.</p> <p>A desired or intended future state of an organization in terms of its fundamental objective and strategic direction.</p>
Weaknesses	<p>Attributes of the organisation that are HARMFUL to achieving the objective. Weaknesses are conditions within the organisation that can lead to poor performance, and can include obsolete equipment, no clear strategy, heavy debt burden, poor product or market image, long product development cycle, weak management, and others</p>

## PREFACE



Rungwe District Council is established under the Local Governments Act (District Authorities) Cap 287 R.E. 2002 (Act No. 7 of 1982) and is mandated:- To maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction; To promote the social welfare and economic well-being of all persons within its area of jurisdiction; and Subject to the national policy and plans for rural and urban development, to further the social and economic development of its area of jurisdiction. Under decentralization policy the council is required to undertake necessary measures to accomplish the above devolved functions. For that matter Rungwe District Council is pleased to present its revised Strategic Plan for 2021/2022 to 2025/2026.

This strategic plan sets out course and scope of our mandate for the five years towards quality service delivery to residents of the council. The Plan provides the strategic direction including the Vision, Mission, Core Values, Objectives and performance targets for the Council and the community. It identifies key issues affecting the Council and provides strategies to reinforce the vision and values of the Council and community. The Plan builds on our past achievements and clearly articulates the direction for the coming five years. The council looks forward to working in partnership with the community and other stakeholders to implement the strategies to achieve the objectives, deliver the Mission and finally realize our Vision.

Preparation of this Strategic Plan has been a well-established collective and participatory process involving Council management Team (CMT), employees and consultations with our key stakeholders. On my behalf as well as Rungwe District Council; I would like to extend my gratitude to the facilitator, Mr. Juma R. Iddi from PO-RALG in the preparation of

this valuable towards the production of this Strategic Plan. In this category also I wish to extend my thanks to the District Executive Director, District Planning officer, and the Planning Team during the Training session. I also wish to thank all Stakeholders, including the NGOs, CSOs and FBOs for their valuable contribution and lastly, but not least the contribution of the Community in this context which is highly appreciated.

On the other hand, I wish to thank all Head of Departments and subordinates, for their valuable contribution during the preparation of this Plan. The Council Management Team of Rungwe District Council played a valuable support on all processes of developing the document.

The Strategic Plan has been prepared in line with the National Planning Framework, Sector Policies and Strategies, such as the Tanzania National Development Vision 2025, the third Five Year Development Plan (FYDP III) and the Ruling Party (Chama cha Mapinduzi - CCM) election manifesto 2020-2025, as well as the Medium Term Strategic Planning Manual. Rungwe District Council will play a key role in the Government's overall aim at securing Public accountability and transparency through the implementation of this Strategic Plan in achieving socio-economic development.

The process of reviewing this plan, provided an opportunity for RDC to address fundamental questions; to come up with a definitive vision and mission with clear sense of direction and inspirational to guide our long-term perspective and collaboration with all social stratum and other Development Partners in the council. The expected results of this crucial development are worth the efforts and input from every one.

Rungwe District Council (RDC) is faced with numerous Social and Economic challenges such as diseases, poverty and ignorance while emerging challenges of rapid population growth, rapid urbanization, environmental degradation, gender disparities and HIV and AIDS. RDC's experience in service delivery to the community with diverse skills of staff, socio - economic environment coupled with politicalwillingness and support, as well as council's position as an excellence service provider to the community, it is imperative that success is

inevitable. The Strategy and approaches we have charted are relevant, appropriate and sustainable and result oriented. Since we are committed to implement our Strategic Plan, our expectations will be realizable by June 2026.

I therefore wish, to challenge the Council staff to fully commit themselves to the implementation of the plan for the benefit of our people.

Hon. Mpokigwa Andimile Mwankuga

Chairperson

RUNGWE DISTRICT COUNCIL

## AKNOWLEDGEMENT



The Rungwe District Council Strategic Plan articulates its Mandate, Vision and Mission with the necessary Strategies and Targets to be carried out to achieve the planned objectives. The District Council Strategic Plan provides a logical sequence for systematically implementing the its mandate and is inspired by the long-term national economic reforms, including the Tanzania’s Development Vision 2025, which is implemented through the third Five Year Development Plan (FYDP-III). The Development Vision 2025 provides the overall national policy framework and advocates “Sustainable socio-economic development by the year 2025”.

The Strategic Plan is therefore designed in line with these broad national planning frameworks that have been developed to redefine specific sectoral issues in the context of socio-economic development objectives. As such, the Plan provides the basis for developing Medium Term Expenditure Framework (MTEF) and other Performance Agreements, which are components of an effective performance management system in the local government system in Tanzania.

The review of the previous Strategic Plan (2015/16 – 2019/20) indicated the remarkable achievements were recorded, despite challenges encountered in its implementation. Thus, the Council appreciates and value contributions of all stakeholders towards these achievements. Overall level of participation of stakeholders on development and services delivery initiatives were attained in all departments and sectors under the jurisdiction of the district council.

In coordinating and managing development initiatives and service delivery, Rungwe District Council in collaboration with stakeholders is focused to provide its community with high quality and sustainable socio economic services through proper management of

resources and good governance. The Council's efforts were centered towards expansion and improvement of services delivered; Proper management and accountability of physical assets, and, Human and Financial resources. Moreover, the institutional capacity to deliver services effectively and efficiently has been attained during implementation of the previous strategic plan and the remarkable achievements are gearing towards contributing to National Strategies and Policy specific outcomes for growth and reduction of poverty, improved quality of life, accountability, good governance and equity.

This document is a five years Strategic Plan (2021/2022 – 2025/2026) for the district council major direction of the organization and all stakeholders and major strategies and interventions for the next five years and inculcating the sense of commitment towards achieving the stated Vision.

More efforts and approaches will be directed on increasing efficiency and effectiveness in service delivery. It is envisaged that for this planning period the following twelve strategic objectives as approved by the council will be achieved as including:-*Services improved and HIV/AIDS infection reduced; Effective implementation of the National Anti - corruption Strategy enhanced and sustained; Access, quality and equitable social services delivery improved; Good Governance, Administration and Human Resources management improved; Quantity and Quality of social and economic infrastructure increased; Social Welfare, Gender and Community Empowerment improved; Financial Resources management for service delivery improved; Local Economic Development coordination enhanced; Planning, Budgeting and Stakeholders engagement improved; Sustainable Utilization of Land, Natural Resources and Environment Management improved; and Emergency preparedness and disaster management improved;*

The success of the Plan will depend much on availability and proper management of Human and Financial resources. Therefore, capacity building in terms of human resource and revenue collection initiatives is highly commended, also private sector engagement, and its contribution to the economy and poverty reduction. In terms of interventions, effective

enforcement of existing legislative and regulatory framework to perform council mandated functions, and monitoring and evaluation of the plan.

Let us all join hands together to deliver our mission and realize vision of our Strategic Plan.

Mr. Renatus Blas Mchau  
District Executive Director  
RUNGWE



## **EXECUTIVE SUMMARY**

Rungwe District Council is entrusted and mandated:-to maintain and facilitate the maintenance of peace, order and good government within its area of jurisdiction; to promote the social welfare and economic well-being of all persons within its area of jurisdiction; and subject to the national policy and plans for rural and urban development, to further the social and economic development of its area of jurisdiction.

This Strategic Plan provides a framework for improved service delivery in the district council by introducing performance based management systems in the council. This is an integral part of the local government reform programme. As part of the reforms, the council continues to observe its client service charter, which was firstly launched in 2002. The charter provides inputs in the preparation of the Strategic Plan.

Through the Strategic Plan, the Council Medium Term Expenditure Framework (MTEF) plan and budget is formulated to provide an opportunity to translate government planning frameworks, aspirations and perspectives into meaningful actions. These actions contribute towards achieving national goals and objectives as well as Council Objectives. The district council will therefore continue to make deliberate efforts to link the MTSP, FYDP-III and MTEF to ensure achievement of the desired goals.

The Strategic Plan is geared towards achieving the Council's Vision, Mission and Core Values. The Vision of Rungwe District Council is: "To be a competent Local Government Authority in provision of quality socio-economic services to the community for better and sustainable livelihood by 2025"

The Mission that inspires and commit Rungwe District Council to deliver states as: "Dedicated to provide quality and equitable socio-economic services to the community through utilization of available resource and involvement of all stakeholders for improved living standard"

The agreed Core Values that will guide operationalization of the Council's Mission to include "Customer Focus; Accountability; Integrity; Transparency; Effectiveness; Efficiency; Innovations and Community Participation."

The rationale for the Strategic Plan is to enable the district council to perform its functions effectively and efficiently. For this, the Plan defines Key Result Areas (KRAs) that address the following issues:- HIV/AIDS and Controls Measures; Anti-Corruption Strategies; Good government and Administrative services; Finance management improvement; Human Resource Management improvement; Social services delivery improvement; Nutrition; Infrastructure and technology development; Planning and budgeting improvement; Stakeholder engagement enhancement; Environmental management improvement; Land and Natural resources conservation; Economic development and community empowerment; and Emergence & disaster management.

To realize the outcomes in these areas, the Strategic Plan include strategic objectives and strategies for their achievements. To ensure accountability, service delivery targets have been developed in the Matrix (Appendix II).

The Strategic Objectives for Rungwe District Council are:-

- A.** Services improved and HIV/AIDS infection reduced;
- B.** Effective implementation of the National Anti - corruption Strategy enhanced and sustained;
- C.** Access, quality and equitable social services delivery improved;
- D.** Good Governance, Administration and Human Resources management improved;
- E.** Quantity and Quality of social and economic infrastructure increased;
- F.** Social Welfare, Gender and Community Empowerment improved;
- G.** Financial Resources management for service delivery improved.
- H.** Local Economic Development coordination enhanced
- I.** Planning, Budgeting and Stakeholders engagement improved

**J.** Sustainable Utilization of Land, Natural Resources and Environment Management improved;

**K.** Emergency preparedness and disaster management improved;

From this Strategic Plan, the district council will continue to work as a team. This involves sector departments and units; wards, villages and hamlets; and service delivery facilities. Objectives and Targets directly derived from MTSP, FYDP-III and Strategic Plan will be implemented in the Medium Term Expenditure Framework (MTEF) annual plans and budgets.

The revised Strategic Plan will enable Rungwe District Council to organize itself to improve quality, efficiency, effectiveness and performance on delivery of services on a continuous basis and sustain the gains on longer terms.

## VISION

“To be a competent Local Government Authority in provision of quality socio-economic services to the community for better and sustainable livelihood by 2025”

## MISSION

“Dedicated to provide quality and equitable socio - economic services to the community through utilization of available resource and involvement of all stakeholders for improved living standard”

## CORE VALUES

The operationalization of the Council’s Mission for realization its Vision is guided by the following core values:

1) Customer Focus	We focus on stakeholder’s needs by Providing quality services effectively with high efficiency to meet their expectations
2)Accountability	We are right to know and hold our organisational account and that we have the duty to explain and account for our day to day actions
3)Integrity	We provide our services in the quality, honest and strong moral principles
4) Transparency	We understand that being open, frank and honest in all communications, transactions and operations puts our service in clients’ interests.
5) Effectiveness	We will ensure the timely implementation of plans and programmes so as to achieve the desired goals stipulated in the Strategic Plan within a minimum possible time.
6) Efficiency	We believes that it is necessary to prudently use the available resources in the most cost-effective manner to achieve the

	highest standards of performance and acquire new knowledge/skills continuously and use them effectively.
7) Innovations	Our success depends on continuous improvement, adaptability, and embracing change.
8) Community Participation	Community participation is fundamental aspect of decentralisation, hence Council shall actively involve different stakeholders in formulating, implementing, monitoring and evaluation of development plans.

## CHAPTER ONE

### 1.0 INTRODUCTION

Rungwe District Council was among the oldest councils in Tanzania and its history can be traced way back to the Germany Colonial era. The beginning of German colonial rule in Rungwe District was in 1893 by the German explorer Major Von Wissmann who founded a government station at a place along Lake Nyasa which was given the name "Langenburg" in honour of "Prinz von Hohenlohe-Langenburg" the champion of German colonial endeavours (*currently known as Lumbila in Ludewa district*). It was from there that the Germans ruled Rungwe District which comprised the whole area currently known as Mbeya Region and included Makete and some parts of Ubena (*now Njombe*) and Ufipa (*now Sumbawanga*).

Occupation of the area was put under German domination in 1890 by the Anglo-German Agreement which secured German East African for Germany. This was strengthened by "the first Moravian Missionaries who arrived and settled down at Rungwe in August and followed by the Berlin Missionaries who resided on a peninsula of Lake Nyasa at a Village known as Ikombe (*Kyela district*) in October 1891." But in 1900, the District Administrative Office was transferred to Tukuyu from Lumbila and was named "Neu Langenburg." This made Tukuyu to be a new administrative centre of the district and the former (Lumbila) was only left as a sub-office and a place where battleships could anchor.

During independence the local government institution in Tanzania adapted the colonial system which was ended in 1972, when the local government system in the country was abolished and pave way to decentralization by de-concentration system (Madaraka Mkoani) under which the Regional Directorate had the role of service delivery until 1982 when they were abolished to reinstate the Local Government system following enact of five Local Government Acts; No. 7 (District Authorities), No.

8 (Urban Authorities), No. 9 (Local Government Finances), No. 10 (Local Government Service Commission), and No. 11 (Negotiation Machinery).

Rungwe District Council came into operation on the 01/01/1984 vide certificate of establishment under the terms and provisions of Sections 7-9 of the Local Government Act (District Authorities) No. 7 of 1982 (Cap 287 R.E. 2002).

The Council has adopted the use of a strategic plan as a comprehensive tool to be used for the Council to effectively and efficiently carry out its mandate and therefore improve performance which will result in delivery of quality services. Strategic Plan is a useful tool geared to deliver the Council's Mission and thereby realize its Vision and finally contribute to the achievement of the Tanzania Development Vision 2025.

This Strategic Plan covers the period 2021/22 to 2025/2026. It presents the strategic direction that the Council will take in order to achieve optimal performance in fulfilling its mandate. The Plan is anchored on Eleven Strategic objectives, which were determined based on Key Result Areas (KRA) which were established in line with the Council's objective during the situation analysis. Implementation plans were also developed as frameworks outlining specific inputs, outputs and TZSks to be undertaken in order to achieve the stated outcomes and targets. The Plan describes Vision, Mission, Core Values, Objectives and targets of the council.

Based on its mandate, and the main function conferred upon, Rungwe District Council has a role of fostering development and socio-economic services that will ensure sustainable development and thereby improve community wellbeing.

## **1.1 BACKGROUND**

Rungwe district Council is one of the seven Local Government Authorities comprising of Mbeya Region, others are Mbeya City Council, and Chunya, Mbeya, Mbarali, Kyela and Busokelo district councils.

Historically, Rungwe was one of the four districts that established Mbeya Region from the then Southern Highland Province in 1964. Others were Chunya district, Mbeya district and Ufipa districts (*now Sumbawanga*) of Rukwa region. The district council was reduced its area size by establishing Songwe district council in 2015.

### **1.1.1. Geographical Location and Frontiers**

Geographically Rungwe District Council is located in the southern part of Mbeya Region and lies between latitudes 8°30' to 9°30' South of Equator and longitudes 33°00' to 34°00' East of Greenwich. The District headquarters is situated at Tukuyu (*formerly New Langenburg*) located at 9°25 South and 33°65 East, and distance of 72 km from Mbeya which is the regional headquarters, along Uyole – Ibanda - Kasumulu highway which passes Kyela district on route to Malawi.

The District Council shares borders with Mbeya district council to the North, Busokelo district council to the East, Kyela district council in the South and Ileje district council of Songwe region to the West.

### **1.1.2. Administrative Units**

Administratively Rungwe District Council is divided into 3 divisions namely Pakati, Tukuyu Urban and Ukukwe; 29 Wards, 99 Villages and 457 Hamlets as shown in table below. Also it comprises of one Township Authority namely Tukuyu and Politically, the council has one Parliamentary Electoral Constituency, known as Rungwe.



**Table 1:Administrative Units, 2021**

Name of Division	Total Area (Sq. kms)	No. of Wards	Township Authority	No. of Villages	No. of Hamlets
1. Pakati	480.89	9	0	44	165
2. Ukukwe	618.36	16	0	55	263
3. Tukuyu Urban	132.60	4	1	0	26
<b>TOTAL</b>	<b>1,231.86</b>	<b>29</b>	<b>1</b>	<b>99</b>	<b>454</b>

*Source: Rungwe District Executive Director's Office, 2021*

### 1.1.3. LAND AREA AND LAND USE PATTERN

#### 1.1.3.1. Land Area

Rungwe District Council has a total surface area of 1,231.86 sq. kms (123,186 ha), which is 3.5 percent of regional total land area of 35,232.2 sq. kms (3,549,200 ha). Rungwe District Council has a total land area of 1231.86 sq. km out of which 1,231.54sq. km equivalent to 99.97 percent is land area while the remaining 0.3243 sq.km equivalent to 0.02 percent is covered by water, as shown below.

**Table 2: Land and Water Area by Division in Rungwe D. C. 2015**

Division	Land Area (sq.km)	Water Area	Total Area	% Share of Total Area
1. Pakati	480.89	0.0048	480.89	39.05
3. Ukukwe	618.04	0.3195	618.36	50.18
3. Tukuyu Urban	132.60	0.0000	132.60	10.77
<b>Total</b>	<b>1231.54</b>	<b>0.3243</b>	<b>1231.86</b>	<b>100.0</b>

*Source: Rungwe District Executive Director's Office, 2021*

#### 1.1.3.2. Land use pattern

Furthermore, Rungwe District Council has a total land area 123,186.0 ha, distributed in different land uses such as residential, commercial, commercial/residential,

industrial, recreational and open spaces, institutional, agricultural, water bodies and conservational (forest, valleys and hills). Out of that, 83,613.6 ha equivalent 67.9 percent is arable that is suitable for agriculture production, and 3,449.21 equivalent to 2.8 percent is planned residential areas or settlements. However, the remaining areas of 36,091.2 ha equivalent to 29.3 percent of total land area is covered by mountains with forests, hills, valleys, rivers, streams and small crater lakes as shown in the table below.

**Table 3: Land Classification in Rungwe District Council, 2021**

CLASSIFICATION	AREA (KM <sup>2</sup> )	AREA (HA)	AREA SHARE %
Total Area	1,231.86	123,186.00	100.0
Arable Land	923.90	92,390.6	75.0
Mountainous, Forests, valleys etc.	273.15	27,313.8	22.2
Water Bodies	0.3243	32.43	0.0263
Planned Settlement	34.49	3,449.21	2.8

*Source: Rungwe District Executive Director's Office, 2021*

#### **1.1.4. CLIMATE, TOPOGRAPHY, SOILS AND VEGETATION.**

##### **1.1.4.1. Climate**

Climate is a combination of elements that mainly include temperature and rainfall which are two key practice, effective rainfall is the amount ultimately available to the vegetation. This is the more important factor than total rainfall. Altitude, topography and vegetation influence climate greatly, resulting in micro climate in specific localities and macro climate in larger areas.

The climate in Rungwe district is, to some extent tropical, with marked seasons and sharply defined dry and wet seasons. The area experiences adequate rainfall throughout the year and can produce spectacular short-lived thunderstorms. The average rainfall ranges from 900 millimeters (mm) in the lowland zone to 2700 mm in the highland zone. The rains normally start in October and end in May followed by

dry and cold spells between June and September. Mean annual temperatures range between 16°C in the highlands and 25°C in lowland areas

Despite such climatic events, in summary, it can be said that in general the district council experiences relatively mild climatic conditions, devoid of extremes and offering a pleasant and productive living environment.

#### **1.1.4.2. Topography and Drainage**

Rungwe District Council is generally mountainous district with Rungwe Mountain and Livingstone ranges features that show the climate of Rungwe district, rising from an altitude of 772 meters to 2,961 meters above the sea level.

The topography of this district is characterized by the dormant volcano of Mount Rungwe at 2961 metres above sea level. Much of the district is mountainous, and contains a forest reserve that was established by the British in 1949. Around Rungwe district, there are some notable but very slight tremors due to volcanic nature of the region. There is evidence of the non-dormant nature of this volcanic activity just east of Tukuyu town at Kyejo about 30 kilometers away, where carbon dioxide oozes out from the earth. Mount Rungwe is a vital river catchment area while to the east of Tukuyu town there is Kipengere Range of mountains, better known as the Livingstone Escarpment. The landscape further East becomes tremendously harsh and mountainous but suitable for some agricultural activities. Mount Rungwe offers a diverse of unique scenery featuring Rungwe Peak having an altitude of 2,981 metres above mean sea level, a barren mountain top from which one can view Poroto Ridge, Mbeya Peak, Loleza (Kaluwe) Peak and areas stretching down into Malawi. Mount Rungwe is composed of 10 or more dormant volcanic craters and domes. The

topography varies from hilly to steeply dissected, with elevation ranges between 1500 metres in the south and 2981 metres at the summit<sup>1</sup>.

Mount Rungwe is a key water tower in Mbeya region where its steep sides characterized by small numerous streams which together drain into major rivers providing water to many villages and small towns for domestic, agriculture and industrial use. The mountain is the catchment for key rivers in the landscape like Kiwira, Suma, Mbaka, Kilasi, Marogala, Mrombo, Mulagala, Sinini and Mwalisi Rivers, which flow into Lake Nyasa shared by Tanzania, Malawi and Mozambique. Also Lufilyo River originates from Livingstone Mountain Ranges adjoined by other small streams which together with rivers mentioned above pour their waters into Lake Nyasa alongside Kyela district<sup>2</sup>, where they usually experience high floods every year.

#### **1.1.4.3. Soils**

The district council has three broad categories of soils, whereas first category is described as clay (heavy clay and clay loam), loam and loam sand. Loam sand are found in the uplands areas, Loam clay soils is found in the lowland areas and loam is found in midland areas. Most of these soils have high mineral and nutrient contents.

Rungwe district is rich biological, ecological and cultural diversity area. Based on the ecological and biodiversity of the district, the landscape and flora of both the wetlands vegetation and tropical systems is vividly seen. This is a high rainfall zone in southern Tanzania highlands, with annual mean precipitation ranging from 700 mm to 2300 mm and lies between altitudes 600 to 2,400 m above sea level, which extends and covers the central Mbeya plain and highlands, Ilemba and Poroto highlands. The plains include the east, central, south and west Rungwe, east Ileje as well as north Kyela.

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<sup>1</sup> URT 2011a

<sup>2</sup> (URT 2010; 2011a)

The soils are moderately fertile and consist of deep volcanic soil; deep soil over basalts, and red soils. The volcanic ashes around the vicinity of Katende and Kyejo farmlands are indicative of the recent past Holocene volcanic eruptions. The soils are mainly volcano built up mainly of various types of lavas and tuffs which are dominant around mount Rungwe and ranges. The parent material is volcanic ash and pumice. The soils are typically well drained and have low bulk density. Topsoil is black to brownish-gray and whereas Subsoil consists of alternating layers of pumice gravel and soil. Soils in the high grasslands are thin and quite rocky whereas on the steep slopes of the mountain, soils are predominantly dark greyish and dark brown as well as dark-yellowish-brown with sandy and clay loams.

During recent years there is ecological shift from pastoralism to agricultural food crops cultivation which become the more dominant practice, leaving very few families are keeping livestock in-doors because of depletion of open areas for grazing. This is as a result of population and land pressure and diminishing pastures, pastoralism which is declining. Also, the clearing of land has resulted in diminished forests, which along with fluctuations of waters in lakes and rivers, shrinking of water bodies, increasing aridity in lowlands. Therefore modern settlements and habitation in Rungwe are influenced by ecological shifts and climate change in the area.

The vegetation of Rungwe district is a mixture of acacia bushland and grassland of brachystegia woodlands. The soils of the main arable lands are of medium fertility, coarse or medium textured, ranging from sandy loams to alluvial. These are suitable and suitable for the cultivation of cash and food crops including Maize, Pyrethrum, Tea, Paddy, Coffee, Cocoa, Irish Potatoes, Beans, Avocado, Banana, Plum, Cardamom, Peach, Mango, Citrus Fruits, Groundnuts, Vegetables, paddies and small woodlots.

#### **1.1.4.4. Vegetation**

Rungwe District Council has rich and diversified natural vegetation due to variation in climate, soils and topography. The main vegetation types of the reserve are lower montane forest, upper montane forest, bushed grassland, bamboo belt, and heath. Mountainous grasslands and forests occur above 1300 metres above sea level.

The district has six gazetted catchment forest reserves and including the Livingstone which is situated on the northern and north-eastern slopes of the Lake Nyasa trough; Kyejo, which is on Kyejo Mountain; Rungwe that covers most of Rungwe Mountain; Kitweli which is situated on the west of Mt Rungwe; Sawago which is north of Rungwe and Masukulu which is a woodland reserve on the interfluves that drop down to Lake Nyasa. All of these forest reserves' waters contribute to the rich agricultural lands in the district, before emptying into Lake Nyasa. Additionally, exotic pines spreading from plantations have replaced natural vegetation in some areas. The planting of exotic species in cultivated and uncultivated areas in the district have also resulted in changes in agro-forestry vegetation where indigenous plants are replaced by exotic ones.

#### **1.1.5. AGRO-ECOLOGICAL ZONES**

The simultaneous consideration of thermal, moisture, soil and topography characteristics permits the definition of broad agro-ecological zones. These classifications are useful in assessing the potential for crop cultivation. According to Ministry of agriculture and cooperatives agro-ecological zones, Rungwe district council is classified under southern-western highlands zone. Agro-ecological zones in the district differ quite significantly in terms of the topographically determined annual and seasonal rainfall and temperature regime experienced. While the spatial variations in rainfall and temperatures are not pronounced, they do make the council uniquely suitable for producing a variety of crops and they determine the type of

agriculture that is undertaken within a particular zone in the district council. The district council is divided into three distinctive sub agro-ecological zones: The highlands, middle lands and lowlands as shown below.

#### **1.1.5.1. The Highlands Zone**

This zone forms a continuation of the Mporoto Mountains from Tembela Ward in Mbeya District Council and rises from an altitude of 2,000 to 2,265 meters above the sea level, occupying an area of about 18% of the total district land area. This zone is cold throughout the year with heavy rainfalls averaging between 1,500 and 2,700 mm per annual. The wards include in this zone are Swaya, Kinyala, Isongole and Ndanto. This area has average annual rainfall of 1,500 – 2,700mm, and temperatures ranging from 5°C to 18°C. This zone is suitable for cultivation of Irish potatoes, pyrethrum, maize, beans, plum, peach and vegetables.

#### **1.1.5.2. The Midlands Zone**

This zone occupies some parts of Ukukwe divisions and all wards of Tukuyu Urban division occupying an area of about 62% of the total district area. The area experiences cold weather at an annual average of 16°C to 28°C and receives an average annual rainfall ranging between 800 and 2200 mm. The soils are good for agriculture and livestock developments, the main crops grown are avocado, tea, coffee, cardamom, maize, mango, beans, grevillea, Ficus, banana and groundnuts. Wards included in this zone are Kiwira, Kyimo, Iponjola, Ikuti, Lupepo, Nkunga, Ibigi, Lufingo, Makandana, Ikama, Malindo, Suma, Bagamoyo, Bulyaga, Masoko, Kisondela, Masebe, Bujela, Mpuguso, Msasani and Kawetele.

#### **1.1.5.3. The Lowlands Zone**

This zone lies to the south of the district council in Pakati Division mainly Ilima, Itete, Masukulu, Kambasegera and Kisegelese wards, and occupies an area of about 20% of

the total district land area. It lies at an altitude 772 to 1,500 meters above sea level. The weather in this zone is generally hot with annual rainfalls averaging between 900 and 1,200mm, and temperatures ranging from 20°C to 30°C. This zone is suitable for cultivation of paddy, maize, beans, cocoa, avocado, citrus and bananas. The low land zone receive an average rainfall between 900 and 1200 mm. Wards included in this zone are Masukulu, Ilima, Matwebe and Kisiba.

#### **1.1.6. POPULATION CHARACTERISTICS**

Population is an essential source of labour for production of goods and services as well as consumer of various products in any type of the economy. Moreover, the growth and distribution of the population determines the demand for food, water, energy and other natural resources and location of essential social services, such as education, health, water, transport and housing for its survival. This section analyses the population characteristics, structure and distribution in Rungwe District Council. According to the most recent 2012 Population and Housing Census, the total population of Rungwe District Council was 242,809 persons; out of them 115,510 were males and 127,299 were females.

##### **1.1.4.1. Ethnic Groups**

The largest tribal group in Rungwe district council is the Nyakyusa who form nearly 95 per cent of the population in the northern parts of the district bordering Mbeya district there are also the Safwa who live in the areas. Also there are other ethnic groups that occupy some parts of the district council which include the Ndali, Kinga, Ngoni and small groups like Nyamanyafu, Wanji, etc found in some areas.

##### **1.1.4.2. Population Size and Growth Rate**

Population size and growth rate are among key population indicators which shows the rate of increase of population per year. These indicators alert the decision



makers to review their socio-economic goals and targets to take into consideration of expected socio-economic pressures resulting from the population increase.

The distribution of households by district council based on the 2002 and 2012 census in Mbeya Region, shows Rungwe District Council had the average household size of 4.1 in 2012 which was the same as that recorded in 2002. However the district council average household size is below that of the Region which is 4.2 in both years

The population of Rungwe district council according to the 2002 and 2012 Population and Housing Censuses increased from 220,949 persons (104,997 males and 115,901 females) in 2002 to 242,809 persons out of which 115,510 equivalent to 47.57% were males and 127,299 equivalent to 52.43% were females in 2012, this is an increase of 9%. With annual growth rate of 1.0% the district is projected to have 304,569 people by 2020. It also revealed that during the same period, the population growth rate of the council was 1.0% per annum as shown in tables 3-4 below.

### **Population Size and Growth Rate**

**Table 4: Population Growth by Division in Rungwe District Council**

Division	No. of Wards	2002 Population Census				2012 Population Census				2020 Population Projections			
		Male	Female	Total	%age	Male	Female	Total	%age	Male	Female	Total	%age
Pakati	9	35,582	39,107	<b>74,689</b>	33.8	30,990	34,188	<b>65,178</b>	26.8	38,685	42,688	<b>81,373</b>	26.7
Tukuyu Mjini	8	18,557	20,489	<b>39,046</b>	17.7	26,425	29,284	<b>55,709</b>	22.9	33,133	37,701	<b>70,834</b>	23.3
Ukukwe	12	50,909	56,305	<b>107,214</b>	48.5	58,095	63,827	<b>121,922</b>	50.2	73,073	79,289	<b>152,362</b>	50.0
<b>TOTAL</b>	<b>29</b>	<b>105,048</b>	<b>115,901</b>	<b>220,949</b>	<b>100.0</b>	<b>115,510</b>	<b>127,299</b>	<b>242,809</b>	<b>100.0</b>	<b>144,891</b>	<b>159,678</b>	<b>304,569</b>	<b>100.0</b>

**Source:** National Bureau of Statistics, 2002 and 2012 Population Census Report

### **Population Distribution by Sex and Age**

The distribution of population in Rungwe district council by sex and age groups basing on the 2002 and 2012 Population and Housing Censuses, and 2020 population projections is shown in the table below.

**Table 5: Population distribution growth by sex and age groups 2002 - 2020**

Division	2002 Population Census				2012 Population Census				Sex Ratio	2020 Population Projections			
	Male	Female	Total	%age	Male	Female	Total	%age		Male	Female	Total	%age
0-4 Yrs	15,527	15,620	31,147	14.1	16,080	16,114	32,194	13.3	100	20,451	21,643	42,094	13.8
5-14 Yrs	27,916	31,948	59,864	27.1	33,571	33,603	67,174	27.7	100	41,343	44,228	85,571	28.1
15-34 Yrs	31,841	37,793	69,634	31.5	35,815	41,151	76,966	31.7	93	44,877	50,540	95,417	31.3
35-64 Yrs	23,684	23,146	46,830	21.2	22,985	27,519	50,504	20.8	86	27,874	31,605	59,479	19.5
65+ Yrs	6,080	7,394	13,474	6.1	7,059	8,912	15,971	6.6	79	10,346	11,662	22,008	7.2
<b>TOTAL</b>	<b>105,048</b>	<b>115,901</b>	<b>220,949</b>	<b>100</b>	<b>115,510</b>	<b>127,299</b>	<b>242,809</b>	<b>100</b>	<b>91</b>	<b>144,891</b>	<b>159,678</b>	<b>304,569</b>	<b>100</b>

**Source:** National Bureau of Statistics, 2002 and 2012 Population Census Report

These data shows that, out of the total population in Rungwe District Council for the years 2002 and 2012, the proportions of working age population (15-64 years) decreased from 52.7% in 2002 to 52.5% in 2012. That is there is a slight decrease of 0.2% of working age population over the period of ten years. Also, it revealed that female accounted for a higher percentage share of the working age population with 52.3% in 2002 and 53.87% in 2012 compared to male (47.7% in 2002 and 46.13% in 2012) respectively.

#### **1.1.4.3. Population Projection**

The population of Rungwe DC according to the 2002 and 2012 Population Census and Population Projection of 2020. Rungwe District Council shows an increase of 51,760 equivalents to 21.31% that is from 242,809 persons in 2012 to 304,569 persons in 2021. A similar trend is observed for male population an increase from 115,510 persons in 2012 to 144,891 persons in 2021 while female population increase from 127,299 persons in 2012 to 159,678 persons in 2021.

#### **1.1.4.4. Population Distribution by Sex and Age**

The total population in Rungwe district council had increased by 21,860 people from 220,949 persons in 2002 to 242,809 persons in 2012 which is an increase of 9.9 percent for period of 10 years. Sex Ratio is an indicator that gives the number of male

population for every 100 females in that age group. The sex ratio in Rungwe District Council is 91 males for every 100 females in both 2002 and 2012 Population and Housing Censuses, this means that there are more females than males in the population. The results further show that, across all wards there are more females than males.

**Table 6: Population Size and Growth indicators by divisions, 2002 and 2012 Censuses**

DIVISION	Population Size		%age changes 2002-2012	Growth Rate (p.a.) 2002-2012)
	2002	2012		
1. Pakati	74,689	65,178	-12.73%	-1.84%
2. Tukuyu Urban	39,046	55,709	42.68%	1.75%
3. Ukukwe	107,214	121,922	13.72%	1.50%
<b>TOTAL</b>	<b>220,949</b>	<b>242,809</b>	<b>9.89%</b>	<b>1.00%</b>

*Source: National Bureau of Statistics, 2002 and 2012 Population Census Report*

The negative average annual growth rate in some wards was due to establishment of new wards as follows Kawetele from Bagamoyo, Makandana from Malindo, Masebe from Suma, Matwebe from Masukulu and Swaya from Kinyala. General observation shows the shift of some wards from former division to Tukuyu Township Authority affected population in the former Pakati division.

#### **1.1.4.5. Population Density**

Population density is the measure of the number of people per unit area, commonly represented as people per square kilometre. The study of population density helps the Government in provision of space in a given area as well as in the provision of the basic needs of people in the area. According to Population and Housing Census of 2012, the Government of Tanzania has the average of 51 persons per sq. km.

The census result shows that Rungwe District Council had an average population density of 197 persons per sq. km. The results show that, the average population density has slightly increased from 179 persons per sq. km in 2002 to 197 persons per

sq. km in 2012. In 2002, the population size and density by division and wards for the years 2002 and 2012 in the council is shown in table below.

**Table 7: Population Size and Density by Division; 2002 and 2012 Census**

Division	No. of Wards	Land Area (sq. kms)	2002 Population Census		2012 Population Census	
			Total Number	Population Density	Total Number	Population Density
Pakati	9	480.89	74,689	155	65,178	136
Tukuyu Mjini	8	132.6	39,046	294	55,709	420
Ukukwe	12	618.04	107,214	173	121,922	197
<b>TOTAL</b>	<b>29</b>	<b>1,231.54</b>	<b>220,949</b>	<b>179</b>	<b>242,809</b>	<b>197</b>

**Source:** National Bureau of Statistics, 2002 and 2012 Population Censuses Reports.

#### 1.1.4.6. Migration

Migration has not been a common phenomenon in the communities constituting Rungwe District Council, however, in recent years it has experienced a notable out migration of youth between 15 and 30 years of age (workforce) to seek employment in urban centers like Mbeya, Dar es Salaam, Arusha and Dodoma.

## 1.2 PURPOSE AND OBJECTIVES OF STRATEGIC PLAN

The Strategic Plan reviews the previous one to take on board the pending and emerging issues in the revised Strategic Plan. This Plan is the fourth in the series of Strategic Planning by Rungwe District Council and will cover five years from 2021/22 to 2025/26 in a tandem with the implementation of the third National Five Years Development Plan of 2021/22 – 2025/26.

The purpose of the strategic plan is to identify the strategic actions required to be undertaken by all actors in Council development planning and budgeting in order to achieve the underpinned objectives of FYDP-III and CCM election manifesto 2020 - 2025 to accelerate realization of and National development Vision 2025. General the purpose of this strategic plan can be centred to:

- Improve service delivery performance

- Increase level of Accountability
- Establish priorities for efficient and effective resource allocation
- Improve transparency and communication among key stakeholders
- A management tool when conducting Rungwe District Council business.

The Strategic Plan developed clarifies institutional priorities and unifies the staff in the pursuit of shared objectives. It will also provide an opportunity to address fundamental questions, to focus away from day to day operations, and to take initiatives to improve performance. Specifically, the five year Strategic Plan will set strategic direction and strategies aimed at optimum attainment of the Council's Mission and realization of its Vision; Identify key outcomes, outputs and targets; and Provide a mechanism for monitoring progress towards achievement of the set objectives.

### **1.3 RATIONALE FOR THE STRATEGIC PLAN**

The Government of Tanzania directed that all Ministries, Departments and Agencies (MDAs); and Local Government Authorities (LGAs) develop strategic plans, which give them a focused direction for their future operations. It is also a requirement that the plans be aligned to the National Development Vision 2025, Third Five Years Development Plan, Ruling Party (CCM) Election Manifesto 2025 and other national planning frameworks.

The Tanzania Development Vision 2025 (TDV) outlines the economic framework that the Country desires to achieve by 2025, that is transforming our country into a middle income country by 2025. The fundamental objective of the Vision 2025 is to spell out what Tanzania aspires to be by 2025, and therefore provides focus and opportunity to rally the society towards the intended objective. Through implementation of the Vision 2025, Tanzania geared to move from a least developed country to a middle income country by 2025, and that a solid foundation for a competitive, dynamic and highly productive economy will have been laid by this time.

The Vision 2025 is operationalized through three Five Years Development Plans with an overarching goal of achieving a middle income status by 2025. The Vision also envisages that this economic prosperity will be manifested in, and accompanied by five main attributes:-High quality livelihood for all Tanzanians; Peace, stability and national unit; Good governance; A well-educated and learning society; and A competitive economy capable of producing sustainable and shared growth.

The Rungwe District Council's Five Years Strategic Plan for 2021/22 – 2025/26 is a process that charts the Council's broad direction forward. The process helps the Council decide what it wishes to achieve and the main actions it needs to undertake over a given timeframe. The strategic plan also allows a collective and participatory process of planning involving a range of development stakeholders. The strategic plan is an instrument to enhance the Council's capacity in carrying out its core mission and vision. It is a tool for monitoring and controlling performance towards the targeted objectives.

The reviews of Council's previous Strategic Plan of 2016/17 – 2020/21 and challenges resulting from its implementation, are the main drive towards formulation of this Plan. The main reasons for developing the Strategic Plan 2021/22 – 2025/26 are to provide the council with a framework for programme planning, implementation and performance review. The strategy serves as a basic tool for engaging and negotiating financing of the council with key stakeholders. It presents the council with an instrument for continuous critical evaluation of its activities and priorities, strategic interventions and programme implementation, and sets a basis for resource allocation and targeting. The strategy seeks to improve the quality of services delivery by strengthening institutional frameworks and structures as well as improving revenue collection at all levels. The overall mission will seek to provide all Rungwe district council residents with equal opportunities for quality services to ensure collective efforts to raise their standard of living.

This Strategic Plan has been prepared with a view of guiding the implementation process of service delivery and development initiatives in a strategic direction. It also aimed at creating a common understanding among Rungwe District Council Administration, Management, staff and other stakeholders in order to enhance their collective contribution with its objectives being derived from the functions prescribed to district council mandate. The established targets are drawn against achieving broad objectives and during implementation it is envisaged that a continued collaborative effort is sustained among district staff and stakeholders in order to deliver our mission and ultimately realise the council's vision.

#### **1.4 METHODOLOGY**

Rungwe District Council in collaboration with Rungwe region administration initiated the review of the Strategic Plan after the former plan expired in 2020/21, by deploying effective participatory approaches whereby the council appointed a planning team involving different stakeholders within the council, councillors, district management team and staff to fast-track the process. The approach intended to help the Council working group to establish common understanding in strategic planning approaches, concepts and tools in order to align them to practically develop a good strategic plan.

The capacity building sessions were carried out as part of planning work sessions for generating data needed for the preparation of this plan through rapid assessment methodology. This workshop took six days ranging from 03<sup>rd</sup> to 08<sup>th</sup> August, 2021 at Ilenge Agriculture Resource Centre located at Kyimo village, where at the end of each day participants were asked to provide a certain output based on the concepts and theory learnt on the respective day. The participants were involved in the performance review of the plan where both primary and secondary data were collected using various methods including literature review, brainstorming, performance review, self-assessments,

logic model, SWOC analysis, stakeholder's analysis, PESTEL model, Opportunities and Obstacles to Development (O&OD) being a reference for effective planning.

Data were collected and analyzed to determine the Council's internal environment (*Strengths and Weaknesses*) and the external environment (*Opportunities and Challenges*) which helped to identify areas for improvement and critical issues were identified. These formed the basis to formulation of strategies and targets to be addressed, and developing strategic objectives. The council top management together with the council's appointed team, were then fully involved to plenary discussion to critically reviewing the previous strategic plan's Vision and Mission statements, objectives, targets and performance indicators. After which they spend much more time to develop vision, mission, distinctive competences, core values, objectives, strategies and targets.

This Strategic Plan which covers five years period 2021/2022 to 2025/2026 was developed in accordance with the Planning and Budgeting Manual of the United Republic of Tanzania, and in line with the government planning frameworks including the Tanzania Development Vision 2025, Third Five Years Development Plan, Ruling Party (CCM) Election Manifesto 2020-2025 and other governments' policies and strategies in accordance with the Strategic Planning Manual. It is also keeping with the global initiatives like Sustainable Development Goals (SDGs). Under this plan, the Rungwe District Council is charged with the responsibility of providing social services to the community within its area of jurisdiction.

The facilitator prepared the first draft which was shared to the working team and Council management for for discussion and more inputs, comments and validation. The second draft was prepared and presented to the key stakeholders, ranging from Council Staff and Management, CSOs/Private sector etc. Thereafter, the final draft was improved, circulated and presented to relevant committees and Council for approval.



## **1.5 LAYOUT OF THE PLAN DOCUMENT**

This Strategic Plan 2021/22 – 2025/26 document is organised in six chapters preceded by preface, acknowledgement, and executive summary. The preface, acknowledgement and executive summary briefly outlines the Mission, Vision and Strategic Objectives, and underpins the Council policy commitments and broad strategies to be undertaken in the implementation of the plan.

Chapter one provides the introduction to the District Strategic plan which includes a background, the council profile, mandate or major functions, it explains the rationale or purpose for the plan, and in short the process adopted in developing the plan, and finally the layout of the plan.

The second chapter presents the Situation analysis in relation to the performance of the previous plan, together with a collection and evaluation of present economic, political, social, environment, technological and legal trends, aimed at identification of internal and external forces that may influence the council's performance and choice of strategies, assessment of current and future situations, and highlights the Strengths, Weaknesses, Opportunities and Challenges (SWOC) of the Council, and analysis of key stakeholders of the council as well. From the analyses, critical and current issues to be addressed in the Plan were identified.

The third chapter stipulates the strategic direction for the council which highlights the future direction by describing the Council's Vision, Mission, and Core Values statements. It also gives the strategic objectives and service delivery targets and major strategies under each sub vote as well as performance indicators. The fourth chapter gives a result framework which provides a link between the council and other regional and national frameworks and government policies, beneficiaries and stakeholders, developmental goal, result chain etc.

The fifth chapter gives the implementation, Monitoring and Evaluation framework, review, and reporting process of the strategic plan. All the steps for the process are clearly described in terms of procedures and timeframes. This chapter also describes the reporting process as a result of monitoring and evaluation. Chapter six provides the financing of the Strategic Plan, its modalities and mobilisation strategy. Lastly are the Annexes of the document.

## **1.6 SOCIO-ECONOMIC STATUS**

The Gross Domestic Product (GDP) and Per Capita Income are among the economic indicators used to evaluate the council's economic performance. The poverty indicators cover income and non-income indicators, including percentage of people living below poverty line, the spread of poverty, consumption pattern, health and education status, access to drinking water and housing conditions and its amenities inside and outside.

Livelihoods diversification is influenced by factors like markets, climate, population, land shortages, institutions, policies, and livelihoods assets. However, agriculture has remained the main occupation of households in Rungwe district. Moreover, market appeared to be a strong factor in influencing livelihoods diversification in the district than any other factors. Additionally, markets and transport services do complement each other therefore in order to provide equal opportunities for economic diversification among rural populations they should be improved.

Rungwe District Council economy continues to be largely dominated by the agriculture sector (both cash and food crops) and other major economic activities such as livestock keeping, trading, employment, tourism, mining etc. Agricultural sector is the largest multi sector in the economy contributing up to 78% from the selling of food crops as the main source of cash income to residents<sup>3</sup> followed by sale

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<sup>3</sup>The National Census of Agriculture Sample Survey (2007/08) report

of cash crops 6% of households, business income 5% and cash earning 3%. Other economic ventures like service and employment, etc. Agricultural sector also contributes to about 82 % (crops 75% and livestock 7%) of the Council's Own Source revenues.

The Gross Domestic Product (GDP) of Tanzania Mainland amounted to TZS 1,918,928 million, Per Capita GDP is TZS 2,982,311.00 both at current prices. Rungwe district's GDP in 2020 was TZS 5,480,897 million equivalent to 7.5 percent contribution to the nation's GDP. Rungwe District Council has never computed its GDP and Per capita GDP since its establishment. Nevertheless, Rungwe District Council makes significant contribution to the Regional GDP and per capita GDP.

### **1.6.1 SOCIAL SERVICES SECTORS**

The Government of Tanzania has a long enduring history of progress in the social sector, and a recognition that the country's development depends on the welfare of the citizenry. Effective access to functioning and well-equipped social services is a prerequisite to improving the quality of life and for promoting the well-being of all. People's access to these services, mark their evaluation of the government's performance in providing them, and the problems they still encounter. The data collected during three rounds of nation-wide surveys conducted by Afrobarometer which tracked Tanzanians' perceptions of the quality of social service delivery, specifically with respect to education, water supply and health, showed that the provision of free primary education seems to be a very popular policy that has won the government widespread support in this sector; whereas some people still go without enough clean water on a regular basis; and service provision in the health sector is generally considered to be good, however there is serious concerns regarding the quality of health care they received.

In Tanzania delivery of a wide range of social services has been considered as the government's responsibility in collaboration with other stakeholders, and policy makers have sought to extend health, education, water and other social services to the largely rural population of the country. Given the low-income levels of most Tanzanians, the government has provided services at no direct charge. Bilateral and multilateral donors have played an important role in the development of Tanzania's social service infrastructure. A significant part of the capital for construction of service delivery points (dispensaries, health centres, primary schools and water systems) has come from external sources. In addition, some basic inputs such as essential drugs for rural health units and primary school textbooks have been provided by the government. Non-governmental organizations particularly faith based organisations, have also contributed to the development of social services in Tanzania, such as hospitals, health centres, dispensaries and schools in many parts of the country.

Rungwe district council in collaboration with the Central Government and other stakeholders is dedicated in the delivery of quality social services to the community in its area of jurisdiction. They include health services in term of morbidity, mortality and reportable communicable and non-communicable diseases in the area, as well as preventive measures on HIV/AIDS prevalence, tuberculosis, reproductive and child health, and health facilities. Also includes education sector which include Pre-Primary, Primary and Secondary school facilities and performance, as well as participating in initiation of water supply and sanitation facilities and projects.

## **1.6.2 ECONOMIC SECTORS**

Economic and Productive sectors are those that play a great role in providing income, employment and ensuring adequate food supplies for majority of the people in the districts. They also facilitate production activities as well as service delivery. These sectors had a significant contribution to the district and region Gross Domestic Product (GDP).

The people in Rungwe district council practiced crop cultivation, livestock keeping and fishing. They were keen crop cultivators who practiced intensive crop rotation on their fields with maize, beans, finger millet, yams, pumpkins, bananas, cow peas and sweet potatoes. The progress that they got in crop cultivation was supported by “abundant rainfall, rich soils and relatively extension services which made them independent in foods for centuries.

Agriculture is the main economic activity of the people in Rungwe and Kyela districts. The main export crops produced in the two districts are coffee, tea and cardamom. Other crops such as rice, bananas, beans and maize are produced on small-scale peasant farms for local consumption. There are a few privately-owned tea plantations and several tea-processing factories in Rungwe district. The Katumba and Mwakaleli tea factories are owned by the Tanzania Tea growers and the Musekela, Chivanjee, and Mwasoni factories are owned by private companies.

Trading in agricultural produce is also an economic activity which has been gaining in importance in recent years. A sizeable proportion of the population, particularly women, are engaged in trading rice and bananas. It is becoming such an important business that bananas are increasingly being grown for sale rather than for consumption, particularly in areas along the main tarmac road.

Alongside crop cultivation people keep some livestock, as another important economic activity that was practiced by the people in the council. The animals kept are cattle, sheep and chicken. Chicken and sheep are kept for domestic consumption and are seldom traded. They are also used for paying bride price and (ceremonial) home consumption (*Luning and Sterkenburg 1971*), which gave cattle great importance among the people of the area. With the growing scarcity of land and an increasing need for cash, there has been a significant change in the methods and reasons for

keeping these animals, particularly cattle. Improved breeds of dairy cattle are being kept which are stall-fed due to the scarcity of grazing land.

Also Fishing is an economic activity practiced along large rivers like Kiwira, Mbaka, Mwalisi and Lufilyo. Fish are consumed locally and others exchanged with other commodities from neighboring societies. On the other hand, manufacturing activities in the district are minimal. Coal is mined on the banks of the Kiwira river in the Ilima hills and carbon dioxide gas from the Kyejo hills east of Tukuyu township, which is used by "Tanzania Oxygen Ltd (TOL) in DSM and partly is used in the few industries within the region as well as in neighbouring Iringa region.

#### **1.6.2.1. ECONOMIC INFRASTRUCTURES**

Infrastructure plays an important role in the economic and social welfare of the inhabitants of a given region, by facilitating their access to resources and services. The Rungwe district council has all necessary infrastructures to complement and support needed economic investments. The district has a good road network although rough roads in some areas are hindrances transportation particularly during heavy rains.

Transport sector is one of the major contributor to the economy of Rungwe district. Transport in Rungwe spans a wide spectrum, from the motorized means made possible mainly by good roads, and also from nearby Songwe International Airport in and Tanzania – Zambia Railway Authority (TAZARA) in Mbeya.

Despite of the role played by the sub-sector of potentially stimulate and facilitate delivery of agricultural inputs in the district and delivery of products to markets, Transport sector is one of the major employer as many people are involved directly or indirectly and earn their living through it.

##### **1.6.2.1.1. ROADS**

Road transport is one of the key sub-sectors responsible for the council's sustainable development and poverty reduction. The roads linking Tukuyu as Rungwe district headquarters' to wards and villages in the district and neighbouring districts councils in the region and countrywide.

The road network from Rungwe extends to all parts of Mbeya region and the whole country, and almost all trunk roadways in Tanzania are paved. The TANZAM Highway running to Zambia and other SADCC countries from Dar es Salaam Tanzania's business capital city and main port through Mbeya and another highway intersects it at Uyole proceeding southward through Tukuyu (district council headquarters) and Kyela to Malawi covering 72 kms in Rungwe district.

Rungwe district council has an estimated 1,271.3 kms of road network. The road quality is generally not good; whereas 17.65 km (1.39%) are surfaced (tarmac), 457.32 km (35.97%) are gravel and 436 km (34.3%) are earth roads. These roads can further be categorized into feeder (65.7%) and district (34.3%).

Tarmac and gravel surfaces are rain resistant but earth surfaces normally deteriorate quickly with rain. Hence, the combined proportion of tarmac and gravel on the road network go a long way to determine its being passable especially during the rain period of the year. Out of the total 765.91 kms of total road network, 36.4 kms (4.75%) are passable all the year round, while 729.51 kms (95.24%) are not easily passable during rainy seasons.

The management and maintenance of road network has been streamlined to institutional framework to enhance efficiency, effectiveness and accountability. While TANROADS is responsible for the management of Trunk and Regional roads, Tanzania Rural and Urban Roads Agency (TARURA) has taken over the responsibilities from LGAs for Urban and Rural roads.

#### **1.6.2.2.2. ENERGY**

The major source of energy available in Rungwe district council for both domestic and industrial use include: firewood/charcoal, electricity, oil (petroleum) products, Gas and coal mined from Kiwira mines. Others include illuminated kerosene, solar and few biogas plants. All in all imported petroleum, hydroelectric power and Gas remain the main sources of commercial energy. Energy in the council is used for domestic, commercial, institutional and industrial purposes.

Usage of firewood and charcoal as source of domestic energy calls for a growing concern about deforestation. Hydroelectric power is mainly supplied by TANESCO through a National Grid 220 KV supplied to all 29 wards. About 90 percent of the households in 72 out of 99 villages reached by REA programme in the district use electricity for lighting, welding, milling etc. while the rest use kerosene and solar. Also almost 97.8% of the households still use firewood and charcoal as a based source of energy for cooking. Firewood remains as the most prevalent source of energy for cooking in the District (84.9 percent) followed by charcoal (12.9 percent) and paraffin (1.2 percent) of total private household. Moreover, show that there is a significant increase proportion for households using modern and/or environmental friendly source of energy such as electricity and Industrial gas.

Continued use of fuel wood and Charcoal will have an adverse effect or detrimental to the existing forests and environment in general. This calls for introduction of affordable environmentally friendly sources of energy.

In order to reverse this situation, alternative sources of energy has to be encouraged particularly biogas, solar energy, coal and electricity wherever possible. However the available data shows that, the consumption of alternative source of power particularly thermal and hydroelectricity in the district has declined. This decline could be attributed among other things, to electricity becoming more expensive.

#### **1.6.2.2.3. COMMUNICATION**



Communication sector has expanded to a large extent in most of areas of Tanzania. The services available in the district include postal services, telephones, private carriers and internet. Postal services that include handling of cargo and mail, money transfers, postage stamps and Expected Mail Services are handled by the Tanzania Posts Corporation (TPC) which provide postal services At Tukuyu and Kiwira towns.

The district council is connected to the “National ICT Broadband Backbone” and is within the existing coverage area of multiple cellular communication service providers, which include Tanzania Telecommunication Company (TTCL), Vodacom, Airtel, Tigo, Zantel and Halotel. The companies also provides internet services. The use and accessibility of information communication technology (ICT) is minimal; in the whole of district, and there are only many internet centers.

On Mass Communication, there are two local radio stations in Rungwe district i.e. Chai FM and Rungwe FM also the district is served by national content providers including TBC, Radio One, Radio Free Africa, etc. and Television services from TBC, ITV, Clouds, Azam TV, Star TV and DStv etc.

#### **1.6.2.1.4. RAILWAYS**

The Tanzania – Zambia Railway Authority (TAZARA) rail line, running between Dar es Salaam and Kapiri-Mposhi on the Zambian border has significantly contributed to growth of Rungwe’s economy through facilitating movement of people and goods to and from Dar es salaam and other towns and villages along the line and promote proction and trade in between.

#### **1.6.2.1.5. AIR TRANSPORT**

On Air Transport, One airport located at Songwe which handles big aircrafts is used to transport passenger and cargo mainly to Dar es Salaam and on occasion to other cities within and outside the country. The capacity of Songwe airport for cargo and passengers is 348,954 unloaded (km), loaded (km) 356,005, passengers disembarked

40,348 and embarked is 42,323. The airline flight distance shows that most of the areas within Tanzania and nearby countries can be reached within an hour for a flight at ground speed of 896 kms per hour.

#### **1.6.2.1.6. MARINE SERVICES**

Itungi and Kiwira Ports on Lake Nyasa serves marine services in the lake. Ships can use the ports to transport passenger and cargo within Tanzania waters as well as to and from Malawi and Mozambique. Currently there are 4 Tanzanian ships (MV Iringa, MV Songea, MV Mbeya II and MV Ruvuma) operating in the lake.

This is an Opportunity to Business people from Rungwe can use these ships to reach markets in neighboring districts/regions of Tanzania and foreign countries like Malawi and Mozambique, as well as other SADCC countries.

#### **1.6.2.2. PRODUCTIVE SECTORS**

Productive sectors are those sectors that provide income, employment and ensuring adequate food supplies for majority of the people in the districts. They also had a significant contribution to the district and region Gross Domestic Product (GDP).

##### **1.6.2.2.1. AGRICULTURE PRODUCTION**

Agriculture is the mainstay economic activity and the cornerstone in terms of both food production and income generation of the people in Rungwe District Council. Agricultural sector is the largest multi sector in the economy contributing up to 78% from the selling of food crops as the main source of cash income to residents<sup>4</sup> A total of 59,609 out of 72,516 households' equivalent to 82.2% of the district council's population are engaged in agricultural production (working as independent

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<sup>4</sup>The National Census of Agriculture Sample Survey (2007/08) report

producers or salaried farm laborers) during 2019/20 season, and agriculture accounts for approximately the same proportion of the district's gross domestic product.

Agriculture sector also contributes to about 82 % (crops 75% and livestock 7 %) of the total Council own sources revenues.

The sector has ensured food security and has managed to produce surplus of maize which is the major food crop grown in the council. Apart from growing crops also they practice livestock keeping as an alternative source of food and income as well. Rungwe district is among the potential areas for agriculture as it has good climatic conditions that favour production of varieties of food crops and cash crops. The major food crops grown in the district are maize, cooking bananas, and beans, round Potatoes, paddy, cassava and sweet potatoes. On the other hand major cash crops in district are tea, cocoa, coffee and pyrethrum. All production of food crops and cash crops are in small scale farms except tea where there are some large scale farms.

The agricultural landscape is dominated by extensive small subsistence and cash crop systems except Tea where there are some large scale farms. Traditional farm plots are increasingly common in the district council; this traditional farming system leverages the soil moisture present near streams and wetlands to produce throughout the year.

#### **a) Arable land distribution**

Arable land is the land suitable for growing crops and livestock rearing. The district has an area of 123,186 hectares out of which arable land is 92,389.5 hectares equivalent to 75% of the total land area. The current cultivated area is 83,613.6 hectares equal to 90.5 percent. The remaining land is covered by 445 hectares of forest and 2,639.7 hectares is mountainous and residential area. This land distribution is shown division wise in the table below.

**Table 22: Distribution of Arable Land (ha) by Division, in 2020**

<b>Division</b>	<b>Total land Area (Ha)</b>	<b>Total Arable (Ha)</b>	<b>Arable land Under Cultivation (Ha)</b>	<b>%age Arable land under cultivation</b>
1. Pakati	48,089.35	38,494.70	33,785.4	87.77
2. Ukukwe	61,836.38	49,925.02	45,858.4	91.85
3. Tukuyu Urban	13,260.32	3,969.80	3,969.8	100.0
<b>TOTAL</b>	<b>123,186.5</b>	<b>92,389.52</b>	<b>83,613.6</b>	<b>90.5</b>

**Source:** District Agriculture, Irrigation and Cooperative Department

### **b) Crop Production**

Rungwe district is richly endowed with many soil types and wide fluctuations both in rainfall and altitude, a heterogeneity of environments which allows a variety of crops like paddy, tea, coffee, pyrethrum, maize, cocoa, cardamom, beans, potatoes, sweet potatoes, cassava, yams, groundnuts and citrus fruits.

It is estimated that 82.2% of the population in the district depend on agriculture and livestock keeping for their livelihood. The available data shows the total estimated land area cultivated for food crops in the district is 69,458 ha.

Despite the importance of other crops, particularly the food crops today, Rungwe district is to a large extent dominated by banana, coffee and tea growing. Over the

last fifty years since its introduction it has transformed the economic life of the people in the district. The first cooperative union in the then Southern Highlands was that of coffee growers in Rungwe district.

**i). Food Crops**

The results show that, the estimated food crops production in the Council is 1,300,588.3 tons in 2020, which indicates an average annual production of food crops. Out of the land currently under crop production in year 2020, about 103,216 ha (90.9 %) is dedicated to food crops such as maize, beans etc. The rest is shared among cash crops and livestock. Round potatoes alone accounts for 21.6% of the food crop production area, Maize 23.5% and beans an additional 9.1%.

**ii). Cash Crops**

Production of major cash crops in the district council is 8,510.3 tons in 2020. The district council in the year 2020 produces an average 555,615.4 tons of cash crops annually, which include 647.7 tons of coffee, 7,264.5 tons of Tea 0.3 tons of pyrethrum and 503,622 tons of round potatoes annually

Production of major crops during 2019/20 season in the district is as shown below:

**Table: 23: Crops Production during 2019/2020 season**

No	Produce	Hectares cultivated	Productivity	Production (Tons)	
				Estimate	Actual
	Maize	26,650	3.9	103,900	102,945
	Banana	26,783	15	353,526	352,848
	Beans	10,378	2.1	22,077	21,982.6
	Cowpeas	NA	NA	NA	NA
	Sweet Potatoes	6,985	14.9	104,500	104,291
	Yams(Magimbi)	416	18.8	7,905	7,826
<b>Cash Crop</b>					
	Tea	2,317	3.1	8,000	7,264.5
	Coffee	2,959	0.2	700	647.7
	Cocoa	1250	0.6	500	291.6
	Avocado	1,508	29	58,513	43,789
	Pyrethrums	2	0.3	0.4	0.6
	Round potatoes	24,570	20.5	503,119	503,622
	Vegetables	2,146		16,847	14,720

	Fruits (Varieties)	808		29,999	15,565.5
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**Table: 24: Distribution of Agricultural Staff in the Council 2019/2020**

COUNCIL LEVEL	NUMBER OF EXTENSION STAFF		
	ESTABLISHMENT	STRENGTH	DEFICIT
Council Headquarters	8	6	2
Wards	29	21	8
Villages	99	37	62
<b>Total</b>	<b>136</b>	<b>64</b>	<b>72</b>

**d) Irrigation Agriculture**

Rungwe district has fair potential for irrigated agriculture. But to date only a limited area has been developed into crop production. Out of arable land of 92,390 hectares, there are 120 hectares which are suitable for irrigation farming. But only 15 hectares (equal to 12.5%) are used for irrigation locally.

**e) Agricultural Inputs**

Agricultural inputs have substantially improved productivity in Rungwe district. There has been a good practice of using traditional fertilizers like farm yard manure and compost manure, but nowadays emerge a constant increase in the use of chemical fertilizers.

Nearly 12,960 tons of chemical fertilizer is used annually. Top dressing fertilizers accounts for over 67% of this total. Fungicides and insecticides are also commonly used.

Improved seed is regularly used for maize production. Also a total of 15 ha is irrigable, but only 12.5% of this is currently under irrigation especially in Pakati division. Irrigable land area is likely to shift with climate change impacts. Common farming equipment in the district include hand hoes, ox ploughs and tractors.

#### **f) Agricultural Marketing and Warehousing**

Warehousing for storing agricultural produce is required in order to retain the products while waiting for good market price. A total of 12 Warehouses and 4 markets are available for the purpose.

#### **1.6.2.2. LIVESTOCK DEVELOPMENT**

##### **a) Growth and distribution:**

Rungwe district is very famous for livestock keeping, due to the influx of livestock animals from other regions. Livestock keeping is among of the major economic activities, which employs a good number of people for their livelihood. Livestock production forms an important component of the area's food (nutritional) security; 75% of Rungwe farmers produce both crops and livestock.

Most of the indigenous cattle are found in the midland and lowland zones which has plenty of grass for animal feed as well as water since it is crossed by major rivers and several streams passing from the highlands. Type and number of animals is given below.

#### **Table 25: Number and Distribution of livestock in divisions, 2021**



DIVISION	Dairy	Indigenous	Oxen	Dairy	Indigenous	Sheep	Pigs	Layers	Broilers	Indigenous
1. Pakati	10,561	5,795	-	100	5,959	-	4,061	-	240	64,680
2. Ukukwe	20,985	2,603	-	143	1,477	-	7,485	-	751	109,863
3. Tukuyu Town	9,770		-	-	488	-	5,163	-	587	43,159
<b>Sub Total</b>	<b>41,316</b>	<b>8,398</b>	<b>-</b>	<b>243</b>	<b>7,924</b>	<b>-</b>	<b>16,709</b>	<b>-</b>	<b>1,578</b>	<b>217,702</b>
<b>TOTAL</b>	<b>49,714</b>			<b>8,167</b>		<b>-</b>	<b>16,709</b>	<b>219,280</b>		

**Source:** Rungwe District Executive Director's Office, 2021

Like with agriculture, productivity of livestock will increase especially by keeping improved breed or species. Rungwe region has already embarked on the road towards such improvement of productivity by using the production value chains of improved breeds of poultry, cattle, goats and pigs.

### **Grazing Land**

Rungwe District Council has a total grazing land of 0 hectares which has been identified and demarcated by beacon. Because of having small grazing land, the department has trained farmers on pasture management i.e. cultivation, pasture storage and emphasis on use of zero grazing system.

### **b) Livestock Infrastructure**

The quality of livestock depends on the delivery of health services such as dips, veterinary health centres and water sources in the council. These infrastructure are important to ensure safety of animal healthy.

There are deadly diseases that are nowadays emerging in sub Saharan countries but the risk of spreading those diseases can be reduced by the availability of adequate livestock infrastructures. Diseases affect animal health and reduce both meat quality or/and quantity of milk production and in some cases bring death to the animal affected. Also diseases threatens the health of the people who consume animal products.

Quality improvement is limited by access to facilities capable of controlling or preventing animal diseases. The district has some remarkable livestock infrastructures including 20 Dip tanks; 05 slaughter slabs and 0 livestock auction markets, distributed in each ward as follows in the table below.

**Table 26: Distribution of Livestock infrastructure by division, 2021**

Division	Veterinary H/C	Livestock Clinic	Livestock Markets	Dip Tanks	Abattoirs	Slaughter slabs	Crushers	Hides Houses
Pakati	0	0	0	4	0	1	0	0
Ukukwe	0	0	0	15	0	2	0	1
Tukuyu Urban	0	1	0	1	0	2	0	1
<b>Total</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>2</b>

**Source:** Rungwe District Executive Director's Office, 2021

These infrastructures are vital for diagnosis and control of disease before treatment, there rise a need to improve its service infrastructures to sustain animal healthy.

### c) Livestock Diseases

Livestock quality improvement is limited by access to facilities capable of controlling animal diseases, which affect animal health and reduces both meat quality or/and milk production quantity. The delivery of livestock health services depends on facilities such as dip tanks, and water sources.

#### **1.6.2.2.3. COOPERATIVE DEVELOPMENT**

Cooperatives is among key strategies for raising capital for farmers, marketing famers' produce and livestock products. The cooperative movement in Tanzania has been undergoing important transformations over years now. The major policy modifications are contained in the new cooperative Act of 1991. The new Act has regulated government intervention, individual freedom to join the cooperatives, the establishment of membership entry fees and the obligation to purchase at least one share by all new members.

By year 2020, Rungwe district council has a total of 108 cooperatives being for Savings and Credit Co-operative Societies (SACCOS), 30 Agriculture and Market Co-operative Societies (AMCOS), 49 Livestock/Dairy co-operative societies 26 and 3 Fisheries cooperative societies.

As at June 2021, out of these 30 Savings and Credit Co-operative Societies (SACCOS), of which 15 (50%) societies are active, with a total of 10,037 members where 6,594 males and 3,443 females. These members has Shares worth TZS 520,659,742 Savings TZS 1,816,131,058.95, and Deposits worth TZS 520,300,916.25

Out of these 49 AMCOS active societies are 47 with 7,260 members (5,509 male and 1,751 female). These AMCOS had a shares worth TZS 55,610,400 also there are 26 Livestock/Diary cooperative societies having 2,326 members (1,699 male and 627 female) with shares worth of TZS 57,381,000 The fisheries cooperative societies have 123 members (55 male and 68 female) having shares worth of TZS 13,090,000.

Currently both co-operative societies as well as private business men are allowed to practice marketing of main cash crops purchased and also the supply of inputs on credit to farmers.

#### **1.6.2.2.4. FORESTRY**

Rungwe district council has a forest reserves covering 65,813 hectares of forests which is 35.5% of the council land area. This cover includes Catchment's forests which has 43,749.22 hectares, Rungwe district council forest reserves together with village government reserves has 22,605.5 hectares and the remaining 21,743.62 hectares is for natural forest grasslands.

##### **Forest products:**

Among important products of forest sector include timber, poles, fuel wood, and charcoal. Normally, the district Natural Resources department control and supervise sustainable management of all forest resources. It has been observed that many village settlements, particularly in the highland areas, are experiencing an acute shortage of fuel wood. The supply of forest products is limited despite the fact that, their demand is very high in rural areas. Because of this situation, people tend to clear forest and bushes for the purpose of either getting poles, timber or charcoal for agriculture purpose.

With the increase in the number of population this shortage is expected to rise considerably. The current consumption of fuel will unlike be reduced unless measures are undertaken by introducing more efficient fuel wood energy saving devices and alternative sources of energy like hydro-electric power, solar energy, bio gas and the use of coal which is available in the district.

The district council should enforce by-laws relating to control and protection of water sources (catchments areas). Individual households should also be guided and assisted by the

district extension staff to embark on agro-forestry farming. However, in 2020 the government collected TZS. 298,975,800.00 As revenue from forest products royalties.

#### 1.6.2.2.5. BEEKEEPING

Beekeeping in Rungwe District Council is a growing venture as now is taken up as an economic activity, yet the contribution of beekeeping to the economy of the council is still insignificant. The district has a total of 26 beekeeper groups and 159 individual beekeepers with 4,484 beehives of which 3157 are modern and 1227 traditional beehives. However in the financial year 2019/2020 the government collected about TZS 3,500,000 as revenue from bee-keeping activities.

#### 1.6.2.2.6. MANUFACTURING

Tanzania's industry is based on the processing of its agricultural goods and on import substitution that is, the manufacture of products that were once purchased from abroad. The principal industries found in Rungwe district council are small and medium scale industries most of which engaged in processing of agricultural products. There are 114 small mainly of which were in flour milling, carpentry and tailoring, 06 medium and 03 large industries which are involved in Gas extraction and food processing. The detail is shown on table below;

**Table 27: Number and category of industries existing 2020.**

DIVISION	NUMBER AND SCALE OF INDUSTRIES				
	MICRO	SMALL	MEDIUM	LARGE	TOTAL
Pakati		25		01	26
Ukukwe		62	06	02	70
Tukuyu Urban		27			27
<b>TOTAL</b>		<b>114</b>	<b>06</b>	<b>03</b>	<b>123</b>

**Source:** District Director's Office, Rungwe 2021

These industries has an effect on the District in terms of employment and Gross Domestic Product (GDP) where a total of 2199 people are directly employed. The manufacturing sector in the District remains largely untapped especially in medium and large scale industries thus the council calls for investors.

#### **1.6.2.2.7. FINANCIAL SERVICES**

Rungwe District Council has few financial institutions which provide services in the area these are commercial banks including NMB Bank, CRDB Bank, NBC Bank, Bank Agents for the same banks, SACCOS and Savings and Credit Schemes. These Banks are found at the district headquarters in Tukuyu, most of the villages are served with Bank Agents, and in addition to them Mobile finance packages like M-Pesa, Tigo-Pesa, Airtel Money etc. These helps increase current circulation and promote trade as well as provide businesses access to capital to encourage investment and entrepreneurship.

This wide range of financial institutions makes it easier to meet the diverse financial needs of small, medium and large businesses. The ever increasing business activities in the district demands expansion, modernization and diversification of financial services.

#### **1.6.2.2.8. SERVICES**

The rapidly expanding tourism sector in the southern circuit especially Mbeya region continues to be a source of great economic promise. Being nearby to Mbeya's Songwe International Airport, TAZARA line in Mbeya, Good trunk roads network to Malawi, Zambia, DRC and Whole of Tanzania, etc do facilitate the growing tourism.

Rungwe District Council has more than 25 tourist attractions sites comprising Mount Rungwe is the highest peak in southern highlands and the third highest peak in Tanzania reaches 2981 meters high; Crater lakes (Ngosi, Kisiba, Masoko and Ndwati); Waterfalls ( Malamba, Kapologwe, Malasusa); Hot springs (Kajala, Malamba); Natural

forests (Mt. Rungwe, Mporoto, Sawago); God's Bridge (*Daraja la Mungu*); Rift Valley Meeting point; Cultural monuments and other so many natural features like Green Tour (Tea production); etc. serves as a major tourist attraction.

Mount Rungwe Nature Reserve having an area of 136.5m<sup>2</sup> is a forested slopes and Montane grasslands host a unique variety of Wildlife, the area is critical for several endangered species including Kipunji. Also the nearby locations of Ruaha National Park in Mbarali district; Matema Beach on shores of Lake Nyasa in the nearby district of Kyela and Kitulo National Park in Makete district are also attractive to tourists.

#### **1.6.2.2.9. LAND DEVELOPMENT AND HOUSING**

Land-use planning is the systematic assessment of land and water potential, alternatives for land use and economic and social conditions in order to adopt the best land-use options. Planning provides safeguarding resources for sustainable utilisation as well as guidance in cases of possible conflicts over land use between rural and urban land use and industrial expansion, by indicating which areas of land are most valuable under rural use.

Land use planning is a key aspect for development of both urban and rural areas in the country. The land needs in urban areas are dominated by demand for building plots either for residential, commercial, institutional or industrial purposes. In rural areas, agricultural and other production activities such as livestock keeping contribute to increasing needs for land. There is an urgent need to ensure that land is properly managed for sustainable development.

Rungwe District Council has both urban and rural areas; the demand for surveyed land plots has been great in recent times. The effort should be focus both urban and

rural on land use plans, in the planning for allocation of farms, human settlements and other economic activities. In Rungwe District Council, further efforts should be directed at surveying the villages and issuing certificates to the already surveyed villages. This will enable villagers to organize themselves in the proper use of land and obtain loans from financial institutions.

With regards to rural housing, most of the individual homesteads have moderately good quality houses and this is more pronounced in all divisions. Many houses are erected using bricks and thatched with galvanized roofing iron sheets. Also land use plans have been completed for 4 villages out of 99 in the district. Until 2020, a total of 2324 Certificate of Customary Right of Occupancy have been given to land holders as per requirements of the Village Land Act No.5, 1999. Also total of 292 Certificate of Right of Occupancy has been issued to landholders in towns; as per requirements of the Land Act No.4, 1999.

Tukuyu, Ushirika and Kiwira Towns are the only towns with approved plots surveyed and most of the residents in the towns have modern housing facilities. The demand for surveyed plots is encouraging particularly along the Uyole – Tukuyu – Kasumulu to Malawi trunk road. These areas have a promising future for entrepreneurship due to reliable and affordable transport as well as marketing to their produce or products.



## CHAPTER TWO

### 2.0 SITUATION ANALYSIS

The current situation facing Rungwe district council is presented in this chapter by looking the internal and external situational analysis report. The internal environment analysis involved the comprehensive diagnosis of the district’s thematic areas in terms of their roles, capacity and issues of major concern affecting performance of the council in service delivery. The process involved a hard look at the district council itself where it came from, where it is now, the direction it is going and what are its choices for the future development of communities in the council. It included a status review in each department/unit, wards, villages and hamlets to identify service delivery gaps cumulatively in relation to the council’s performance.

The external environment analysis includes a critical analysis of key stakeholders, their interest, expectations and impact to the council. Also an overview of international declarations, targets and national policies and strategies that have a bearing on operations of the council. In assessing the current situation, a wide range of information was collected to determine the extent of environment in which it operates. Both analysis employed a broad SWOC (*Strength, Weaknesses, Opportunities and Challenges*) and PESTEL (*Political, Economic, Social, Technological, Environmental and Legal*) scan. This enables the identification of the factors that will either facilitate or impede the process of implementing this plan.

### 2.1 MANDATE OF THE COUNCIL

A mandate prescribes what must/should be done under the organisation’s policies, as well as under various laws, codes and regulations. The Rungwe District Council is a Local Government Authority (described in 1.0), that derives its mandate from articles 145-146 of the Constitution of United Republic of Tanzania (1977), and other

subordinate laws, including; The Local Governments (District Authorities) Act No. 7 of 1982 (Cap 287) and Local Governments Finances Act No. 9 of 1982 (Cap 290).

The Functions and Duties for a district local government authority are given under Sections 112-113 of the Local Governments Act (District Authorities) Cap 287 R.E. 2002 (Act No. 7 of 1982) to include:-

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

Also there are other statutory functions imposed on it by other written laws.

The council has the duty of taking measures as in its opinion deemed to be necessary, desirable, conducive, or expedient for suppression of crime, the maintenance of peace and good order, and the protection of public and private property lawfully acquired; for the control and improvement of agriculture, trade, commerce and industry; for furtherance and enhancement of the education, health, and social, cultural and recreational life of people; for the relief of poverty and distress, and for the assistance and amelioration of life for young, the aged and disabled or infirm; and for the development, mobilization and application of productive forces to overcome poverty, disease and ignorance.

The District Council objective in performing its functions is to give effect to the meaningful decentralization in political, financial, economic, and administrative matters relating to the functions, powers, responsibilities and services at all levels of the council; to promote and ensure democratic participation and control of decision-making by the people concerned; and establish and maintain reliable revenue sources

and other resources in order to enable the council to perform its functions effectively and to enhance financial accountability of the council, its members and employees.

## **2.2 OVERVIEW OF THE CURRENT SITUATION**

In order to assess the existing situation, comprehensive information was collected to determine the internal and external environment under which the District council is operating. Rungwe District Council conducted a self-situation analysis to the internal and external environment in order to understand its capabilities, community, and business environment. This was vital to understand the environmental factors that need to be taken into account during development and implementation of the Plan.

This chapter therefore, presents the features of existing internal and external environment which have a bearing to the operations of Rungwe district council, starting with carrying out reviews of the previous Strategic Plan 2015/16 – 2019/20 and identified the areas which was not well performed. A Situation Analysis establishes critical issues, to be used later during the development of Mission, Vision, Objectives and Targets. As part of the situation analysis, we needed to:

- Understand the perceptions, experiences or expectations of stakeholders. This may be done through service delivery surveys, focus groups and stakeholder meetings;
- Understand the internal and external environment under which our council operates; and
- Understand and assess recent Council performance in terms of service delivery, in order to make improvements.<sup>5</sup>

Analysis of stakeholders is done in order to understand who are the key stakeholders, their expectations and their impact to the Council. This aimed at identification of

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<sup>5</sup> Usually, in LGAs, assessments are made of use, access, coverage and satisfaction.

various forces that may influence the Council's performance and choice of strategies. From the analysis critical and current issues were identified and address in the plan.

Although there are various approaches to undertaking a situation analysis, Rungwe district council adopted a combination of them, with a goal to develop high quality Mission, Vision, Objectives, and Targets. The exercise started with some activities before holding of the planning workshops such as: Review of relevant information from different departments/units, carried a Performance Review of the previous Strategic Plan; conducted a Service Delivery Surveys to get stakeholders opinion of the services delivered; and Self Assessments or Benchmarking Exercises.

Due to insufficient capacity and resources, the council organised a stakeholders' workshop to review reports and brainstorming in a calm environment and focus groups. During the planning workshops, the following were conducted: Stakeholder Analysis; Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis; Problem Tree or Logic Model. This has been done since situation analysis may be undertaken internally with or without the assistance of external consultants.

### **2.2.1. Review of Relevant Council Information**

This step was carried as part of review of relevant existing information and identify lessons that are relevant to the development of Council's Strategic Plan. This helped to improve quality and reduce the amount of time and effort required. In this step it is important to carry a deep literature review of the documents and reports should lead to develop potential Mission, Vision, strategic Objectives, Strategies and Targets.

The following secondary sources of information might be consulted:

- a)** Mandates and Statutes; which helps define the council's decentralised functions and role according to the law, which have chances to influence review of council's Mission, Vision and Objectives.

- b)** Government Policies; which include those related to sectors duties decentralised to Council's Mandate. They contain a discussion of problems and objectives, and may broadly define strategies that are relevant to the council.
- c)** National Planning Frameworks and Sector Strategies; which provide guidance and directives and influences on council strategic objectives.
- d)** Previous Strategic Plan; which was used to brainstorm ways to improve the current Mission, Vision, strategic Objectives and Targets;
- e)** International Protocols and experiences; that is often useful to get informed on what others or international community is doing or aspires on similar issues.

### **2.2.2. Performance Review of Previous Strategic Plan**

To achieve its Mission, Rungwe District council was implementing its Strategic Plan 2016/17 – 2020/21 through its departments, Units and Sections. The Council will now review the previous strategic objectives for new strategic plan period. The previous strategic objectives were:-

- A. Service improved and HIV/AIDS infection reduced
- B. Enhance, sustain and effective implementation of the National Anticorruption Strategy
- C. Facilitate Maintenance of Peace, Order and Good Governance in the District(*Kuwezesha na Kusimamia kupatikana kwa amani, utulivu na uongozi bora wilayani*);
- D. Access, quality and equitable social services delivery improved (*Kuboresha na kusimamia upatikanaji wa huduma bora za kijamii*);
- E. Community mobilization in development undertaking facilitated and enhanced(*Kuhamasisha na kuwezesha jamii kushiriki katika shughuli za maendeleo*)

- F. Infrastructure development for quality economic services improved(*Kuboresha miundombinu ili kutoa huduma bora za kiuchumi*);
- G. Council Capacity in Development Planning Process enhanced(*Kujengea uwezo wa Halmashauri katika kupanga na kusimamia shughuli za maendeleo*);
- H. Environment Conservation Management improved(*Kuboresha uhifadhi na usimamizi wa mazingira*);
- I. Management of Cross Cutting issues like Gender equality, HIV/AIDS, Vulnerable Groups and Calamities in the council facilitated(*Kusimamia masuala mtambuka kama vile; usawa wa kijinsia, UKIMWI, makundi maalum, na majanga mbalimbali katika mipango ya Halmashauri*).

### **2.2.3. Performance Review of Previous Strategic Plan**

Performance review involves the going through of the implementation of the council's previous strategic plan through different programmes and projects in its departments and units. It also involves the analysis and influence on the Council's mechanism used in achieving its objectives on service delivery to communities. Implementation of the previous Strategic Plan 2015/16 – 2019/20 positive achievements as well as challenges were noted in some areas. The Council will now review the previous strategic objectives for the new strategic plan 2021/22 – 2025/26. The review identified the following key lessons:-

- Participation of stakeholders would promote achievements through joint efforts to mobilize adequate resources.
- A unitary approach is likely to promote even performance improvement due to common goals and sharing of knowledge and
- Establishment of appropriate review, monitoring and evaluation system would enable timely development of a succeeding plan.

The implementation of the previous Strategic Plan 2015/16 – 2019/20 positive achievements were noted in the following areas:-

**1) Objective A: Services improved and HIV/AIDs and infections reduced.**

The thrust was to reduce new HIV/AIDS infections and improve access and quality of services to people living with HIV/AIDS.

**i). Main achievements**

- New HIV/AIDS infections have fallen from 0.8 % to 0.2% in 2020
- People using Anti-retroviral services increased from 6,101 to 11,549 against 680 people that were identified to be HIV/AIDS positive
- HIV/AIDs prevalence among pregnant women (PMCT) has decreased from 0.9% in 2016 to 0.6% in 2020
- CTC centres increased from 8 centres in June 2016 to 16 centres by June 2020
- 168,200 people were trained on HIV/AIDS prevention and avoidance
- About 85% of the people in the District Council are aware of how HIV/AIDS is transmitted and the methods of AIDS prevention

**ii). Challenges**

- Low level of male involvement in HIV testing
- Inadequate funds for HIV service support from donors
- Inadequate staffs in CTC centres

**iii). Way Forward**

- Continual awareness raising and counselling
- Increase financing from local sources (health partners)
- Strengthen staff training on ethics about HIV/AIDS service delivery
- Increase number of CTC centres and equipment and expand mobile CTC centres

**2) Objective B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy**

**i). Main Achievement**

- 78% of people are aware of the rights, obligation and impacts of corruption
- Formation of ant-corruption clubs in 57 secondary schools
- Establishment of ant corruption desk in District Council

**ii). Challenges**

- Difficult in detecting corruption
- Inadequate working facilities
- Bureaucracy in the provision of services

**iii). Way Forward**

- Increase working facilities
- Increase efficiency in the provision of service

**3) Objective C: Improve Access, Quality and Equitable Social Services Delivery**

The main objective was to increase access, quality and equitable delivery of social services within Rungwe District Council. The main social services included education, health and water. Major achievements by sector are as follows:

**a). HEALTH SERVICES**

The health service at the District level has been devolved to local authorities to increase their mandate in health service provision. Under the devolved arrangement the health units, including the District Hospital, provide services under the supervision of the Council Health Service Boards and Health Facility Committees. Voluntary Agencies, Faith Based Organisations, Private Sector and Parastatal Organisations do provide services through contractual arrangements with the district council.



A decentralised and participatory approach to planning and service delivery is implemented within the decentralised administrative and political framework championed by the PO-RALG. Comprehensive Council Health Plan (CCHP) prepared by the Council Health Management Team creates the basis for decentralised management and the council basket funding mechanism.

The health department operate its main duties through three sections namely Preventive Services which can further categorised into Environmental Health, HIV/AIDS, Reproductive Child Health and Immunization; Curative Services which are further categorised into Pharmacy, Neglected Tropical Diseases (NTD), and Laboratory services. Curative services are also responsible to maintain the referral system in the health sector; and Social Welfare (Rehabilitation Preventive).

**i). Staff Strength**

The Health and Social Welfare department has total of 495 staff composing of various medical and non - medical. The required number of staff is 761; thus the deficit is 266 (35%).

**Table 28: Health and Social Welfare Staffing**

No.	CADRE	REQUIRED	AVAILABLE	DEFICIT
1	Medical Officer	25	14	-11
2	MD (Doctor of Medicine)	25	14	-11
3	Health Secretary Cadres	2	2	0
4	Pharmacist Cadres	2	2	0
5	Assistant Medical Officer Cadres	16	13	-3
6	Dental Officer Cadres	1	0	-1
7	General Clinicians (COs, ACOs etc)	69	43	-26
8	Nursing Officers	5	8	3
9	Nurse Midwives	240	189	-51
10	Other Nurses Cadres	39	37	-2
11	Health Officers Cadres	2	1	-1
12	Social welfare Cadres	3	2	-1
13	Others e.g. support Staff	138	128	-10
<b>GRAND TOTAL</b>		<b>567</b>	<b>453</b>	<b>-114</b>

**Source:** Rungwe D.C. Health and Social Welfare Department – HRHIS, 2021.

## ii). Main Achievement

The main achievements recorded during the last five years include:

- There are 2 hospitals, 5 Health Centres and 36 dispensaries.
- Increased number of dispensary from 38 in 2015 to 41 in 2020
- Number of health center increased from 4 in 2015 to 5 in 2020
- Increased number of health workers from 96 in 2015 to 99 in 2020
- number of elders registration increased from 4500 in 2015 to 6710

## iii). Challenges

- Shortage of staff in specialized fields
- Inadequate health infrastructure (housing, incinerators, dispensaries and health centres
- Inadequate supply of water and electricity to 8 HCs and 7 dispensaries

- Inadequate supply of medical equipment and supplies
- Unreliable transport facilities
- Low community awareness of Non Communicable Diseases (NCDs)

**iv). Way Forward**

- Recruit new staff and carry out capacity building programmes
- Improve health facilities and infrastructure
- Construct and install water and electricity to 8 HCs and 7 dispensaries
- Improve supply of medical equipment and supplies
- Procure additional transport facilities
- Raise community awareness on NCDs

**b). COMMUNITY DEVELOPMENT**

Community Development operate its main duties through five sections namely Women in development, Youth development, gender desk, community participation, coordination of Non-government organisations, Children Affairs and Economic empowerment desk. Its core activities includes community sensitization on development issues, promote income generating activities especially women, Youth and Disability groups, preparation and prioritization of community plans for their improvement, HIV/AIDS coordination in the district and coordination of Non-Government Organisations operating in the district.

**i). Staff Strength**

The Community Development Department has 18 staffs which include 1 District Community Development Officer; 0 Principal Community Development Officers; 4 Senior Community Development Officers; 9 Community Development Officers; and 4 Assistant Community Development Officers. Out of them 6 are at the Council headquarters and 12 are at wards level;

**ii). Main Achievement**

The main achievements recorded during the last five years include:

- Community mobilization on development activities done in all 99 villages.
- HIV/AIDs community level interventions conducted in all villages, projects etc.
- Supports programmes aimed at reducing poverty and helping to improve the lives of communities for most needy groups done
- Gender empowerment in leadership and management levels improved
- Women and Youths development Funds; by the end of June 2021, a total of 132 economic groups in 28 wards were given loans amounting to shillings (TZS) 848,500,000.00 millions.

**iii). Challenges**

- Shortage of staff in wards and villages, and specialized fields like HIV, Project Planning, Data management, and ICT
- Shortage of working tools and equipment

**iv). Way Forward**

- Recruit new staff and conduct capacity building programmes

**c). PRIMARY EDUCATION**

The Education Act No 25 of 1978 and, the education and Training Policy 1995 do provide the key responsibilities of the Ministry of Education and Vocational Training (MOEVT) among other is supervision and management of all levels of education; Education Policy and Training; Planning and co-ordination of educational plans; Education quality control; and Education measurement etc.

The provision of pre-primary and primary education is the responsibility of the Local Government Authorities through District Primary Education Officers (DEO). Therefore the

establishment, management and administration of Pre-primary and Primary education are the responsibility of PO-RALG, which is responsible for management of LGAs.

The Primary Education Department has the following main functions and duties:-  
Improve and increase pupils' performance in national examination examinations;  
Regulate all primary education; Regulate teachers/pupil transfer in and out of the council; Supervise and coordinate the process of teaching and learning; Ensuring conducive teaching and learning environment; Provide opportunities for the acquisition of knowledge, skills, attitudes and understanding in prescribed or selected fields of study; Ensure welfare of teachers and other staff; Co-ordinate trainings for teachers for curricula development; Facilitate construction of school infrastructure and provision of furniture to primary schools; and Supervise national examinations on behalf of the national examination council and MOEVT.

The main programme on education services focused on increasing access and quality of primary and secondary education.

**i). Staff Strength**

The department comprises one District Education Officer; 01 District Academic Officer (1 deficit); and 01 Statistics & logistics officers (2 deficit); 01 Special needs education officer; 01 Adult Education Officer and 29 ward Education Officers.

Rungwe District Council has a total of 1,415 primary school teachers against required number of 1,801 during 2020/21 as shown below:

**Table 29: Status of Primary School Teachers in Rungwe, 2016/17-2020/21**

TEACHERS' CATEGORY/LEVEL	NUMBER OF TEACHERS (Both Sex)						
	2016/17	2017/18	2018/19	2019/20	2020/21		
					Demand	Actual	Deficit
Teachers IIIA	1287	1141	1082	1033	981	981	0
Diploma	91	181	183	188	590	204	-386
Bachelor Degree	89	177	197	229	227	227	0
Masters Degree	3	3	2	3	3	3	0
<b>TOTAL</b>	<b>1470</b>	<b>1502</b>	<b>1464</b>	<b>1453</b>	<b>1801</b>	<b>1415</b>	<b>-386</b>

**Source:** Primary Education Department-Rungwe District Council, 2021

## ii). Main Achievement

The main achievements registered in the past five years under primary and adult education include:

- 149 primaries Schools with total number of students 61,301 among of them 30,942 are boys and 30,359 girls.
- There are 19, 486 of desks against required number of 18, 170 desks.
- There are 286 teachers' houses against 1,536 required
- There are 1415 teachers against 1,801 teachers required
- Number of classrooms increased from 1,011 in 2016 to 1,025 in June 2021
- Toilets for the boys are 808 against 1,126 required and toilets for girls are 866 against 1,313 required.
- Pass rate increased from 3,694( 58.95% ) in 2015 to 5,700 ( 85.27% ) in 2020
- Pass rate increased from 3,694( 58.95% ) in 2015 to 5,700 ( 85.27% ) in 2020
- Funding for primary education increased from Tanzanian shillings 34,496,000 in 2015 to 311,134,075 in 2020

### **Infrastructure and Teaching Facilities**

The Council has been striving to increase primary school enrolment per Tanzanian education Policy of 1995 and directives, but challenges of inadequate infrastructure to accommodate them remain a mystery.

The council in collaboration with the central government, community and other stakeholders has put emphasis on improvement of learning and teaching environment so as to increase pupils' performance. This is due to free education programme instituted by the government in 2016 as a result good number of children has been enrolled into STD I in 2017 to 2021 as compared to 2016.

**Table 30: Primary Schools' Infrastructure/Facilities Status, 2016 -2020.**

INFRASTRUCTURE & FACILITY CATEGORY	NUMBER OF SCHOOLS (PER YEAR)					
	2016			2020		
	Require d	Availab le	Defici t	Requir ed	Availabl e	Defici t
1. Primary Schools						
• Public (Government)	141	141	-	142	142	-
• Private	3	3	-	5	5	-
2. School Buildings						
• Classrooms	1665	909	756	1528	1004	535
• Teachers' Offices	437	277	160	317	266	53
• Teachers' Quarters	2132	259	1875	1620	273	1347
• Pit Latrines	2518	1217	1201	2497	1627	946
3. School Furniture						
• Desks	17552	20776	-	18001	18587	-
• Tables	3302	1364	1938	2647	1429	1232

• Chairs	3471	1372	1739	2763	1670	1120
• Cupboards	794	229	565	1621	439	1182

**Source:** Rungwe District Council Primary Education Department, 2020

### **Teachers and Facility – Pupils Ratio**

Teacher to pupil ratio is an important indicator for measuring the capability of qualified teaching staff in terms of availability and total number of pupils.

**Table 31 Teacher-Pupils Ratio; Desk-Pupils Ratio; and Class-Pupils Ratio (CPR)**

YEAR	NO. OF PUPILS	TEACHERS		DESKS		CLASSROOMS		National Standard
		NO.	RATIO	NO.	RATIO	NO.	CPR	
2016	52,874	1577	1:33	20776	1:2.5	909	1:58	
2020	51,023	1453	1:35	18587	1:2.7	1004	1:50.8	

**Source:** Primary Education Department-Rungwe District Council, 2020

**Table 32: Pupils – Pit-Latrine 2015 - 2019**

No. of Pupils		Pit Latrine		Ratio		No. of Pupils		Pit Latrine		Ratio	
Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls
36,040	26,834	612	705	21:20	1:29	25,785	25,238	787	840	18:19	1:30

**Source:** Primary Education Department-Rungwe District Council, 2020

### **Completion of Standard VII in Public Schools 2013 – 2020**

The number of pupils by sex, enrolled in STD I in 2013 - 2014 and completed STD VII in 2019 – 2020 is shown in the table below.



**Table 33: Pupils Enrolled STD I in 2013-2014 and Completed STD VII in 2019-2020**

Schools Category	Enrolled 2013			Completed 2019				Enrolled 2014			Completed 2020			
	Boys	Girls	Total	Boys	Girls	Total	%age	Boys	Girls	Total	Boys	Girls	Total	%age
Public	3,409	3,553	6,962	2,856	3,254	6,110	88	4,481	4,253	8,734	3237	3,447	6,684	77
Private	40	48	88	62	65	127	144	51	42	93	68	55	123	132
<b>TOTAL</b>	<b>3,449</b>	<b>3,601</b>	<b>7,050</b>	<b>2,918</b>	<b>3,319</b>	<b>6,237</b>	<b>88</b>	<b>4,532</b>	<b>4,295</b>	<b>8,827</b>	<b>3,305</b>	<b>3,502</b>	<b>6,807</b>	<b>77</b>

**Source:** Primary Education Department-Rungwe District Council, 2021

### **Primary Schools' Performance – Pass rate (PSLE) 2016 - 2020**

Pass rate measures performance and refers to the percentage of pupils passed standard seven examinations out of the total pupils sat for the examinations. The rate of passing Standard VII examinations and being selected to join Form I reflect the quality of primary education in the area. The trend of STD VII performances for the period ranging from 2016 to 2020 is presented in the table below.

**Table 34: No. Of Pupils Sat for PSLE and Passed in Public Schools; 2016 - 2020**

YEAR	BOYS (SAT FOR PSLE)			GIRLS (SAT FOR PSLE)			TOTAL		
	Sat for PSLE	Passed PSLE	Pass rate	Sat for PSLE	Passed PSLE	Pass rate	Pupils sat for PSLE	Pupils Passed for PSLE	Pass rate
2016	3,025	1,920	63.5	3,701	2,227	60.2	6,726	4,147	61.7
2017	3,275	2,253	68.8	3,893	2,674	68.7	7,168	4,927	68.7
2018	3,411	2,460	72.1	3,854	2,948	76.5	7,265	5,408	74.4
2019	2,917	2,517	86.3	3,319	2,534	76.3	6,236	5,051	81.0
2020	3,239	2,684	82.9	3,445	3,016	87.5	6,684	5,700	85.3

**Source:** Primary Education Department-Rungwe District Council, 2021

This remarkable performance in 2016 – 2020 was due to:-

- Improved teaching and learning environment
- Availability of Teaching aids and books (ratio 1:2)
- Construction of New classrooms has reduced congestion in classrooms

**School Dropout Trend by Category in Public Primary Schools**

A dropout in education is an instance of pupils withdrawing from school before completing of the primary school years, due to among other reasons excessive truancy rate, death and pregnancy to girls. The trend of school drop-outs for the period from 2018 to 2020 is presented in the table below.

**Table 35: Public Primary School Drop Outs by category 2018 – 2020**

Reason for Drop Out	2018			2019			2020		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Truancy	84	32	116	82	33	115	85	49	134
Pregnancy								3	3
Deaths	13	11	24	21	14	35	2	5	7
Others	-	-	-	-	-	-	-	-	0
<b>TOTAL</b>	<b>97</b>	<b>43</b>	<b>140</b>	<b>103</b>	<b>47</b>	<b>150</b>	<b>87</b>	<b>57</b>	<b>144</b>

**Source:** Primary Education Department-Rungwe District Council, 2021

**ii). Challenges**

- Inadequate education infrastructure (classrooms, teachers' houses etc)
- Inadequate teaching materials
- Shortage of teachers especially for mathematics, English and science subjects.
- Consistent students' drop-out rate
- Low pass rate

**iii). Way Forward**

- Expand and improve education infrastructure
- Strengthen professional development programmes
- Strengthen by-laws and application of student management systems
- Improve availability of learning/teaching materials, and of education equipment and facilities

- Improve quality assurance systems and school supervision

#### d). **SECONDARY EDUCATION**

The Education Act No 25 of 1978 and, the Education and Training Policy 1995 do provide the key responsibilities of the Ministry of Education and Vocational Training (MOEVT) among other is supervision and management of all levels of education; Education Policy and Training; Planning and co-ordination of educational plans; Education quality control; and Education measurement.

The Administration and management of secondary education is the responsibility of the Local Government Authorities (LGAs) through District Secondary Education Officers (DSEO). Therefore the establishment, management and administration of Secondary schools responsibilities nationwide is under PO-RALG.

The main programme on education services focused on increasing access and quality of primary and secondary education.

#### i). **Staff Strength**

The department comprises one District Secondary Education Officer; 1 District Academic Officer (0 deficit); and 2 Statistics and Logistics Officers. The deficit is for one Secondary Special Education Officer.

Rungwe District Council has a total of 944 secondary school teachers against required number of 1,108 during 2020/21 as shown below:

**Table 36: Status of Secondary School Teachers in Rungwe 2016/17-2020/21**

Teachers Levels by Subjects	FY 2016/2017				FY 2020/2021					
	Science Subjects		Arts Subjects		Science Subjects			Arts Subjects		
	Req.	Act.	Req.	Act.	Req.	Act.	Def.	Req.	Act.	Def.
Diploma Level	150	55	350	235	200	76	124	300	146	154
Bachelor	250	103	520	666	280	144	136	600	559	41
Masters/PhD	50	3	80	8	50	8	42	80	11	69
<b>TOTAL</b>	<b>450</b>	<b>161</b>	<b>950</b>	<b>909</b>	<b>530</b>	<b>228</b>	<b>302</b>	<b>980</b>	<b>716</b>	<b>264</b>

**Source:** Rungwe District Council - Secondary Education Department-, 2020

**ii). Main Achievement**

The main achievements for the last five years are as follows:

- 42 secondary schools (including 32 government schools and 10 private schools)
- 454 classrooms, 19,118 desks, 88 laboratories, 927 toilets
- 785 teachers with 100 teachers' houses
- Number of teachers in government schools increased to 89.6% (science and mathematics 304) and (Arts 1,162) in 2016
- Number of laboratories in Public schools increased from 84 in 2015 to 88 in 2020
- Toilet stances for boys and girls in government schools increased from 595 in 2015 to 927 in 2020 respectively
- Number of teachers' houses increased from 92 in 2015 to 100 in 2020
- Student pass rate at Form 6 improved from 72.53% in 2015 to 89.14% in 2020
- Student pass rate at Form 6 is consistently high ranging from 92% in 2015 to 99% in 2020 funding for secondary schools increased to TZS 2,260,788,713.45

**Secondary Schools' Transition Rate**

Transition rate refer to the proportional of pupils passed standard seven examinations (PSLE) and selected to join secondary education. The table below shows the number of pupils selected and those who joined secondary education in Rungwe district council for years 2019 - 2021.

**Table 37: Pupils selected and those who joined form one in public schools; 2019 - 2021.**

CATEGORY	2019			2020			2021		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Pupils selected to join secondary schools (form 1)	2460	2948	5408	2517	2934	5451	2684	3016	5700
Pupils joined secondary education (Form 1)	2236	2812	5048	2272	2807	5079	2337	2863	5200
Percentage	90.9	95.4	93.3	90.3	95.7	93.2	87.1	94.9	91.2

**Source:** Secondary Education Department-Rungwe District Council, 2021

### **Number of Secondary schools and Students enrolled**

The number of O'level secondary schools has increased from 28 in 2016 to 42 in 2020 and school enrolment has increased from 3069 students in 2015 to 5079 in 2020 for O'level and from 429 students in 2016 to 1699 in the year 2020 for A'level as shown below.

**Table 38: Number of Secondary Schools and Students enrolled 2016 - 2020:**

SCHOOL CATEGORY		NUMBER OF SCHOOLS AND STUDENTS ENROLLED							
		YEAR 2016				YEAR 2021			
		Schools	Boys	Girls	Total	Schools	Boys	Girls	Total
O'Level Secondary Education	Public	28	1,532	1,887	3419	32	2,337	2,863	5200
	Private	8	248	264	512	10	243	182	425
	<b>Total</b>	<b>36</b>	<b>1780</b>	<b>2151</b>	<b>3931</b>	<b>42</b>	<b>2580</b>	<b>3045</b>	<b>5625</b>
A'Level Secondary Education	Public	3	931	74	1005	4	670	166	836
	Private	2	21	17	38	5	82	67	149
	<b>Total</b>	<b>5</b>	<b>952</b>	<b>91</b>	<b>1043</b>	<b>9</b>	<b>752</b>	<b>233</b>	<b>985</b>

**Source:** Rungwe District Council - Secondary Education Department-, 2020

### **Form One and Form Five Enrolments in 2016 to 2020**

Rungwe District Council has 41 ordinary level secondary schools where 31 are government schools and 10 is privately owned. Form one enrolment has increased from 75% in 2016 to 84 % in the year 2020. Also the council has 9 advanced level secondary schools where 4 are government schools and 5 is privately owned. Form five

enrolment has increased from 85% in 2015 to 90% in the year 2019. All these form one and five enrolment information is detailed in the table below:

**Table 39: Forms One and Form Five (new) Enrolments 2016 – 2021**

SCHOOL LEVEL	PUPILS' SEX	YEAR 2016			YEAR 2021		
		TARGET	ENROLLED	%AGE	TARGET	ENROLLED	%AGE
FORM ONE (O'LEVEL)	BOYS	1730	1532	88.6	2400	2337	97.4
	GIRLS	1950	1887	96.8	3100	2863	92.4
	<b>TOTAL</b>	<b>3,680</b>	<b>3,419</b>	<b>92.9</b>	<b>5,500</b>	<b>5,200</b>	<b>94.5</b>
FORM FIVE (A'LEVEL)	BOYS	1000	931	93.1	800	670	83.8
	GIRLS	100	74	74.0	200	166	83.0
	<b>TOTAL</b>	<b>1,100</b>	<b>1,005</b>	<b>91.4</b>	<b>1,000</b>	<b>836</b>	<b>83.6</b>
<b>TOTAL</b>		<b>4,780</b>	<b>4,424</b>		<b>6,500</b>	<b>6,036</b>	

*Source: Rungwe District Council - Secondary Education Department-, 2020*

### **Completion Rate for Form Four in public secondary schools**

The completion rate is the rate that shows number of students admitted in form 1 and complete secondary education regardless they sit for final examinations or not. The table below shows the number of students registered in public secondary schools of Rungwe district council and completed form four.

**Table 40: Students registered and completed form 4 in public schools, 2018-2020**

Year	Registered Student			Student Completed Form			Completion Rate (in %)		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
<b>2018</b>	1,043	1,405	<b>2,448</b>	1,023	1,375	<b>2,398</b>	98.08	97.86	97.96
<b>2019</b>	1,258	1,632	<b>2,890</b>	1,223	1,614	<b>2,837</b>	97.22	98.90	98.17
<b>2020</b>	1,381	1,818	<b>3,199</b>	1,346	1,788	<b>3,134</b>	97.47	98.35	97.97

*Source: Secondary Education Department-Rungwe District Council, 2021*

### **Performance of Form IV Examination in Public Secondary Schools**

The performances or pass rate that gives the form 4 students chance of moving to advanced level of secondary education. The table below shows the performance rate of form IV examinations by sex in Rungwe District Council from the year 2018 to 2020. This academic achievements of OCSE examinations are shown below:

**Table 41: Students performance of OCSEE in public schools; 2018-2020**

YEAR	Registered	Attended	%age Attende	EXAMINATION RESULTS (DIVISION)					Total Passed	%age Pass
				I	II	III	IV	0		
2018	2444	2392	97.9	45	272	450	1293	332	2060	86.1
2019	3801	3754	98.8	106	671	745	1833	399	3355	89.4
2020	3777	3638	96.3	195	594	708	1907	234	3404	93.6

*Source: Rungwe District Council Secondary Education Department-, 2020*

The academic achievements of ACSE examinations are shown below:

**Table 42: Performance of ACSEE in Rungwe district council 2018 - 2020**

YEAR	Registered	Attended	%age Attende	EXAMINATION RESULTS (DIVISION)					Total Passed	%age Pass
				I	II	III	IV	0		
2018	1155	1149	99.5	110	440	455	139	5	1144	99.6
2019	1011	1007	99.6	159	428	394	20	6	1001	99.4
2020	881	876	99.4	94	431	335	14	2	874	99.8

*Source: Rungwe District Council Secondary Education Department-, 2020*

### **Secondary School Infrastructure and Teaching Facilities**

Rungwe District Council has been striving to increase form one enrolment as per government Policy and directives, but challenges of inadequate infrastructure to accommodate them remain a mystery. In the recent year the council in collaboration with central government, community etc has put emphasis on improvement of learning and teaching infrastructure so as to increase students' performance.

**Table 43: Teacher - Students Ratio; Desk - Pupils Ratio; & Classroom - Pupils Ratio (CSR)**

YEAR	No. of Students	TEACHERS		DESKS		CLASSROOMS		National Standard
		No.	Ration	No.	Ration	No	CPR	
2019	17222	939	1:18	17786	1:1	442	1:40	1:40
2020	18572	926	1:20	19333	1:1	456	1:41	1:40
2021	19737	944	1:21	20172	1:1	478	1:41	1:40

*Source: Rungwe District Council - Secondary Education Department-, 2020*

**Table 44: Toilets (at least Pit-Latrine) - Students 2021**

YEAR	NUMBER OF STUDENTS		TOILETS (PITS)		RATIO	
	Boys	Girls	Boys	Girls	Boys	Girls
<b>2019</b>	8118	9104	354	413	1:23	1:22
<b>2020</b>	8652	9920	373	475	1:23	1:21
<b>2021</b>	9182	10555	377	491	1:24	1:22

**Source:** Rungwe District Council Secondary Education Department-, 2021



**Table 45: Status of Secondary Schools infrastructure from 2015 - 2019**

SN	ITEMS	ORDINARY LEVEL OF SECONDARY EDUCATION						ADVANCED LEVEL OF SECONDARY EDUCATION					
		ACADEMIC YEAR 2015			ACADEMIC YEAR 2020			ACADEMIC YEAR 2015/2016			ACADEMIC YEAR 2019/2020		
		REQUIRED	ACTUAL	DEFICIT	REQUIRED	ACTUAL	DEFICIT	REQUIRED	ACTUAL	DEFICIT	REQUIRED	ACTUAL	DEFICIT
1	Administration Blocks	28	20	8	32	22	10	3	3	0	4	4	0
2	Classrooms	411	390	21	471	456	15	18	18	0	18	24	-6
3	Staff Quarters	1070	93	977	797	100	697	35	15	20	46	30	16
4	Teachers' Toilets	91	80	11	93	92	1	23	25	-2	28	30	-2
5	Science Laboratories	84	80	4	96	87	9	9	9	0	12	12	0
6	Dining Hall	28	2	26	32	2	30	3	2	1	4	3	1
7	Libraries	28	3	25	32	9	23	3	3	0	4	4	0
8	Hostel & Dormitories	29	14	15	100	38	62	26	12	14	30	18	12
9	Stores	28	15	13	32	32	0	3	3	0	4	4	0
10	Students' Desks	13988	15215	-1227	18576	19333	-757	892	892	0	884	1600	-716
11	Students' Chairs	13988	15215	-1227	18576	19333	-757	892	892	0	884	1600	-716
12	Teachers' Table	1070	707	363	926	697	229	46	46	0	91	91	0
13	Teachers' Chairs	1070	707	363	932	944	-12	46	46	0	91	91	0

**Source:** Rungwe District Council - Secondary Education Department-, 2021

**ii). Challenges**

- Inadequate capitation for effective teaching and evaluation
- Inadequate awareness on the application of policy on free education
- Inadequate land for development of education infrastructure e.g. teachers houses and sports and games
- Inadequate training equipment, supplies and chemicals supplies
- Shortage of science and mathematics teachers
- Weak cooperation between schools management, school committees and village governments
- Shortage of education infrastructure (teachers' houses, laboratories, dormitories, libraries etc)

**iii). Way forward**

- Improve availability of teaching and learning material
- Provide food supplies in schools to improve students' concentration in classes.
- Construct the requisite education infrastructure and facilities to improve learning environment
- Recruit additional science and mathematics teachers and Strengthen professional development programmes
- Strengthen by-laws and application of student management systems
- Improve quality assurance systems and school supervision
- Improve availability of training equipment, chemicals and supplies.

**e). WATER SUPPLY**

The main thrust of water services programme is to increase availability and quality of water and sanitation services. The plan specifically focused on increasing the number of people with access to

Clean and affordable water, and improving hygiene and sanitation practices in the Rungwe District council and received 6,982,499,649.33 budgeting for different water project in 2015/2020 . Harvesting of rainfall water mm 2700

**i). Main Achievement**

The achievements recorded in the past five years include:

- Access of water services increased from 68.1% in 2015 to 83.3% in 2020
- Construction of different water projects increased from 22 in 2015 to 36 in 2020
- Increasing of water user community from 10 in 2015 to 38 in 2020
- Increasing water sources conservation from 22 in 2015 to 56 in 2020
- provision of water services increased from 68.1 in 2015 to 88.3 in 2020

**ii). Challenges**

- Community resistance to contribute to community water fund
- Inadequate awareness on laws/by-laws governing water rights and management
- Lack of sewerage and wastewater management facilities
- Lack of plans for maintenance and rehabilitation of water schemes

**iii). Way Forward**

- Increase funding from Council's own sources
- Raise community awareness on by-laws, water management and water rights

- Improve water management systems
- Planting trees near water sources

#### **4) Objectives D: Increase quantity and Quality of social services and infrastructure**

The program aimed at increasing quantity and quality of agricultural and cooperative management, livestock, fisheries and infrastructural facilities and services.

##### **a). AGRICULTURE AND COOPERATIVES**

The key responsibilities of the Ministry of Agriculture, Irrigation and Cooperatives (MOAC) among other is supervision and management of all agriculture policies and Training; Planning and co-ordination of agricultural plans; Agriculture inputs and products quality control; and Monitoring and Evaluation of agricultural interventions. A decentralised and participatory approach to service delivery is implemented within the decentralised administrative and political framework of LGAs supervised by the PO-RALG. The District Agriculture Development Plan (DADP) prepared by the Council Planning Team creates the basis for decentralised management and the council Agriculture sector funding mechanism.

The Agriculture sector has improved household income through sales of crops and supply of agricultural input and implements. Furthermore, food security and nutritional has improved through consumption of products derived from agriculture. This department has three sections of Crop development, Irrigation and Cooperatives. The main objectives of the programme on agriculture and cooperatives were to increase productivity, ensure food security, and improve access and reliability of crops and livestock markets and fisheries.

##### **i). Staff Strength**

The Agriculture, Irrigation and Co-operative Department has 68 staff in all of its three sections. The required number of staff (establishment) is 141; the deficit is 73 staff equal to (51.7%). The status of staff in this sector is shown below.

**Table 46: Agriculture, Irrigation and Co-operative Department Staffing**

No.	STAFF CATEGORY	REQUIRED	AVAILABLE	DEFICIT
1	District Agriculture & Coop. Officer	1	1	0
2	Agriculture Officers	2	1	1
3	Irrigation Engineers & Technician	1	2	-1
4	Agro - Mechanics	1	0	1
5	Ward/Village Extension Staff	136	64	72
	<b>Sub Total (Agriculture)</b>	<b>141</b>	<b>68</b>	<b>73</b>
6	District Cooperative Officer	1	1	0
7	Cooperative Officers	4	3	1
8	Cooperative Inspectors	1	0	1
	<b>Sub Total (Cooperative)</b>	<b>6</b>	<b>4</b>	<b>2</b>
	<b>TOTAL</b>	<b>147</b>	<b>72</b>	<b>75</b>

**Source:** Agriculture, Irrigation and Co-operative Dept. Reports, 2021

## ii). Main Achievement

The main achievements recorded during the plan period were as follows:

- Farmers accessing agriculture extension services increased from 45,960 (2015) to 66,387 in 2020
- 15 Agriculture extension staff trained under professional development programme out of 20 who were in the training programme
- Proportion of farmers using industrial fertilizers increased from 60% in 2011 to 80% in 2016
- Two (2) value addition facilities for agricultural products have been constructed
- Average Food and cash crop production increased as follows:
  - Maize 2,995 Tons/Ha in 2015 to 103,990 Tons/Ha in 2020
  - Banana 356,404.0Tons/Ha in 2015 to 475,273Tons/Ha in 2020
  - Rice 3,023.0Tons/Ha in 2015 to 2,995 Tons/Ha in 2020
  - Viazi mviringo 503,119.0 Tons/Ha in 2015 to 504,060 Ton/Ha in 2020

- Gimbi 7,820 Tons/Ha in 2015 to 88,730.10 Ton/Ha in 2020
- Tea 7,877.8 Tons/Ha in 2015 to 7,969.5 Ton/Ha in 2020
- Coffee 291.6 Tan/Ha in 2015 to 648 Ton/Ha in 2020
- Increase of agricultural centers AMCOS from 17 in 2015 to 50 in 2020
- increases of crops production from 240 in 2015 to 268.2 in 2020

**iii). Challenges**

- Shortage of staff and working facilities for extension services delivery
- Prevalence of fake agricultural inputs
- Low agro processing and rural infrastructure
- Lack of qualified personnel and financing institutions for warehouse receipt system operation
- Poor market information system
- Effects of climate change
- Low adoption rate of technologies due to low purchasing power among small scale farmers
- Low creativity and capital for effective operation of Cooperative Societies

**iv). Way Forward**

- Recruit additional staff
- Promote agro processing and Rural Industrialization
- Increase availability of agricultural inputs
- Strengthen agricultural and marketing information systems
- Improve rural infrastructure for marketing of agricultural inputs and outputs
- Promote partnership between smallholder farmers and agribusinesses
- Promote agricultural mechanization

- Encourage private sector involvement in auditing, supervision and provision of advisory services to Cooperative Societies
- Strengthen Micro finance institutions at grass root level

## **b). LIVESTOCK AND FISHERIES**

The key responsibilities of the Livestock and Fisheries department among others is supervision and management of livestock and fisheries policies and Training, Planning and co-ordination of livestock and fisheries plans, livestock inputs and products quality control, Livestock and fisheries infrastructure development and management, and Monitoring and Evaluation of livestock and fisheries interventions.

Livestock and fisheries production plays an important role in the district council's economy and social welfare. The livestock kept includes Cattle, (mainly dairy cattle and local breeds) Pigs, Poultry,(chicken of all classes, ducks and turkeys) goats, sheep, rabbits, Draft animals like donkeys, and pets like dogs and cats.

Main objective of programme in livestock and fisheries is to increase production of livestock products like meat, milk, and fisheries products.

### **i). Staff Strength**

Livestock and fisheries department has a total of 23 staff, which includes 1 District Livestock and Fisheries Officer (DLFO); 2 livestock officers 6 deficit); 1 fisheries officers; 19 livestock field officers (87 deficit); and 0 Assistant Fisheries Officer (11 deficit). The total number of staff required is 126 staff and therefore there is a deficit of 103.

### **ii). Main Achievement**

The main achievements recorded during the plan period were as follows:

- The number and types of livestock kept in the council include Cattle; 49,790goats; sheep; 743 poultry;219,279 and 16,709pigs.

- Increased number of milk collecting center from 1 in 2015 to 12 in 2020
- Increased rate of cattle skin from 8,091 in 2015 to 10,183 in 2020
- Total of cattle increased from 288 in 2015 to 532 in 2020
- Increased rate of fish and sardine from 1,401 in 2015 to 4,029 in 2020
- Increased fishing dams from 250 in 2015 to 296 in 2020
- Increased indigenous goat from 2,013 in 2015 to 7,830 in 2020
- Rungwe District Council has a total number of 250 fish ponds which produced 4029 kgs (4.029 tons) having a total value of TZS 28203000 of fish during the year 2019/2020.

### **Livestock Infrastructure**

Livestock quality improvement is connected with access to facilities capable of controlling or preventing animal diseases, marketing of livestock and livestock products. Availability and quality of these structures directly affect amount and quality of livestock products like Meat, milk, hides and skins and live animals.

**Table 47: Livestock Infrastructures**

Descriptions	Required	Available	Operating		Deficit
			Number	%age	
1). Dipping Tank	2	20	01	50	0
2). Livestock Market	0	0	0	0	0
3). Abattoir/Slaughter slabs	01	05	05	100	01
4). Skin and Hides shed	01	02	02	100	01
5). Livestock Health Centres	15	10	10	67	05

**Source:** Livestock and Fisheries Department (2021)

### **iii). Challenges**



- Shortage of staff and working facilities for extension services delivery
- Low level processing of livestock products
- Low livestock genetic potential resulting into low productivity
- Shortage of pastures and grazing land
- Lack of reliable supply of good quality fish seed and fish feeds
- Poor market information system

**iv). Way Forward**

- Recruit additional staff
- Promote processing of diary and animal products
- Improve availability of livestock inputs
- Improve Marketing information systems
- Promote partnership between smallholder livestock keepers and agribusiness
- Promote destocking and zero grazing system
- Strengthen artificial insemination services
- Improve supply of quality fish seeds
- Improve pasture management systems and practices
- Promote investment in Aquaculture

**c). BEEKEEPING**

Main objective of programme in livestock and fisheries is to increase production of livestock products like meat, milk, and fisheries products.

**i). Main Achievement**

The main achievements recorded during the plan period were as follows:

- Production of honey increased from 07 tons in 2016 to 11 tons in 2021
- Number of beehives increased from 876 traditional beehives to 1227 in 2021 and modern beehives 2340 to beehives 3157 in 2021
- Beekeeping groups increased from 13 in 2016 to 26 in 2021

**ii). Challenges**

- Shortage of staff and working facilities for extension services delivery
  - Shortage of staff
  - Inadequate resources (man power, tools and equipment)
  - Loss of vegetation for beekeeping activities
  - Lack of markets for bee products

**iii). Way Forward**

- Promote and market bee products in the District and out wide
- Promote beekeeping at farm level
- Recruit additional staff
- Enhanced sustainable beekeeping activities

**d). ECONOMIC INFRASTRUCTURE**

**Works/Roads Services**

Rungwe District Council maintains 1271.3 kms of road network composed of Tarmac road 457.32 kms, gravel roads 17.65 kms and earth roads 436 kms.

**i). Main Achievement**

The main achievements for the last five years include:

- Increased budgets TZS 101,570,026/= for construction of roads in 2015/2020

- Increase budget of TZS 4,700,942,388.00 construction of tarmac road for 12.2km
- Increase budget of TZS4,081,830,000.00 for 183.45 km forbridges in 2015/2020

## **Buildings**

### **i). Main Achievement**

The main achievements recorded during the plan period were as follows:

- Construction of operating theatre at District hospital
- Construction of Rungwe District Council Headquarter
- Construction of 6 secondary Schools' infrastructure

### **ii). Challenges**

- Shortage of supporting staff i.e. surveyors, draughtsman, and quantity surveyor
- Ineffective professional development plan
- Non- compliance with construction standards e.g. schools and hospitals
- Low community participation in road construction and expansion
- Existence of unplanned settlements

### **iii). Way Forward**

- Strengthen plant and equipment committee
- Improve capacity on enforcing compliance with construction standards
- Sensitize community on the importance of expansion of roads
- Recruit additional staff
- Establish an independent unit for road sector

## **5) Objectives E: Enhance Good Governance and Administrative Services**

The program on enhancing good governance and administrative skills is organized through the departments of Administration and Human Resource; Finance and Trade; and Planning and Monitoring .During the plan period the achievements under each department are as follows:

**a). PLANNING AND MONITORING**

The Planning, Statistics and Coordination Department is one of the 19 Departments of Rungwe District Council, and is headed by District Planning Officer (DPLO). This department is made up with three sections namely; Planning Section, Monitoring and Evaluation, and Statistics sections

The Department is responsible for Undertaking data collection, interpretation, analysis and dissemination; Prepare plans and budgets; Prepare and compile developments reports; Prepare and report implementation status on annual action plan and cash flow; Prepare council's socio-economic profile; Undertake and facilitate M & E process; Undertake review and ensure effectiveness of O and OD process; and Research and identify new source of revenue.

The programme under planning focused on improving coordination of policy preparation, review, data collection and analysis, and plan and budget preparation. The plan also aimed at improving resources mobilization for increased own source financing of Rungwe District Council's development plans.

**i). Staff Strength**

The Department is headed by District Planning Officer (DPLO) assisted by 2 staffs i.e. one Economist and one Statistician against required number of 5 staff.

**ii). Main Achievement**

The main achievements recorded during the plan period were as follows:

- Mandatory plans for the Council including risk management planning, implementation of CCM manifesto were prepared and submitted to relevant organs in time

- 95% of projects implemented in the Council were monitored/evaluated each year
- M&E reports for all evaluated projects were prepared and submitted to relevant organs in time
- Quarterly and Annual Implementation reports were timely prepared and submitted.
- Annual plans at community level were prepared and submitted on time
- Risk management policy prepared
- Projects proposals were prepared and submitted to funding institutions projects were funded (1 Secondary Education, 2 for primary Education and 2 proposal for Health Sector)

**iii). Challenges**

- Shortage of staff in specific fields
- Shortage of working tools
- Low awareness of Planrep system by most staff in the Council
- O&OD methodology not functioning
- Inadequate M&E System
- Inadequate compliance to Reporting formats

**iv). Way Forward**

- Strengthen and administer the O&OD system
- Procure computers and other electronic devices for data management
- Build staff capacity on data collection, analysis and their application
- Establish database for the Council
- Strengthen resources mobilization systems and capacity
- Strengthen M&E system

**b). HUMAN RESOURCES AND ADMINISTRATION**

The Administration and Human Resource Department deals with Council's administration and staff matters and is charged direct to the office of District Executive Director. The department is headed by DHRO assisted by 5 HumanResources Officers.

This departmentis responsible with Council's administration and human resources management; Interpretation of Public Service Laws, Rules, Regulations, Policies and other related tools that govern the management of Public Service; Recruitment and staff retention; Salary and Wages Administrations; Coordination of Staff Welfare and Capacity building; Staff health care, Benefits and compensation; Discipline matters; Good governance and accountability Practices at all levels; Coordinate staff performance appraisal (OPRAS) as per Public Service regulations; Coordination of statutory meetings at all levels of the Council; Records; and Community Participation in Council endeavors through statutory meetings at all levels;

**i). Staff Strength**

Rungwe District Council has 19 departments/units, 29 wards, 99 villages and 454 hamlets with 458 employees as shown below:

**Table 48: Employees (Staff) Status per Sector in Rungwe D.C. 2020/21**

No.	DEPARTMENT/SECTOR	NUMBER OF STAFF	ACTUAL STRENGTH			Deficit/ Excess
			Physical	Permit	Total	
1	Administration & Human Resources	168	147	21	168	21
2	Finance and Accounts	15	15	0	15	0
3	Trade					
4	Planning and Monitoring	5	3	2	5	2
5	Legal Services	3	1	2	3	2
6	Internal Audit	3	1	2	3	2
7	Health services	626	472	154	626	154
8	Primary Education	1525	1305	220	1525	220
9	Secondary Education	1291	1117	174	1291	174
10	Community Development	48	21	27	48	27
11	Social Welfare				0	0
12	ICT and Public Relation	5	3	2	5	2
13	Lands Development				0	0
14	Sanitation and Environment Mgt	11	10	1	11	1
15	Forestry				0	0
16	Game				0	0
17	Civil Works	13	2	11	13	11
18	Agriculture	108	74	34	108	34
19	Co-operatives				0	0
20	Livestock	97	21	76	97	76
21	Election	2	0	2	2	2
22	Procurement Management Unit	11	7	4	11	4
23	Bee Keeping	2	1	1	2	1
24	Ward Executive Officers				0	0
25	Village Executive Officers				0	0
<b>Total</b>		<b>3,933</b>	<b>3,200</b>	<b>733</b>	<b>3,933</b>	<b>733</b>

**Source:** Rungwe District Council Human Resources records 2021

**ii). Main Achievement**

The main achievements recorded during the plan period were as follows:

- The Council had 3,857 employees against approved establishment of 4,461 in 2020
- Human capital Management Information System was installed and is functional
- Personnel records Management have been improved through the Human capital Management Information System
- Increased number of ward offices from 06 in 2015 to 10 in 2020
- Increase office in villages level from 60 in 2015 in 125 in 2020
- increase number of employee to receive long and short training from 65 in 2015 to 399 in 2010
- Increase number of meetings conducted from 1,491 in 2015 to 7,580 in 2020

**iii). Challenges**

- Weak Management Information systems in the Council Registry e.g. misplacement of files
- Lack of training programme
- Unreliable infrastructure e.g. electricity and internet connections
- Shortage of staff in specific fields
- Lack of induction and orientation programme
- Delays in approving recruitment permits
- Low awareness on the use of OPRAS
- Low awareness of rules and regulations by staff
- Lack of succession plan

**iv). Way Forward**

- Strengthen manpower planning including succession plan



- Install alternative/standby power supply
- Strengthen Management Information System – Registry
- Improve staff awareness and capacity on the use of OPRAS
- Develop and implement a training programme
- Raise staff awareness on rules and regulations

**c). FINANCE AND TRADE**

The Finance and Trade department has the major responsibility of managing public funds from various sources. It also has a role to ensure proper financial management for proper utilization of public funds and assets so as to achieve the value for money.

The programme under finance focused on improving financial management systems, strengthening internal control systems, and building financial sustainability of Rungwe District Council.

**i). Staff Strength**

The Finance and Trade department has 15 staff which include 1 District Treasurer; 9 Accountants and Assistant Accountants; 1 District Trade Officer; 3 Trade Officers; Deficit is 4 Accounts Assistants.

**ii). Main Achievement**

The main achievements recorded during the plan period were as follows:

- Collection of own source revenue improved from 93% in 2015/16 to 99% in 2020/21
- Installation of EPICOR has improved financial and budget management systems
- Internal audit system improved
- Council financial statements prepared and audited in time each financial year

- Compliance on tax collection and remittance improved.

Rungwe District Council largely depends on Central Government to fund its development and recurrent expenditure. The Council's budget for Financial year 2019/2020 was TAS 45,236,519,564.76, whereas the Central Government contributed TZS 38,166,947,536.68 equal to 84.37 percent; Council Own Sources revenue was TZS 4,672,121,716.20 equal to 10.33 percent and Development Partners contributed TZS 2,397,450,311.88 equal to 5.3% as shown in tables 28-30 above

The Trade section is responsible for development of business and Entrepreneurial and Industrial development through licensing, controlling and education. Also it supports in revenue collection as well as dealing with promotion and strengthening private sectors by improving efficiency and effectiveness of entrepreneurs, small scale industries, traders, local markets, business registration, and provision of business licenses and inspection of license premises, weights and measures.

Trade section has the role of empowering community members to capture business opportunities in the Council; moreover, it links traders with other stakeholders such as SIDO, TMDA, TBS, and financial institutions. During period of 2017/18 – 2020/21, the section has provided the 9,378 business licenses, with their current status as shown in the table below.

**Table 54: Business license statistics in Rungwe district council 2021**

Financial Year	No. of Licenses	Amount of Revenues		%age performance
		Budgeted	Actual Collected	
2017/2018	1143	80,100,000.00	67,086,900.00	83.8
2018/2019	1136	80,100,000.00	69,253,900.00	86.5
2019/2020	1341	80,100,000.00	86,481,000.00	108.0
2020/2021	1298	85,200,000.00	84,219,500.00	98.8

**Source;** Rungwe District Council Finance and Trade Reports; 2020/21

### iii). Challenges

- Intermittent power and system cut out i.e. Epicor networks
- Irregular and late disbursements of funds from the central government
- Shortage of staff
- Inadequate working facilities
- Narrow revenue base for Council's own sources
- Voluntary compliance in revenue collection not fully adopted by the public
- Inadequate space/business area for SMEs development

- Low awareness of user departments on procurement Act and Regulations

**iv). Way Forward**

- Install alternative/standby power supply
- Improve Epicor systems performance
- Deepen and expand own sources of revenue
- Recruit new employees and train existing staff for effective application of installed MIS
- Improve availability of working tools
- Raise awareness of user departments on procurement Act and Regulation
- Strengthen revenue collection by laws.

**6) Objectives F: Sustainable Utilizations of Land, Natural Resources and Environmental Management Improved**

The program on enhancing and sustaining utilization of land and natural resources as well as improving proper management of environment through relevant departments. During the plan period the achievements under each sector include:

**a). ENVIRONMENT AND SANITATION MANAGEMENT**

Environment Management and sanitation (collection, transportation and disposal) is one of the key duties of all Local government authorities in Tanzania. This is a legal obligation in accordance with the Local Government (District Authorities) Act, Cap 287 and Cap 288 as well as the Environmental Management Act, Cap 191.

Environment Management and sanitation is one among the basic essential services provided by Rungwe district council to keep its areas clean, but the challenges related to scarcity of funds and inadequate equipment hampered our efforts. In some rural areas waste is littered all over leading to insanitary living conditions.

Environmental Management involved the management of all activities that lead to environmental degradation including all development interventions. The core functions under environmental and sanitation management are:

- Solid Waste management which includes:
  - Solid waste management – facilities and capacities
  - cleaning of solid waste in buildings, open space and drainage channels
  - Solid waste storage, sorting and transportation
  - Sanitation disposal of solid waste and dump site management
- Environment Management
  - Conservation and bio-diversity
  - Pollution control on land, water, air and sound
  - Environmental impact assessment

**i). Staff Strength**

The Environmental and Sanitation management department has two staffs although there are other two staffs who works in this department. The required number is 38 where in Ward level 29 staffs are needed and 9 are needed in council level.

**ii). Main Achievement**

The main achievements recorded under the programme during the plan period are as follows:

- 126 tons of waste out of 241 tons of waste produced daily in urban areas along Tukuyu-Mbeya highway collected daily (60% of waste produced daily)
- 5% of solid waste sorted and recycled/re-used (mainly plastic and metal material)
- Increased awareness on collection and storage of solid waste at household level
- Environmental impact assessment conducted on 40 projects by 2016

**iii). Challenges**

- Inadequate waste collection equipment, storage and disposal facilities
- Shortage of staff (we have only one staff for the whole district)
- Lack of Proper solid waste handling and disposal mechanism
- Illegal excavation of building materials e.g. stones and sand (quarrying)
- Deforestation and Encroachment of water sources
- Low involvement of local area administration in EIA and EA

**iv). Way Forward**

- Improve availability of equipment and facilities
- Recruit additional staff
- Improve solid waste disposal practices
- Raise community awareness on environmental management
- Expand recycling and re-use of solid waste
- Enforce environmental conservation laws, rules and regulations
- Formalise and regularise of settlements
- Develop and implement climate change mitigation strategies

**b). LANDS DEVELOPMENT DEPARTMENT**

The Land Development sector consist of four section which are Land, Survey, Town planning and Valuation. The department is responsible to Provide Technical advice and recommendations on Implementation of land and policy and laws; Monitor the collection of revenue from land sectors; Recommend the fast growing trading centres for declaration of new planning areas; Recommend informal settlements which meet requirement for Regularization; Prepare village land use Plans; Prepare Urban Plans (Interim land use plans, Master Plans, Detailers planning schemes); Ensure the

development of land are carried according to the laws and planning space standards; Monitor survey of land in rural and urban areas and Prepare of right of occupancy (CCRO and CRO); Land dispute settlements; and Preparation of Project proposals on development of land sectors.

The programme focused on land use planning, survey, valuation and preparation of 500 Certificate of Right of Occupancy.

**i). Staff Strength**

The Department has a total number of 4 staffs, of which 3 are in Land division and 1 are in Natural resources division

**Table 55: The Land Sector Staffing in Rungwe District Council 2021**

No.	STAFF CATEGORY	REQUIRED	AVAILABLE	DEFICIT
1	District Lands Officer	1	1	0
2	Land Development Staff	3	1	2
3	District Surveyor	1	0	1
4	Survey Section Staff	3	1	2
5	District Town Planning Officer	1	0	1
6	Town Planning Staff	2	0	2
7	District Valuer	1	0	1
8	Valuation Section Staff	3	0	3
	<b>TOTAL</b>	<b>15</b>	<b>3</b>	<b>12</b>

**Source:** Rungwe District Council, Lands and Natural resources Department Reports, 2021

**ii). Main Achievement**

The main achievements recorded during the plan period were as follows:

- The main achievements for the plan period include:
- 20 detailed land use plans containing 11,000 plots (target 2,000 plots) were prepared by 2021
- 4 village land use management plans were prepared

- 1880 farms and plots surveyed (disaggregate)
- 500 Certificate of Right of Occupancy were issued
- 6607 Certificate of Customary Rights of occupancy were issued
- 24 Town Planning Drawings were approved

**iii). Challenges**

- Lack of District Master plan
- Changes on policies and regulations (affordability of premiums and charges)
- Low level of community awareness on land policies, laws and regulations.
- Political will and political interference on land management
- Inadequate equipment and staff
- Changes on land uses and impact on sustainable development e.g. estate change to peasant or Residential.

**iv). Way Forward**

- Prepare District Master plan
- Expedite land use planning, surveying and issuance of Certificate of Right of Occupancy
- Raise awareness on land policies, laws and regulations.
- Strengthen regulations and policies on land management.
- Prepare village land use plans.
- Prepare and develop General detailed master plan for land use in all emerging small town and town Centre for sustainable development



**c). NATURAL RESOURCES DEPARTMENT**

The Natural Resources Department consist of two section which are Forestry and Wildlife. The department is responsible for Providing Technical advice and recommendations on Implementation of natural resources policies and laws; To provide conservation extension to local community; Monitor the collection of revenue from natural resources sectors; Conserving forests along with its wildlife and their habitats; and Preparation of Project proposals on development of land and natural resources sectors.

The thrust of the programme under natural resources were to:

- Ensure sustainable production and utilization of forestry and forestry products
- Conserve, establish and develop existing forests
- Enhance water flow by conservation and protection of water sources
- Identify, develop and promote tourism
- Promote Community participation in tourism
- Conserve and protect wildlife
- Protect security of human beings against dangerous wildlife

**i). Staff Strength**

The Division has 1 Tourism staff.

**Table 56: The Natural Resources Sector Staffing in Rungwe District Council 2021**

No.	STAFF CATEGORY	REQUIRED	AVAILABLE	DEFICIT
1	District Natural resources Officer	1	1	0
2	District Forest Officer	3	1	2
3	Forest Officers	1	0	1
4	Forest Assistants			0
	<b>Sub Total</b>	<b>5</b>	<b>2</b>	<b>3</b>
5	District Game Officer			0
6	Game Officers			0
7	Game Assistants			0
	<b>Sub Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>5</b>	<b>2</b>	<b>3</b>

**Source:** Rungwe District Council, Lands and Natural resources Department Reports, 2021

#### ii). Main Achievement

The main achievements recorded during the plan period were as follows:

- 5 tree nurseries each with capacity 500 to 150,000 seedlings established by 2021
- Number of trees planted increased from 800,000 in 2016 to 6,500,000 in 2021.
- Average plant survival rate improved from 76% in 2011 to 80% in 2021
- 43,749.92 ha forest reserves conserved and 65,813 hectares for tree plantations
- 36 village environmental conservation committees were formed
- 22 tourist attractions were identified

#### iii). Challenges

- Encroachment to forest reserves and water catchment areas
- Deforestation and forest fires
- Inadequate resources (man power, tools and equipment)
- Loss of wild life habitats due to agricultural activities, grazing and deforestation

- Ineffective promotion, advertisement and tourism marketing

**iv). Way Forward**

- Promote and market tourism in the District
- Promote development and conservation of community forests
- Recruit additional staff
- Develop and promote application of alternative source of energies which are environmental friendly.
- Enhanced ecosystem management

**7) Objectives G: Improve Emergency and Disaster Management**

The main objective is to coordinate, supervise disasters activities, assess and evaluate disaster impact when it occurs and provide early warning information to alert the community on imminent incidences of disasters. The main achievements recorded during the plan period are as follows:

**i). Main Achievement**

The main achievements recorded during the plan period were as follows:

- Stakeholders have been trained on management of disasters
- Disaster management plan has been developed.
- 15 min weather stations for weather forecast have been maintained

**ii). Challenges**

- Destruction of infrastructures like roads and bridges during the disasters.
- Inadequate knowledge among the communities on disaster management
- Insufficient information and delays in disseminating weather and other related information on disaster forecasts

- Most of the settlements in Rungwe District Council are located in high and lowlands which are more vulnerable/prone to risk and disasters impact.

### **iii). Way Forward**

- Restrict people from building in catchment areas, lowlands and very close to river to shift.
- Improve collection and dissemination of warning information.
- Build capacity of community committee on the prevention, reduction and preparedness for disaster management.

## **2.3 STAKEHOLDERS' ANALYSIS**

Rungwe district council collaborates with other organisations and individuals in management and delivery of service. These are stakeholders which includes the private sector, and are coordinated by the council through its departments and units. Stakeholders' analysis was carried during the strategic planning process, to answer the question as to know who our key stakeholders, their expectations, are and if they are met, where they were dissatisfied, and what is the impact of not meeting these expectations. Stakeholders analysis for Rungwe District Council involves the process of analysing individuals, community groups (*women, youth, people with disability etc.*), institutions that may have an interest either way in the success or failure of the strategic plan (*either as implementers, facilitators, beneficiaries or adversaries etc.*).

However, a basic premise behind stakeholder analysis in the council was that different groups have different concerns, capacities and interests, and this was explicitly understood and recognized in the process of analysing the situation; Setting the Vision, Mission and Strategic objective; and strategysselection. The key questions asked during stakeholder analysis were therefore 'whose problems or opportunities are

we analysing and 'who will benefit or loose-out, and how, from a proposed strategic plan intervention'? The ultimate aim being to help maximize the social, economic and institutional benefits of the strategic plan to the target groups and ultimate beneficiaries and minimize its potential negative impacts (including stakeholder conflicts).

Analysis attempts to understand perceptions, expectations, and priorities, and to incorporate these into our Strategic plan. The objective is to learn from them as our customers. Stakeholders' views resulted from interactions with Stakeholders, not as an analysis of what council's employees believe stakeholders want or think.

A Stakeholder Analysis proceeded along through three key steps:

- Identifying Stakeholders: this has been done by the council by identifying who are our key service recipients and considering NGOs, the private sector, and community, etc.
- Holding the Workshop: Ideally focus group discussion involved small groups and two facilitator. This, was undertaken the Stakeholder Analysis in one day workshop. The number of participants from the council was limited to one staff from any department. A total of 18 stakeholders' categories were identified.
- Document the results: This was in written form by use of a simple matrix, from each major type of stakeholder was documented and analysed.

Council heads of departments and assistants carried out a stakeholders' analysis. The expectations were identified in terms of the services they expect but more importantly the attribute that goes with the service expected. A summary of the main stakeholders and their expectations is presented below.

1. Government Ministries (*This group include Government's Central and Sector Ministries, PO-RALG*).

2. Mbeya Regional Administration (*This include the Regional Commissioner's Office, Regional Secretariat, District Commissioner and Division Secretaries*)
3. Councillors (Rungwe District Council) (*Comprises of elected Councillors from wards, Special Seats for women, appointed and MPs in the Council*).
4. Community (*This include all groups within the community including individuals etc*).
5. Council Staff (*The Council Director, Management Team and all council employees*).
6. Political Parties (The Ruling Party - CCM and Opposition parties).
7. Financial Institutions (*This include Bank of Tanzania - BOT, Commercial/investment Banks, Local Governments Loans Board - LGLB, SACCOS etc*).
8. Civil Society Organisations (*This include Non-State Actors like Non-Governmental, Community Based, and Faith Based Organisations etc*).
9. Trade Unions (TALGWU, CWT, TUGHE etc)
10. Communication and Media (*This comprises of communication companies and Media institutions, Social Media, Newspapers etc*).
11. Central Departments and Agencies (*They include Central departments and agencies like TANROADS, TARURA, RUWASA, TFS, TANESCO, TRA, etc.*).
12. Office of the Controller and Auditor General (OCAG)
13. National Parliament (*The National Parliament and the Committees like LAAC, TAMISEMI and Administration, etc*).
14. Development Partners
15. Farmers and Livestock Keepers(*despite being part of 5 above*)
16. Training and Research Institutions
17. Traders and Service Providers (*despite being part of 5 above*)

18. Judiciary and other Law firms *(To include the Courts, Ward Tribunals, District and Ward Land Tribunals, and Private law firms).*

19. Defence and Security Forces *(The Defence and Security Committee under the District or Regional Commissioners)*

20. Other Local Government Authorities *(Mainly the bordering LGAs where we share cross-border business and sometimes conflicts).*

The stakeholders' analysis is presented in the matrix below which provides the services offered and expectations in detail for each stakeholder as shown in the table below.

**Table 57: Framework for Stakeholder’s Analysis**

No.	Stakeholder’s Name	Role of Stakeholder (Service)	Expectation of Stakeholder	Potential Impact (If Expectation not met)	Ranking
1	Government Central and Sector Ministries	<ul style="list-style-type: none"> <li>• Provision of Law and Order;</li> <li>• Standards and Quality Control</li> <li>• Defence and Security</li> <li>• Mobilize and allocate human and financial resources</li> <li>• Provide procedural supports,</li> <li>• Monitoring and evaluation</li> <li>• Good governance</li> <li>• Develop Policy, regulations, Circulars and Guidelines</li> <li>• Provide Technical Support and Backstopping</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance of policy, Laws and regulations</li> <li>• Quality socio economic services delivered</li> <li>• Proper resources utilization and value for money</li> <li>• Good governance</li> <li>• Accountability, integrity and value for money</li> <li>• Commitment of works on services delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Termination of employment</li> <li>• Suspension or Withdraw of funds</li> <li>• Distrust</li> <li>• Sanctions disciplinary and legal measures</li> <li>• Suspend or dissolve the LGA</li> </ul>	High
2	PO-RALG	<ul style="list-style-type: none"> <li>• <i>In addition to the above</i></li> <li>• Further decentralization process</li> </ul>	<ul style="list-style-type: none"> <li>• <i>In addition to above</i></li> <li>• Strong, Autonomy and Accountable LGAs</li> </ul>	<ul style="list-style-type: none"> <li>• Distrust</li> <li>• Disciplinary and legal measures</li> </ul>	High



		<ul style="list-style-type: none"> <li>• Co-ordinate Regional Administration and LGAs</li> <li>• Authorise By-laws for LGAs</li> <li>• Interpretation and dissemination of Sectoral policies and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Perform Council function</li> <li>• Functional Regional Administration</li> <li>• Strong and stable Decentralization process</li> </ul>	<ul style="list-style-type: none"> <li>• Withdraw of funds</li> <li>• Suspend or dissolve the LGA</li> <li>• In correct and untimely decision</li> </ul>	
<b>3</b>	Mbeya Regional Administration	<ul style="list-style-type: none"> <li>• Maintenance of peace, law and order in the region</li> <li>• Defence and Security</li> <li>• Interpret Sector policies and guidelines</li> <li>• Ensure standards and quality control for service delivery</li> <li>• Technical Support/Backstopping</li> <li>• Monitoring and Evaluation</li> <li>• Co-ordinate Local governance</li> <li>• Promote and foster social and economic development</li> <li>• Facilitate LGAs undertake and discharge their duties</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance of policy, Laws and regulation</li> <li>• Quality services delivered</li> <li>• Good governance peace and stability</li> <li>• Proper utilization of resources and value for money</li> <li>• Timely implementation, and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Distrust</li> <li>• Disciplinary and legal measures</li> <li>• In correct and untimely decisions</li> <li>• Suspend Council resolutions or decisions</li> </ul>	High

		and responsibilities			
4	Councillors (Rungwe district council)	<ul style="list-style-type: none"> <li>◆ Represent community (voters) in the council</li> <li>◆ Pass council policy/by-laws</li> <li>◆ Approve council plans/budget</li> <li>◆ Community Mobilisation</li> <li>◆ Council decision makers through Council resolutions</li> <li>◆ Monitor and Evaluate council operations</li> <li>◆ Supervise community development through WDC</li> <li>◆ Monitor implementation of election manifesto (<i>ruling party</i>)</li> </ul>	<ul style="list-style-type: none"> <li>◆ Quality services delivered to community they represent</li> <li>◆ Timely and accurate information on Council operations.</li> <li>◆ Proper utilisation of resources</li> <li>◆ Value for money</li> <li>◆ Accountability/transparency</li> <li>◆ Ensure being re-elected</li> <li>◆ Involvement in development issues</li> </ul>	<ul style="list-style-type: none"> <li>◆ Poor decision making</li> <li>◆ Mistrust leading to conflict with staff</li> <li>◆ Can take disciplinary measures against the council staff</li> <li>◆ Political instability leading to poor Council performance</li> </ul>	High
5	Community ( <i>includes all forms and groups in the Community</i> )	<ul style="list-style-type: none"> <li>• Participate and contribute to development projects</li> <li>• Tax and Levies Payer</li> <li>• Protect public resources</li> <li>• Initiate council plans/budgets</li> <li>• Promote peace and</li> </ul>	<ul style="list-style-type: none"> <li>• Quality services delivery</li> <li>• Peace and harmony</li> <li>• Good Governance</li> <li>• Improved community welfare</li> <li>• Proper use of Public Funds</li> <li>• Value for Money,</li> </ul>	<ul style="list-style-type: none"> <li>• Reluctant to pay taxes and levies</li> <li>• Reluctant to participate in development projects</li> <li>• Unnecessary conflict with the Council</li> <li>• Violation of laws</li> </ul>	High

		<p>harmony</p> <ul style="list-style-type: none"> <li>• Major recipients of Council services</li> <li>• Participate in democratic activities</li> <li>• Main source of labour</li> </ul>	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Need Empowerment (socio-economic)</li> </ul>	<ul style="list-style-type: none"> <li>• Non participation in election</li> <li>• Distrust to their Council and staff</li> </ul>	
<b>6</b>	Council staff	<ul style="list-style-type: none"> <li>• Translate polices into plans and budgets</li> <li>• Delivery of quality services</li> <li>• Compliance to Government Policies, Laws, guidelines</li> <li>• Management of public resources(<i>Funds and other asset resources</i>)</li> <li>• Enhance good governance</li> <li>• Manage development projects</li> <li>• Mobilize financial resources</li> <li>• Community mobilization</li> <li>• Monitoring and evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Attractive and timely remuneration</li> <li>• Statutory rights</li> <li>• Motivation (<i>Promotion and recognition</i>)</li> <li>• Job satisfaction and security</li> <li>• Conducive working environment</li> <li>• Capacity building</li> <li>• Succession plan</li> </ul>	<ul style="list-style-type: none"> <li>• Non delivery of services due to demoralization</li> <li>• Non-compliance of laws and regulations</li> <li>• Misconduct of ethics</li> <li>• Misuse of Public Funds</li> <li>• Existence of corruption and fraudulent practices</li> <li>• Lack of commitment</li> <li>• Absentees/turnover</li> </ul>	High
<b>7.</b>	Political Parties ( <i>Ruling Party</i> )	<ul style="list-style-type: none"> <li>• Promote development initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Good Quality services delivered to community</li> </ul>	<ul style="list-style-type: none"> <li>• Reluctant to mobilise community</li> </ul>	High

	<i>and oppositions)</i> and Politicians	<ul style="list-style-type: none"> <li>• Linkage between the Council and Community</li> <li>• Get council information that are useful to the community</li> <li>• Provide platform for council leadership</li> <li>• Enhance good governance</li> <li>• Participate in democratic activities</li> <li>• Provide policy envisions through election manifesto</li> <li>• Community Mobilization</li> <li>• Monitor implementation of election manifesto (<i>ruling party</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Good Governance</li> <li>• Peace and harmony</li> <li>• Improved community welfare</li> <li>• Proper use of Public Funds</li> <li>• Legitimacy (<i>Ruling party</i>)</li> <li>• Recognition interest</li> <li>• Party election manifesto implemented (<i>Ruling party</i>)</li> <li>• Integrity and Accountability</li> <li>• Involvement in development activities</li> </ul>	<ul style="list-style-type: none"> <li>• participate in development projects</li> <li>• Unnecessary conflict with the Council</li> <li>• Can take administrative measures to council</li> <li>• Can take measures against the council</li> <li>• Political unrest and instability</li> <li>• Poor cooperation</li> </ul>	
<b>8</b>	Financial Institutions (Commercial Banks, SACCOs, etc)	<ul style="list-style-type: none"> <li>• Provision of financial services(eg. Savings &amp; credit facilities)</li> <li>• Provision of corporate social responsibilities)</li> <li>• Promote employments</li> <li>• Promote money</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of customers</li> <li>• Reasonable government taxes and duties</li> <li>• Conducive operating environment</li> <li>• Profit maximization and growth</li> </ul>	<ul style="list-style-type: none"> <li>• Non-existence of Financial services</li> <li>• Low collection of taxes and duties</li> <li>• Failure to provide financial service</li> <li>• Withdraw from</li> </ul>	Medium

		<p>Laundering (money security)</p> <ul style="list-style-type: none"> <li>• Provide financial/business services to the community</li> <li>• Provision of loans for investments' financing</li> </ul>	<ul style="list-style-type: none"> <li>• Market monopolization</li> </ul>	<p>business</p> <ul style="list-style-type: none"> <li>• Fail to contribute Corporate Social Responsibility (CSR)</li> </ul>	
<b>9</b>	Civil society Organisations (NGO, CBO, FBO)	<ul style="list-style-type: none"> <li>• Capacity building to community of their rights,</li> <li>• Promote social wellbeing to the community</li> <li>• Complement government efforts to provide services</li> <li>• Community mobilization</li> <li>• Mobilise stakeholders to provide social services</li> <li>• Provide capacity building to the community</li> <li>• Contribute to development projects</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive environment for operating and survival.</li> <li>• Peace and harmony within the society</li> <li>• Good cooperation from the Council</li> <li>• Proper and timely provision of guidelines</li> <li>• Recognition in development activities</li> <li>• Proper resources' utilization</li> </ul>	<ul style="list-style-type: none"> <li>• Untimely delivery of quality services to Community.</li> <li>• Poor services</li> <li>• Withdraw from providing services</li> </ul>	Medium
<b>10</b>	Trade Unions (TALGWU, TUGHE etc)	<ul style="list-style-type: none"> <li>• Advocate good relationship of employer and employee</li> <li>• Promote harmony at the</li> </ul>	<ul style="list-style-type: none"> <li>• Improved and timely remunerations of workers</li> <li>• Good working environment</li> </ul>	<ul style="list-style-type: none"> <li>• Poor service delivery</li> <li>• Conflicts and can organise go slow, demonstrations,</li> </ul>	Medium

		<p>work place</p> <ul style="list-style-type: none"> <li>• Ensure employees statutory rights from their employers</li> <li>• Cooperation in management or labour relations matters</li> <li>• Represent workers dialogue with employers</li> </ul>	<ul style="list-style-type: none"> <li>• Motivation to council workers</li> <li>• Involvement in workers affairs</li> <li>• Good governance</li> </ul>	<p>strike &amp; protests</p> <ul style="list-style-type: none"> <li>• Can mobilise council staff to sue</li> </ul>	
<b>11</b>	Government Agencies (TARURA, TANROADS, RUWASA, TANESCO etc)	<ul style="list-style-type: none"> <li>• Provide services/utilities (roads, electricity, water etc)</li> <li>• Technical support and consultation</li> <li>• Resource mobilization</li> <li>• Pay levies, Tax etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Good operating environment</li> <li>• Quality Service</li> <li>• Value for money</li> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of required services</li> <li>• Complaints</li> <li>• Laxity in paying levy</li> <li>• Withdraw services</li> </ul>	Medium
<b>12</b>	Communication and Media	<ul style="list-style-type: none"> <li>• Provide network connectivity</li> <li>• Support collection of Taxes and levies</li> <li>• Pay taxes and levies</li> <li>• Contribution of employment</li> <li>• Enhance communication with various stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Good working environment</li> <li>• Reasonable levies and taxes</li> <li>• Access to information</li> <li>• Timely service payment</li> <li>• Cooperation and recognition</li> <li>• Improved business</li> </ul>	<ul style="list-style-type: none"> <li>• Poor network connectivity</li> <li>• Delays in payment of taxes and levies</li> <li>• Poor communication services</li> <li>• Misunderstanding and misleading the</li> </ul>	Medium

		<ul style="list-style-type: none"> <li>• Informing, Educating and entertaining</li> <li>• Communicating government business and services</li> <li>• Community mobilization and awareness/education</li> </ul>	<p>environment,</p> <ul style="list-style-type: none"> <li>• Profit maximization</li> </ul>	<p>community</p> <ul style="list-style-type: none"> <li>• Poor services</li> </ul>	
<b>13</b>	Office of the Controller and Auditor General (OCAG)	<ul style="list-style-type: none"> <li>• Perform Oversight duties over council operations</li> <li>• Control and Audit of Council</li> <li>• Standards and Quality Control on service delivery</li> <li>• Provide technical advice to council's internal controls</li> <li>• Monitoring &amp; Evaluation on implementation of council Plans &amp; budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance of policy, Laws and regulation</li> <li>• Quality services delivered to targeted</li> <li>• Good governance adhered</li> <li>• Integrity and value for money</li> <li>• Timely implementation and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Distrust</li> <li>• Adverse opinion on council financial affairs</li> <li>• Can suggest authorities to take disciplinary or legal measures</li> </ul>	High
<b>14</b>	National Parliament	<ul style="list-style-type: none"> <li>• Making and pass Laws (legislative roles)</li> <li>• Discuss and pass plans and Budgets for MDAs, RS; LGAs</li> <li>• Monitoring and Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance of policy, Laws and regulation</li> <li>• Quality services delivered</li> <li>• Good governance peace and stability</li> <li>• Integrity and Value for</li> </ul>	<ul style="list-style-type: none"> <li>• Distrust</li> <li>• Can deliberate disciplinary and legal measures</li> <li>• Adverse opinion on council financial</li> </ul>	High

		<ul style="list-style-type: none"> <li>Supervise the Government (MDA, RS, LGA) operations</li> <li>Discuss and deliberate on CAG's opinion reports</li> </ul>	<ul style="list-style-type: none"> <li>money</li> <li>Timely implementation, and reporting</li> </ul>	<ul style="list-style-type: none"> <li>affairs</li> </ul>	
<b>15</b>	Development Partners	<ul style="list-style-type: none"> <li>Provision of technical and financial support</li> <li>Complement Government efforts to provide services to community.</li> </ul>	<ul style="list-style-type: none"> <li>Transparency &amp; Accountability</li> <li>Quality service Delivery to the community</li> <li>Proper resources' utilization and Value for money</li> <li>Recognition &amp; Involvement</li> <li>Peace and tranquillity.</li> </ul>	<ul style="list-style-type: none"> <li>Misunderstanding leading to</li> <li>Untimely delivery of quality services to Community.</li> <li>Withdraw of support</li> <li>Pressure group</li> </ul>	Medium
<b>16</b>	Farmers and Livestock Keepers (despite being part of 5 above)	<ul style="list-style-type: none"> <li>Tax and Levies Payer</li> <li>Major recipients of Council services</li> <li>Main producers of food and cash crops/livestock products</li> <li>Participates to initiate council plans and budgets</li> <li>Main source of labour</li> </ul>	<ul style="list-style-type: none"> <li>Good Governance</li> <li>socio-economic services</li> <li>Quality &amp; affordable inputs</li> <li>Markets their produces and livestock products</li> <li>Proper use of resources and value for Money,</li> <li>Economic empowerment</li> </ul>	<ul style="list-style-type: none"> <li>Failure to pay Taxes/Levies</li> <li>Drop in food and cash crop production</li> <li>Unrest, Complaintsand social disorders</li> <li>Can take legal actions</li> </ul>	High
<b>17</b>	Training and	<ul style="list-style-type: none"> <li>Provide Training to</li> </ul>	<ul style="list-style-type: none"> <li>Involvement in plans</li> </ul>	<ul style="list-style-type: none"> <li>Lack of in-depths</li> </ul>	Medium



	Research Institutions	<p>governments staff</p> <ul style="list-style-type: none"> <li>• Conducting researches based on identified gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Research and development</li> <li>• Cooperation/facilitation of accurate data/information</li> </ul>	<p>understanding of gaps &amp; problems</p> <ul style="list-style-type: none"> <li>• Fail to contribute CSR</li> </ul>	
<b>18</b>	Traders and Service Providers (despite being part of 5 above)	<ul style="list-style-type: none"> <li>• Pay tax and levies</li> <li>• Provide service and Goods on development.</li> <li>• To be paid on time</li> <li>• Paying relevant taxes &amp; levies</li> <li>• Adherence to government policies, law and regulations</li> <li>• Advice on appropriate technologies and investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Conducive environment for business</li> <li>• Fair tax and levies</li> <li>• Good Governance</li> <li>• Survival, Growth and Profit Maximization</li> <li>• Quality socio-economic services delivered</li> <li>• Market for their business</li> <li>• Timely decision and less bureaucracy.</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to pay tax on time</li> <li>• Violation of laws and regulation</li> <li>• Resistance such as closeness of the business</li> <li>• Poor Service to the Community and Council.</li> <li>• Loss of business capital</li> </ul>	High
<b>19</b>	Investors	<ul style="list-style-type: none"> <li>• Enhance development within the council.</li> <li>• Provide consultation</li> <li>• Provide employment to the community</li> <li>• Improve Social Service Enhance high production</li> </ul>	<ul style="list-style-type: none"> <li>• Timely information from the Council/Government</li> <li>• Political stability within the region and the country</li> <li>• Good environment for investment</li> <li>• Good policies, laws and</li> </ul>	<ul style="list-style-type: none"> <li>• Withdraw of other project.</li> <li>• Decrease of revenue collection</li> <li>• Shortage of employment</li> <li>• Poor social service</li> </ul>	MODERATE

		<p>and service</p> <ul style="list-style-type: none"> <li>• Contribute to government budget deficit.</li> </ul>	<p>regulation</p>	<p>can occur</p>	
<b>20</b>	Judicial and other Law firms	<ul style="list-style-type: none"> <li>• Interpretation of laws for maintenance of justice</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance of laws</li> <li>• Justice seen done</li> <li>• Awareness creation on laws</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to provision of education to the community.</li> </ul>	Medium
<b>21</b>	Defence and Security Organs	<ul style="list-style-type: none"> <li>• National defence, peace and security</li> <li>• Promote discipline in the society</li> <li>• Maintain, enforce law and order</li> <li>• Community mobilisation to participate in security matters</li> </ul>	<ul style="list-style-type: none"> <li>• Cooperation from the Council and society</li> <li>• Maintain laws and order</li> <li>• Compliance to voluntary law order, rules and regulations</li> <li>• Good Governance</li> <li>• Community participate in defence and security</li> </ul>	<ul style="list-style-type: none"> <li>• Poor cooperation to the Council</li> <li>• Unstable peace and order in community</li> <li>• Can institute legal, criminal procedures</li> </ul>	High
<b>22</b>	Other Local government Authorities	<ul style="list-style-type: none"> <li>• Sharing experiences including levies and rates.</li> <li>• Business/market transactions</li> <li>• Good community border relationship/collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing experiences including levies &amp; rates</li> <li>• Business/market transactions</li> <li>• Good community borderrelationship/collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Misunderstandings</li> <li>• Tax evasion</li> </ul>	Medium

**Source:** District Executive Director's Office, Rungwe 2021

## **2.4 ORGANISATION'S ENVIRONMENTAL SCAN**

As part of the strategic planning process, the Council undertook an internal and external environmental assessment in order to identify the strengths, areas for improvement and expectations of the clients. The analysis was carried out under the internal environment is the areas in which the council has a reasonable degree of influence. This scan aimed at identifying areas of strength and areas of improvement. On the other hand the external environment is the areas which it has no reasonable degree of influence. This scan aimed at identifying opportunities and challenges.

The analysis of the Council's operating external and internal environment revealed that the Council has quality enablers (Strengths and Opportunities) that can increase the efficiency and effectiveness of its operations. The analysis also revealed some Constraints (Weakness and Challenges) that need to be minimized if the Vision is to be realized. The environment scan is elaborated below:

### **2.4.1. Internal Environmental Scan**

In assessing the internal environment, the Council used two key methods; undertaking a service delivery survey and conducting (council service delivery status) and a self-assessment which helped to identify some strengths and areas for improvements. The objectives of the service delivery survey were; to inform this strategic planning process by providing opinions on how best the Council may deliver its services and assessing its performance in particular issues, to provide information that may be used to review the strategies and finally to provide information that may be used to benchmark future performance improvements.

The internal environmental scan involved an assessment of five criteria for running an organisation: Organisational Structure (*Leadership & Management*); Human Resource Management; Infrastructures (*Buildings, Equipment & Technology*); Financial Resources; and Community (*Participation & Partnerships*). This assessment came out with areas

where the council is doing relatively well and those which would need improvements in the future. The analysis identified organisational strengths and opportunities that the Council will take advantage of, weaknesses and challenges it will mitigate against when implementing this Plan.

**a) Organisation Structure (*Leadership & Management*)**

Leadership relates to the Councillors and management team, how they inspire, drive and reflect total quality as the council's fundamental process for continuous improvement. Within this criterion, leaders need visibly to demonstrate their commitment to excellence and continuous improvement. This criterion focuses on how leaders recognise and appreciate the efforts and achievements of their employees. In addition, there also needs to be evidence regarding how leaders are involved with their customers' suppliers and external organisations.

In this criterion we considered how our leaders develop and facilitate the achievement of the mission, develop values and ethics and are role models of a culture required for long term success and take appropriate actions and behaviours to implement them, and are personally involved in ensuring that the organisation's management system is developed and implemented.

**b) Human Resource Management (*Staff*)**

People examine the management of the organisation's employees and how their full potential is harnessed to improve service delivery. There are several important areas within this category concerned with: planning and improvement, how capabilities are sustained and developed; how targets are agreed and performance continuously improved, involvement, empowerment, recognition and caring. Staff management involves consideration of how the organisation manages, develops and realizes the knowledge and full potential of its people at an individual or

department levels and organisation-wide level, and plans activities in order to support its policy strategy and the effective operation of its processes.

Also the criterion sees how much the organisation is achieving in relation to the satisfaction of its employees. Again the perception of the employees in relation to the organisation is important and any additional measures relating to employee satisfaction need to be considered.

**c) Core Processes**

This is about how the council designs, reviews, manages and improves its processes in order to support its policy and strategy and fully satisfy, and generate increasing value for its communities and other stakeholders. It addresses how critical processes are identified, reviewed and revised to ensure continuous improvement of the council's business and/or service to achieve its long term mission. Also how the processes are improved using innovation and creativity and how processes are changed and the benefits evaluated.

**d) Infrastructures (*Buildings, Equipment and Technology*)**

Infrastructure in the local governments provides the groundwork and major basis upon which performance may be demonstrated, then enhanced, and ensuring a careful consideration and thorough planning, with constant analysis and intervention leading to adaptation, given enough feedback from the community and stakeholders.

The Government have laid stress on physical infrastructure as the engine for socio-economic growth and development. They include infrastructure like transportation, communication, sewage, water and electric systems. If well developed, they stimulate economic development, but if inadequate, they prove to be hindrances in the growth process. Adequate availability of power supply would accelerate the pace of production activity; adequate means of transport and communication

would facilitate market reach; digital connectivity in today's world is probably another essential pillar of economic infrastructure; and so on and so forth.

But it is obvious, for sustainable growth and development the creation of social infrastructure is important. These include health facilities, education, social care, culture, and emergency services that keep development initiatives on tracks. Social Infrastructure thus focuses on human resource development, implying the development of skilled personnel as well as healthy and efficient human beings, including institutional infrastructure to support these. Accordingly, physical and social infrastructures are complementary to each other; one reinforces the impact of the other.

The direct relationship between sustainable growth and development with both physical and social infrastructure is well defined. Despite various development plans, lack of or inadequate basic infrastructure, both social and physical, continues to remain a major constraint to progress in Rungwe district council. The poor physical infrastructure has acted as roadblocks hindering the socio-economic development of the council, thus increasing the sense of alienation that has led to other social issues. Thus, RDC must expedite the development and growth of infrastructural facilities to augment the pace of the economic development in the council.

Concerning ICT, the Government of Tanzania have developed the "National ICT Backbone Broad Band" to accelerate online service delivery. This is a shared facility that can be used by different public organizations and private sector to create their own online services. Electronic services provide the fundamental interface for community's increasing interaction with web-based economic, political, and educational institutions and are at the forefront of the delivery and collection of information that impacts diverse facets of community. Electronic services is important for innovative research on the design, delivery, and its impact via a variety of computing applications and communications technologies.

Electronic services offers both private and public sector perspectives and explores new approaches in e-business and e-government as well.

**e) Financial Resources**

The public examines organisation's management and employees on how they plan, raise and manage financial resources in harnessing to improve service delivery. This is in connection with key performance results which reviews what the organisation is achieving in relation to its planned objectives and in satisfying the needs and expectations of organisation's stakeholders interested in the organisation. Financial measures of the organisation's performance and any additional need to be considered. Undoubtedly, finance is one of the most important aspects of organisation's business. With big some of funds, daily cash flow and continuous transaction, managing and monitoring etc. turn it necessary to keep a close eye on it. Specifically financial management helps the organisation determine what to spend, where to direct spending and when to spend.

Good financial resources management is key to achieve the goals of the organization. Situations in which the shortage of funds can compromise the short term operations must be avoided. *For example, if the organization doesn't have enough funds to pay salaries or buy raw materials.* On the other side, an excess of financial resources can lead to a high opportunity cost. Budget control and analysis play an important role in financial management, whereas efficient management should react quickly to changes in the environment and pursue a healthy stock of financial resources, according to the needs

Financial management is one of the most important aspects in an organisation'. In order to smoothly run a successful organisation, an excellent knowledge in financial management is crucial. Financial management is basically made on

elements like financial planning which is the process of calculating the amount of capital that is required by an organisation and then determining its allocation.

**f) The Partnerships (Community & Participation)**

Community's perception probes what the council is achieving in satisfying their needs and expectations at large. This area includes the perception of the council's approach to quality of life, the environment and the preservation of public resources and the council's own internal measures of effectiveness. Also it examines what the council is achieving in relation to the satisfaction of its stakeholders. The two main areas within this criterion relate to the stakeholders' perception of the council's deliverables, and customer relationships and additional measures relating to the satisfaction of the council's customers.

As explained in the introduction, the Council undertook self-assessment exercise using SWOC, which helped to identify some strengths and areas for improvements. The following are the findings of the self-assessment process.



**Table 58: A summary analysis of the criteria is presented below.**

<b>CRITERIA</b>	<b>STRENGTHS</b>	<b>WEAKNESSES (Areas Of Improvement)</b>
Organisation Structure(Leadership & Management)	<ul style="list-style-type: none"> <li>• Presence of strong, committed &amp; experienced leadership (<i>Council chairman and director</i>)</li> <li>• Presence of Full Council (<i>Councilors</i>)</li> <li>• Presence of council management team (<i>CMT</i>)</li> <li>• Ability to timely conduct Council statutory meetings</li> <li>• Presence of Council standing committees for decision making</li> <li>• Presence of Council By laws</li> <li>• Presence of Ward tribunals</li> <li>• Presence of Laws, regulations, plans and other key documents</li> <li>• Availability of planning and budgeting system (Plan rep) and other systems</li> <li>• Availability of Annual MTEF plan and budget</li> <li>• Availability of strategic plan</li> <li>• Presence of internal Audit unit</li> <li>• Functional Audit Committee</li> <li>• High ability to monitor and supervise timely completion of assignments</li> </ul>	<ul style="list-style-type: none"> <li>• Some Heads of Departments &amp; Units on acting capacity (<i>not confirmed</i>)</li> <li>• There is weak data management system</li> <li>• Some of Ward tribunals are less function due to lack of motivation</li> <li>• No dissemination of By-laws to stakeholders and community</li> <li>• Shortage of resources for project implementation</li> <li>• Low involvement of stakeholders</li> <li>• Shortage of resources for Audit activity</li> <li>• Shortage of skills on E-Auditing</li> <li>• Less adoption of improved of O&amp;OD</li> <li>• Shortage of working tools and equipment.</li> </ul>

	<ul style="list-style-type: none"> <li>• Availability of Improved of O&amp;OD skills</li> <li>• Good internal control system such as regular internal auditing</li> </ul>	
Human Resource management	<ul style="list-style-type: none"> <li>• Availability of 3200 staffs with diversified skills</li> <li>• Presence of training programs</li> <li>• Presence of qualified and committed staff</li> <li>• Presence of motivation scheme</li> <li>• Availability of diversified skills in various department</li> <li>• Presence of qualified staffs</li> <li>• Team work spirit</li> <li>• Availability of technical and skilled staff</li> <li>• Good Job security</li> <li>• Reduced level of absenteeism</li> <li>• Training programme available</li> <li>• Existing cooperation among Council staffs and Council leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of skilled staff in various department and units especially on extension services.</li> <li>• Insufficient resources for staff capacity building</li> <li>• Low motivation and incentives</li> <li>• Low commitment to some of staff</li> <li>• OPRAS not fully operational because the training was not adequate</li> <li>• Shortage of in service training or on job training due to shortage of funds</li> <li>• Delaying of staff promotions</li> <li>• Insufficient resources to strengthen staff capacity</li> <li>• Insufficient skills on PlanRep, LGRMIS, LAWSON etc.</li> <li>• Lack of experienced staff in various departments or sectors</li> <li>• Inadequate commitment to some of staff</li> <li>• Shortage of Audit staff</li> </ul>
Infrastructures( <i>Buildings, Equipment and Technology</i> )	<ul style="list-style-type: none"> <li>• Presence of office infrastructures at Council Headquarters , in wards and villages</li> <li>• Presence of social services infrastructures (<i>health facilities, schools, staff houses, etc.</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate working tools &amp; equipment such as vehicles and computers</li> <li>• Shortage of staff houses</li> </ul>

	<ul style="list-style-type: none"> <li>• Presence of Physical infrastructure like roads, bridges, irrigation weir, markets, bus stand, Investments buildings etc.</li> <li>• Availability of working tools and equipment</li> <li>• Availability of local area network</li> <li>• Connectivity to National ICT Backbone Broadband</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of office accommodations at ward and village levels</li> <li>• Insufficient schools' infrastructure such as Classrooms, teachers' houses etc.</li> <li>• Inadequate offices at Council headquarter.</li> <li>• Under-utilization of available technology</li> <li>• Depreciated tools and equipment</li> </ul>
<p>Finances (Fundraising capability, Financial management system, &amp; Diversification of sources of funding)</p>	<ul style="list-style-type: none"> <li>• Presence of various revenue own sources</li> <li>• Presence of revenue collection machinery (Ability to collect revenue)</li> <li>• Functional finance and planning committee</li> <li>• Presence of electronic payment system (including POS)</li> <li>• Presence of financial management system Weekly, Monthly annually reports</li> <li>• Presence of revenue collection machinery</li> <li>• Timely preparation of final Account</li> <li>• Proper financial expenditure and control</li> </ul>	<ul style="list-style-type: none"> <li>• Limited sources of revenue.</li> <li>• Less investment to increase revenue sources (lack of investments strategies).</li> <li>• Unstainable source of revenue</li> <li>• Poor participation of community in revenue collection</li> <li>• Inadequate motivation to revenue collectors.</li> </ul>
<p>The Partnerships(Co mmunity &amp; Stakeholders)</p>	<ul style="list-style-type: none"> <li>• Community participate in development</li> <li>• Good relations with development partners</li> <li>• Cooperation available from different stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Low commitments of community in council development</li> <li>• Low commitments of partnership in council development</li> </ul>

**Source:** District Director's Office, Rungwe 2021

## **2.4.2. External Environmental Scan**

The Council operates in an open environment in the country and of a globalized world which is constantly changing. Trends of external factors that affect the operations of the organization were determined and taken into account during the preparation of the Plan.

The Council need to think strategical and pay attention to the changes that takes place among community's/clients, development partners, technology, the economy, politics, or employment levels, and then ask themselves "What repercussions will these changes have on our organisation?"and "What changes do we have to implement today to actively address the future?"

In assessing the external environment, the Council used two key methods; undertaking an assessment of the potential opportunities and challenges (threats) available to its external environment using PESTEL as a tool, and looking at the national planning frameworks including international agreements and protocols.

This part illustrates the external factor trends considered in the analysis.

### **2.4.2.1. The National Planning Frameworks**

Strategic Planning process of Rungwe district council is guided by the national planning frameworks as well as international protocols and agreements. These frameworks provide direction and guidance to public and private sectors on national priorities for socio-economic development to be considered during planning process. The current national frameworks which include:-

#### **1. The Tanzania Development Vision 2025**

Tanzania's National Development Vision 2025 (NDV\_2025) is the leading document that gives the direction that Tanzania plans to go. The Vision is an articulation of a desirable future condition or situation which Tanzania envisages to attain and the

plausible course of action to be taken for its achievement. Against this background, Tanzania's strategic direction is to transform the country to a middle income country by the year 2025, with a diversified and semi-industrialized economy that is growing at 8% and above. Through implementation of the Vision 2025, Tanzania geared to move from a least developed country to a middle income country by 2025, and that a solid foundation for a competitive, dynamic and highly productive economy will have been laid by this time.

The objective of the Development Vision 2025 is to awaken, coordinate and direct the people's efforts, minds and national resources towards those core sectors that will enable us to attain our development goals. The agricultural sector is identified as an important arena where strategic interventions will be implemented in order to contribute to the building of a strong solid foundation for a highly productive, competitive and dynamic economy. It is envisaged that agriculture will be a major source of raw materials for the industrial sector which is seen second under this goal.

The Vision envisions that Tanzania will have the following attributes by the year 2025 that is it will focuses and ensuring:

- a) High quality livelihood: A nation's development should be people centred based on sustainable and shared growth and be free from abject poverty;
- b) A strong and competitive economy: Emphasises the need to have an economy which can effectively cope with the challenges of development and which can easily benefit from global economy;
- c) Good governance: Entails to strengthen a culture of accountability, rewarding good performance and effectively curbing corruption and vices in the society;
- d) A well-educated and learning Society: Envisages a nation whose people are engrained with a developmental mind set and competitive spirit; and

- e) **Peace, stability and unity:** Peace, political stability and national unity and social cohesion are important pillars for realisation of Vision.

In order to attain those aspirations, determination and discipline in planning and implementation is important. MDAs, Regions, LGAs, Private Sector, Non-Governmental Organisations (NGOs), and Civil Society, Cooperative Societies and all other social groups should direct their efforts to contribute to the realisation of the Vision 2025.

## **2. Medium Term Plan (MTP)**

In 2000, the Government approved for implementation the MTP as a vehicle to operationalise the Vision's aspiration. The intention is to phase the Vision's long-term development aspiration into implementable short and medium term. The terms of scope and content of MTP is: To provides the framework for the policy options, sector objectives, strategies and targets; Provides linkages between sector policies, programmes and strategies; It also articulates roles and responsibilities of different sectors (public and private) in achieving the Vision; and It identifies priority areas to be focussed on by all players including those that are mainly the responsibility of the Government.

Implementation of MTP is based on the following principles:-

- a) **Empowerment and Enhancing Grassroots Participation:** this entails empowering LGAs and communities as well as promoting broad-based grassroots participation in all decision making processes.
- b) **Private sector development:** the private sector has a greater role to play in the economy. Thus conducive environment for the private sector to grow more is imperative.
- c) **Social and Gender equity:** wealth creation and distribution in the society should be as equitable as possible and free from all forms of social and political discrimination.

- d) **Environment and Sustainability:** all development activities must take into account the issues of environment protection and preservation for sustainable development.
- e) **Democracy and Good Governance:** in order to promote democracy and good governance at all levels government activities should be guided by respect for the rule of law, accountability and transparency.
- f) **Capacity Building:** capacity at all levels should be enhanced to ensure efficient and effective coordination of development activities between sectors, among regions, between Central and LGAs, and within private and public sectors.
- g) **Effectiveness and Efficiency:** All socio-and economic activities should be consistent to agreed national policies and should operate in the context of market forces in order to foster competitiveness in the economy.
- h) **Balanced Regional Growth:** all plans should address regional developmental imbalances by eliminating the existing discriminatory forces.

Therefore, all sectors and institutions should take into account the MTP framework in preparing their plans.

### **3. National Five Year Development Plan – III**

In between 2008/09 the government adopted a principle for implementation of MTP by dividing the long term plan into three five years development plans, starting 2010/11. The objective was to keep the implementation focused and speed up realisation of "The Development Vision 2025. The third Five year development Plan (FYDP III) starting 2021/22 has the following objectives:

- a) Increase the GDP annual growth rate from 6% in 2021 to an average of 8% by 2026.
- b) Increase internal revenues from 15.9% of GDP in 2021/22 to 16.8% in 2025/26.
- c) Inflation to remain low between 3.0% and 5% over the medium term

- d) Foreign exchange reserves to meet the requirements of imports and foreign services for a period of not less than four months, and
- e) The creation of eight million new jobs in the private sector between 2021 and 2026.

Furthermore FYDP III has identifies and targets five priority areas follows:

i). Stimulating a competitive and Participatory Economy

Building a competent community of regional and international competition; stimulating the stability of economic indicators; strengthening the business and investment environment; stimulating foreign technology transfer; and developing railway infrastructure and services, roads, bridges, water and air transport, ICT, energy, ports and airports and airlines.

ii). Strengthening Industrial Production and Service Delivery Capacity

Industrial Projects aimed at adding value to agricultural, livestock, fisheries and mining products as well as products that will use raw materials and resources available in the country. Also projects and targeted programs to improve tourism, finance and insurance services.

iii). Promoting Investment and Trade

Such initiatives to strengthen local markets and take advantage of regional and international marketing and business promotion opportunities. Marketing will target national products, including those from agricultural, livestock, fisheries and forests.

iv). Stimulating Human Development

Projects that focus on improving people's lives including: Education and training in general; Health and social welfare; Social protection; Water and sanitation services; Town planning, housing and housing development; and mitigating the impact on climate change.



v). Human Resource Development

Programs and strategies aimed at developing the knowledge and skills of human resources in the country, from pre-primary to tertiary levels including enabling young people to become self-employed. Similarly, steps for improving the provision of vocational education and technical training to increase productivity and competitiveness of the citizens in using the resources available in the country to bring development.

**4. CCM Election Manifesto 2020 - 2025**

Development is a political process, among other things. The political factor in the development processes of countries, including Tanzania, cannot and should not be neglected. "Chama cha Mapinduzi" (CCM) is the ruling party, and the government that is in power is supposed to be implementing the ruling party's election manifesto for 2020 general elections.

The CCM election manifesto 2020 – 2025 document contains what the party promised Tanzanians to deliver during the 2020 election campaigns. The FYDP-III will be highly informed by the CCM election manifesto 2020 - 2025. The FYDP-III and subsequent annual plans and accompanying budget are among the avenues through which the manifesto is implemented. Generally, what is contained in the manifesto is very similar to what is contained in the National Development Vision 2025, but, in a detailed way.

The CCM as a ruling party aims:-

- To protect and strengthen the principles of human dignity, equality, justice and good governance in order to maintain peace, unity and solidarity in the country.
- To develop a modern, integrated and competitive economy built on the basis of manufacturing, economic services and infrastructure.

- To revolutionize agriculture, livestock and fisheries to ensure food security and sustainable livelihoods and contribute fully to the development of our country.
- To enhance access to quality health care, education, water, electricity and decent housing in both rural and urban areas.
- To encourage the use of research, science, technology and innovation as a tool for rapid social and economic development.
- To create at least eight million jobs in the formal and informal sectors especially for youth.

## **5. National Government Policies**

While Vision 2025, MTP, Election Manifesto and National FYDP-III provide guiding frameworks on cross-sector and general issues, sector policies and strategies provide guidance on sector specific issues. These sector policies and strategies should be linked to the national frameworks and in a specific and systematic way show how to achieve the national goals and objectives by identifying sector interventions.

The review of the 2015/16 – 2019/20 Strategic Plan has considered existing macro policies, plans and strategies including Policies and statements reflected in the Tanzania Development Vision 2025, CCM Election Manifesto 2020 – 2025. Rungwe District Council is responsible for administration and implementation of these policies at council and grass root levels. Hence this plan incorporates the requirements of various sector policies under our mandate.

## **6. Decentralisation Process**

The decentralisation policy paper of 1998 spells out government's objective of devolving powers and responsibilities to autonomous local authorities. The government is reviewing the policy with the major aim to strengthen decentralisation

process through involvement of all stakeholders and reallocation of government major roles and responsibilities.

The devolution of powers, authority and responsibilities as given by the regional and local government strengthening programme has nine main dimensions:- Political decentralization, that is devolution of powers to locally elected councils, Village governments and Mitaa; Assignment of roles and responsibilities, entailing distributing the functions and mandate of public service delivery across different levels of government to create synergy; Fiscal decentralisation, that is giving discretionary powers to LGAs to mobilise revenues and pass their budget to undertake their mandated functions based on local priorities but within broad national policies; and Human Resource and Administrative decentralisation;

Other areas include Local economic development, by devolving power and resources to local councils to strengthen coordination of local economic development initiatives to further the social and economic development of their areas; Social Services Delivery, that is capacitating enhancement to local authorities for proper management of sustainably social services delivery to promote the social welfare and economic well-being of all persons; Community Participation on social, political and economic management; Central government and Local governments' relationships, a role which becomes more of facilitating.

The implication of the above is that while the central government would expect LGAs to prepare plans and budgets in accordance with the national frameworks, it should remain conscious of the government commitment to maintain and expand the scope of their autonomy. Within local authorities, a similar phenomenon should align responsibilities between the council and its lower levels to further decentralisation to wards, villages and Hamlets.

## **7. The Plan and Budget Guidelines (PBG)**

The Plan and Budget Guidelines are instructions or guidance to MDAs, Regions and LGAs on how socio-economic policies as approved by the Cabinet are to be translated into workable plans and programmes and how they are implemented through budget preparation processes. The PBGs are prepared annually by the Budget Guidelines Committee comprised of representatives from central ministries.

The Plan and Budget Guidelines draws inputs from various processes such like: The Public Expenditure Review (PER) process; mid and annual review of sectors; Surveys and census reports and analytical studies; and, Poverty and Human Development report – Biannual.

The Plan and Budget Guidelines contain the following information:

- A summary of the macro economic performance in the previous year.
- Policy commitments and strategies.
- The influence the government intends to exert on the credit system and general liquidity, inflation and employment levels.
- Forecasted resources envelope and expenditure framework on recurrent and development budget.
- Expenditure ceilings to guide MDAs, Regions and LGAs by using SBAS Macro Version.
- Instructions and formats to MDAs, Regions and LGAs that should be adhered to during preparation and implementation of their plans and budgets.

## **8. United Nations' Sustainable Development Goals (SDGs)**

Following the deadline of the Millennium Development Goals (MDG) in 2015, the UN member head of states adopted global Sustainable Development Goals from 25th Septembers, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member of state has committed to achieve 17 goals by 2030

deadline. Therefore, Rungwe district council strategic plan shall serve as one of the national vehicles in realizing the goals, thus it also deserves the global and national support in that endeavour these goals which the council has the role to play and realization of these goals in unleashing Tanzania as a country to achieve.

#### **2.4.2.2. PESTEL Analysis**

PESTEL is used to assess the current forces trending within the area of the Council and that have effects on the operations of the Council. PESTEL stands for Political, Economic, Sociology, Technological, Environment and Legal phenomenon. External Environment Scan aimed at identifying the various forces in the external environment exerted to the Council. These forces pose positive attributes known as opportunities and negative attributes known as challenges, and are summarized or enlisted them. Below are the key findings of these two components of the external environment scan.

##### **a) Political Trends**

Political trends include government's structure, leadership and policies, regulatory frameworks and; taxes; all democratic elections; inter-country relationships or attitudes, terrorism, and all forms under the mode of production set up. Tanzania is practicing democratic governance from the lowest level of Hamlet up to the highest level through multi-party political system. There is no conflict related to the political trends indicating that there is peace and tranquility thus, developments and Government reforms will take place to enhance service delivery capacity of the council. Councilors, hamlet chair-persons and village council members are democratically elected to represent the citizen in the Council development decision.

It is recognised that political stability, democratisation and empowerment of stakeholders, constitutional review process and changing local governments and sectors through local and sector reforms are critical success or failure factors for

any LGA. In addition international and regional relationships, global and national security, public demand for transparency and accountability has great and underlying influence on policy and operational direction of the council.

**b) Economic trends**

Economic includes government taxation and spending; exchange rates; tariffs; inflation; disposable income; imports and exports; job growth or unemployment; and production levels like industrial, agriculture, trade or commerce, livestock, transportation, mining, construction etc. Tanzania is the second largest economy in the East African Community and among the largest ten in Africa. The country is largely dependent on agriculture for employment, accounting for about 50-60% of the employed workforce. Strong growth and job creation are needed to address unemployment.

It is in this context that simplification of processes in consultation with private sector through the Public Private Partnership dialogue at various levels was initiated, with an objective of creating an enabling environment for investment flow, industrial growth and employment or labor creation also implementation of a Business Blue Print. Some results have been seen such that tax and other related laws are now being reviewed and the Bank of Tanzania is closely monitoring the financial sector to minimize interest rates and risks for lending or borrowing.

Rungwe district council has a comparative advantage on climate and soil fertility suitable for high agricultural yield in maize, potato (Irish and sweet), paddy, beans, banana etc. as well as cash crops such as Tea, coffee, avocado, pyrethrum, tomatoes, round potatoes etc. also there is animal husbandry focusing in meat and dairy cattle, poultry etc. These activities create economic activities to engage the majority of the population while at the same time generating income for

taxation and levies. These assist the improvement of Council Revenue through payment of service levies and other charges.

Rungwe district council economy profile shows key economic activities identified include trade and commerce, agriculture and livestock, mining and constructions, of which agriculture is the highest occupation of about 85% of the population. This is an indication that the Council must be posed to deliver relative services supporting each type of economic activity for improved business and economic growth, optimizing opportunities in the key national policies. At the same time it is the economic environment that enables higher collections of revenue by the Council and the Government.

These trends presents a series of associated opportunities and threats. We anticipate that Tanzanian economy and own source revenue will continue to grow, within the planning period 2021/22 – 2025/26, trade activities will increase due increase and improved identified areas of tourist attractions, growing private sector, unemployment and underemployment are all real factors to be considered and noted. The outcome of these prospects is increased council own source and governmental development grants.

### **c) Sociological Trends**

Sociological trends parameters include demographics (*age, gender, race, family size, etc.*), education, occupation, lifestyle changes, population shifts or changing community values, education, health, living standards, immigration or emigration, diversity, housing trends, attitudes to work, leisure activities, occupations, and earning capacity. Other parameters could be religion and ethnic group for which Tanzania is regarded as discriminative

The demographic changes and urbanization, changing consumption trends and patterns, increasing and high poverty levels, changes in land use patterns, and

empowerment of communities. Also it includes factors to do with wide income disparities, and differences in social values, corruption and emerging and re-emerging disease incidents. During our strategic planning effort, we identified among others two sociological trends that may impact operations like HIV/AIDS, and Population growth.

The HIV/AIDS pandemic is not only a public health issue but also a problem that contributes immensely towards devastation of national and household economies. The consequences of HIV/AIDS in the Tanzanian socio-economic environment are very conspicuous to date than ever before as it is noted that the pandemic is more rampant within the age profile of 15-49 years. It is envisaged that the pandemic will continue to downsize our population including our qualified staff, thus threatening our capacity to deliver quality service.

#### **d) Technological Trends**

Technological trends implies means inventions and innovations, research, new discoveries, communications, manufacturing advances, information technology, internet, transportation technology, bio-tech, genetics, agro-tech, waste recycling, etc. Tanzania is among the developing countries optimizing the use of modern technology to reduce transactional costs. Technological inputs include buildings, road networks, electricity, water, ICT and the knowhow (*expertise or specialized skills*). These inputs enables the effectiveness of the council and they are not static since technology is dynamic since it must cope with varying demand and industry standards.

Technology will continue to provide an important tool to improve performance, but we recognize that it needs to be adopted in a managed fashion. A computerized working environment will allow us to do more and to work better. It will also allow us to communicate better with stakeholders. To make the most use of technology, we will need to ensure we have the right skills to use, support, and maintain it.



Application of intelligent workstations and other communication technologies have led into council going into Local Area Network (LAN) and Wide Area Network (WAN). Information Technology specifically reduced transaction costs, physical contact and enables commoditization of services such that payments, registrations, feedbacks or documents can easily be conducted electronically as well as financial transactions using internet or mobile phones. Such modalities would promote access to opportunity due to efficiency in communication thereby increasing private sector investment and revenue increase to the Council.

Similarly, in order to improve effectiveness and efficiency as well as attract and retain talented staff, our working environments will need to improve. It implies that the Council must match with the vast and dynamic trends in ICT applications and benefits which would likely vary the interest of the major stakeholders. However, financial constraints will continue to make it.

**e) Physical, Ecological or Environmental Trends**

The major external factors are those that deal with the environment and its impact on land conservation. It should be understood that some of these include global climatic and ecological changes, Environmental issues, weather and climatic conditions, land degradation, lack of environmental awareness at council and community levels, challenge in implementation of National Environmental Act, etc.

The Rungwe region is endowed with a varied flora and fauna with extensive populations of eucalyptus and pine tree genus. Those areas with higher rainfall support forest and evergreen at the highest elevation, where afro-alpine grasslandsexist. Rungwe District Council is comprised of Rungwe Mountain, and Poroto mountain ranges extending into Swaya, Kinyala, Isongole and Ndanto wards.

The major challenge facing the environment is the deforestation and depletion of natural vegetation through using firewood and charcoal that destroy the nature and ecology of district as a whole. This is given by the fact that over 95 percent of the households in Rungwe District Council use firewood and charcoal as the main source of energy in current practice. Hence, better afforestation initiatives and incentives should be taken to promote and ensure better forest concentration and that the natural vegetation and ecology of the council are restored and sustained.

On the other hand, rapid urbanization of small towns like Isongole, Katumba, Kiwira, Kyimo (KKK), Lufingo, Mpuguso, Ndaga, Nkunga, Suma, Ushirika etc. is source of environment degradation due to improper agriculture practices, unacceptable waste management practices and community awareness and commitment to abide with standards preference to traditional practices.

#### **f) Legal Trends**

Legislative issues which will need to be addressed shall focus on factors such as conflicting sectoral Acts, dissemination of new acts and regulation to stakeholder such as Local Government Authorities Acts Cap 287 (district Authorities) R.E. 2002, Cap 288 (Urban Authorities) R.E. 2002 and Cap 290 (Local Government Finances) R.E. 2019; Regional Administration Act, Cap 97; Public Procurement Act, 2004, Public Service Act Cap 298 R.E. 2019, International Public Sector Accounting Standards (IPSAS) and public regulations.

The council assessment of these external forces (*Political, Economic, Sociological, Technological, Environmental, and Legal trends*) showing potential opportunities and challenges for each trend assessed is summarised in table 68 below.

**Table 59: Summary of External Environmental Scan (Opportunities & Challenges)**

PHENOMENA	OPPORTUNITIES	CHALLENGES
Political	<ul style="list-style-type: none"> <li>• Political stability, peace and good leadership</li> <li>• Good Governance</li> <li>• Conducive Operating Environment</li> <li>• Presence of councillors for Council decision making (<i>i.e. members of parliament, councillors etc</i>)</li> <li>• Willingness of political leaders to support development</li> <li>• Presence of Political parties</li> <li>• Good cooperation with political parties</li> <li>• Availability of ruling party (CCM) election Manifesto</li> <li>• On-going public service reform</li> </ul>	<ul style="list-style-type: none"> <li>• High expectation of stakeholders</li> <li>• Interference of some politicians to the council operations.</li> <li>• Adhoc directives outside the budgets</li> <li>• Unclear interpretation on policy issues</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• Productive activities like farming, livestock keeping, fishing</li> <li>• Presence of transport infrastructure (<i>High way, paved roads, unpaved roads and near to Songwe Intern. Airport</i>)</li> <li>• Presence of big and small Agro processing industries (Rungwe Avodaco, TATEPA, ASAS etc)</li> <li>• Investors and DPs (TATEPA, TOL GAS, ASAS, METL)</li> </ul>	<ul style="list-style-type: none"> <li>• Low volume and quality of processed goods.</li> <li>• Inadequate of market infrastructures for transporting horticulture raw produce</li> <li>• Unreliable and non-competitive</li> </ul>

	<ul style="list-style-type: none"> <li>• Availability of natural resources and building mines, forest etc. (<i>Kiwira forest, Mount Rungwe forest</i>)</li> <li>• Availability of E-commerce business (<i>Tigo pesa, Mpesa etc</i>)</li> <li>• Availability of financial institutions (<i>NMB, NBC, CRDB etc</i>)</li> <li>• Availability of arable land for livestock &amp; agriculture production</li> <li>• Presence of water bodies (<i>Kiwira, Mbaka, Suma, Kipoke rivers etc.</i>)</li> <li>• Availability of Electrical power supply (<i>National Electricity Grid</i>)</li> <li>• Availability of tourist attractions (<i>Mount Rungwe, Lakes Ngosi and Kisiba, Rungwe Nature Reserve etc</i>)</li> <li>• Government grants allocation are increasing</li> <li>• Existence of free market economy</li> <li>• Growing private sectors</li> <li>• Presence of mining potentials ( <i>eg Coal,carbon dioxide gas</i>)</li> <li>• High rural Population i.e. potential labour for production</li> </ul>	<p>market</p> <ul style="list-style-type: none"> <li>• Transport infrastructures not in a good condition</li> <li>• Farmers are price-taker and not price setters</li> <li>• High interest rate on agricultural loans</li> <li>• High unemployment rate (<i>Unemployment and underemployment</i>)</li> <li>• High price of agricultural inputs</li> </ul>
Sociological	<ul style="list-style-type: none"> <li>• High population growth rate in the District Council</li> <li>• Rapid Urbanization in the Council (<i>Ushirika, Kyimo, Kiwira, Ntokela</i>)</li> <li>• Availability of working force</li> </ul>	<ul style="list-style-type: none"> <li>• High dependency ratio</li> <li>• HIV/AIDS pandemic/prevalence</li> <li>• Immigration and migration</li> <li>• Existence of communicable diseases</li> </ul>

	<ul style="list-style-type: none"> <li>• Presence of social service facilities (<i>Hospitals, training institutions etc</i>)</li> <li>• High population growth rate in the district council</li> <li>• Presence of education facilities and training institutions</li> <li>• Willingness of the community to participate in development activities</li> </ul>	<ul style="list-style-type: none"> <li>• High concentration of people in the town calls for more services</li> <li>• High risk in importing highly infectious diseases from neighbouring countries e.g. Ebola, Corona etc</li> <li>• Destruction of local norms and values</li> <li>• Rapid urbanisation increase demand for quality of service delivery</li> <li>• Community phobia hence resistance to adopt changes</li> </ul>
Technological	<ul style="list-style-type: none"> <li>• Presence of National ICT Backbone Broadband</li> <li>• Rapid changes in Technology</li> <li>• Presence of communication companies and media( Chai FM, Rungwe FM)</li> <li>• Accessibility of modern ICT production</li> <li>• Presence of Telecommunication infrastructures ( TTCL)</li> <li>• Availability of modern ICT technology in Health (GOTHOMIS)</li> <li>• Existence of advanced technology especially in ICT</li> </ul>	<ul style="list-style-type: none"> <li>• Poor internet network in some areas</li> <li>• High cost of technology</li> <li>• High cost of services impairs affordability to community</li> <li>• Technology affects employment rate</li> <li>• High speed of changes of technology</li> <li>• Unreliable electrical power affect computerized systems performance</li> </ul>

	<ul style="list-style-type: none"> <li>• Accessibility to modern technology viz. construction, communication etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Technology hazards like viruses may corrupt computer systems</li> </ul>
Ecology, Physical or Environmental	<ul style="list-style-type: none"> <li>• Presence of environment conservation programs</li> <li>• Availability of forest reserve (<i>Mt. Rungwe Nature Reserve, Sawago, Mporoto, Bamboo forest</i>)</li> <li>• Conducive climatic condition for agricultural sectors production.</li> <li>• Presence of conducive weather and volcanic fertile soil</li> <li>• Presence of neighboring borders (Kasumulu Boader)</li> <li>• Increased involvement of environmentalists and NGOs in service delivery(WCS, TFS, Tulia Trust,)</li> <li>• Presence of renewable energy potentials</li> <li>• Environmental impact assessment becoming legal requirement</li> <li>• Council position (<i>near Mbeya City and Songwe Airport</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Effects of Climate changes</li> <li>• Land degradation leading to soil infertility</li> <li>• Some village have no land use plans</li> <li>• Increased deforestation due to increased need for energy (charcoal, fuel-wood etc.)</li> <li>• Increase e-waste</li> <li>• Topographical variation (variety)</li> <li>• Mismanagement of natural resource e.g. forests, water sources</li> <li>• Experience events of Natural and manmade disasters</li> </ul>
Legal	<ul style="list-style-type: none"> <li>• Presence of Local Government Acts, and other written laws</li> <li>• Presence of defined Policies and guidelines from Central Government</li> </ul>	<ul style="list-style-type: none"> <li>• Uneven distribution of primary Courts</li> <li>• Most of the community are not aware of laws and regulation</li> </ul>

	<ul style="list-style-type: none"><li>• Presence of defence &amp; security organs</li><li>• Presence of Courts and other law firms</li><li>• Presence of District Lands and Housing Tribunal</li><li>• High compliance to laws, rules and regulations</li></ul>	<ul style="list-style-type: none"><li>• Conflicting laws and policies towards implementation (<i>e.g. TFS</i>)</li><li>• Inadequate judiciary staff (<i>few courts</i>)</li><li>• Negligence of available laws and regulations</li></ul>
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**Source:** District Director's Office, Rungwe 2021

## **2.5 SWOC ANALYSIS**

One of the most fundamental tools for strategic market planning is the use of SWOC analysis template to evaluate potential success in the council. This simple tool is an extremely powerful ingredient in the recipe for organisational success, and is used by most business companies and organisations in strategic planning. The SWOC matrix involves a frank evaluation of an organisation's Strengths, Weaknesses, Opportunities and Threats.

SWOC analysis provides an efficient way to evaluate the range of factors that influence council's operation, and can give valuable guidance in making decisions about what to do next. It provides a highly productive way to get our key personnel involved in the management decision-making process. As a strategic tool, SWOC is of paramount important in Resource Mobilization efforts of a council. Before starting mobilization resources, it is important to do internal and external environment assessment within which our council operates. SWOC was carried out through a brainstorming session involving Council management and key stakeholders, during the Strategic Planning process. While strengths and weaknesses are internal to the Council, opportunities and challenges are external. The development of SWOC was facilitated by answering a series of leading questions that aim at reaching general agreement and to develop potential targets.

The Council has the strength that facilitates it to realize the undersigned mission. Also, there are some weaknesses that inhibit realization of the intended strategic objectives. The analysis of the strength and weaknesses reveals opportunities that the Council can capitalize on to improve its performance and overcome the weaknesses and challenges that affect performances. In addition, there are challenges that affect performances. The following is a summary of strengths, weaknesses, opportunities and challenges that the municipal council has to address.



The council planning team undertook self-assessment exercise using the model, which helped to identify some strengths and areas for improvements. The analysis evaluates the competencies and focuses on the management systems, technical capacity, human and financial resource capacity as well as other pertinent factors within the existing setup of the Council.

The following are the key findings of the self-assessment process

The SWOC analysis is presented below:-

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Presence of strong, committed &amp; experienced leadership (<i>Council chairman and director</i>)</li> <li>• Presence of Full Council (<i>Councillors</i>)</li> <li>• Presence of council management team (<i>CMT</i>)</li> <li>• Ability to timely conduct Council statutory meetings</li> <li>• Presence of Council standing committees for decision making</li> <li>• Presence of Council By laws</li> <li>• Presence of Ward tribunals</li> <li>• Presence of Laws, regulations, plans and other key documents</li> <li>• Availability of planning and budgeting system (Plan rep) and other systems</li> <li>• Availability of Annual MTEF plan and budget</li> <li>• Availability of strategic plan</li> <li>• Presence of internal Audit unit</li> <li>• Functional Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Some Heads of Departments &amp; Units on acting capacity (<i>not confirmed</i>)</li> <li>• There is weak data management system</li> <li>• Some of Ward tribunals are less function due to lack of motivation</li> <li>• No dissemination of By-laws to stakeholders and community</li> <li>• Shortage of resources for project implementation</li> <li>• Low involvement of stakeholders</li> <li>• Shortage of resources for Audit activity</li> <li>• Shortage of skills on E-Auditing</li> <li>• Less adoption of improved of O&amp;OD</li> <li>• Shortage of working tools and equipment.</li> <li>• Shortage of skilled staff in various department and units especially on extension</li> </ul>

<ul style="list-style-type: none"> <li>• High ability to monitor and supervise timely completion of assignments</li> <li>• Availability of Improved of O&amp;OD skills</li> <li>• Good internal control system such as regular internal auditing</li> <li>• Availability of 3200 staffs with diversified skills</li> <li>• Presence of training programs</li> <li>• Presence of qualified and committed staff</li> <li>• Presence of motivation scheme</li> <li>• Availability of diversified skills in various department</li> <li>• Presence of qualified staffs</li> <li>• Team work spirit</li> <li>• Availability of technical and skilled staff</li> <li>• Good Job security</li> <li>• Reduced level of absenteeism</li> <li>• Training programme available</li> <li>• Existing cooperation among Council staffs and Council leaders.</li> <li>• Presence of office infrastructures at Council Headquarters , in wards and villages</li> <li>• Presence of social services infrastructures.</li> </ul>	<p>services.</p> <ul style="list-style-type: none"> <li>• Insufficient resources for staff capacity building</li> <li>• Low motivation and incentives</li> <li>• Low commitment to some of staff</li> <li>• OPRAS not fully operational because the training was not adequate</li> <li>• Shortage of in service training or on job training due to shortage of funds</li> <li>• Delaying of staff promotions</li> <li>• Insufficient resources to strengthen staff capacity</li> <li>• Insufficient skills on Planrep, LGRMIS, LAWSON etc.</li> <li>• Lack of experienced staff in various departments or sectors</li> <li>• Inadequate commitment to some of staff</li> <li>• Inadequate working tools &amp; equipment such as vehicles and computers</li> <li>• Shortage of staff houses</li> </ul>
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<ul style="list-style-type: none"> <li>• Presence of Physical infrastructure like roads, bridges, irrigation weir, markets, bus stand, Investments buildings etc.</li> <li>• Availability of working tools and equipment</li> <li>• Availability of local area network</li> <li>• Connectivity to National ICT Backbone Broadband</li> <li>• Presence of various revenue own sources</li> <li>• Presence of revenue collection machinery (<i>Ability to collect revenue</i>)</li> <li>• Presence of functional finance and planning committee</li> <li>• Presence of electronic payment system (<i>including POS</i>)</li> <li>• Presence of financial management system (periodical reports)</li> <li>• Presence of revenue collection machinery</li> <li>• Timely preparation of final Account</li> <li>• Proper financial expenditure and control</li> <li>• Community participate in development</li> <li>• Good relations with development partners</li> <li>• Cooperation available from different stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Shortage of office accommodations at ward and village levels</li> <li>• Insufficient schools’ infrastructure such as Classrooms, teachers’ houses etc.</li> <li>• Inadequate offices at Council headquarter.</li> <li>• Under-utilization of available technology</li> <li>• Depreciated tools and equipment</li> <li>• Limited sources of revenue.</li> <li>• Less investment to increase revenue sources (<i>lack of investments strategies</i>).</li> <li>• Unstainable source of revenue</li> <li>• Poor participation of community in revenue collection</li> <li>• Inadequate motivation to revenue collectors.</li> <li>• Low commitments of community and partnership in council development</li> </ul>
<p><b>OPPORTUNITIES</b></p>	<p><b>CHALLENGES</b></p>

<ul style="list-style-type: none"> <li>• Political stability, peace and good leadership</li> <li>• Presence of councillors for Council decision making (<i>i.e. members of parliament, councillors etc</i>)</li> <li>• Willingness of political leaders to support development</li> <li>• Presence of Political parties</li> <li>• Good cooperation with political parties</li> <li>• Availability of ruling party (<i>CCM</i>) election Manifesto</li> <li>• On-going public service reform</li> <li>• Productive activities like farming, livestock keeping, fishing</li> <li>• Presence of transport infrastructure (<i>High way, paved roads, unpaved roads and near to Songwe Intern. Airport</i>)</li> <li>• Presence of big and small Agro processing industries ( Rungwe Avodaco, TATEPA, ASAS etc)</li> <li>• Investors and Development partners (TATEPA, TOL GAS, ASAS, METL)</li> <li>• Availability of natural resources and building mines, forest etc. (<i>Kiwira forest, Mount Rungwe forest</i>)</li> <li>• Availability of E-commerce business (<i>Tigo pesa, Mpesa etc</i>)</li> <li>• Availability of financial institutions (<i>NMB, NBC, CRDB etc</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Interference of some politicians to the council operations.</li> <li>• Adhoc directives outside the budgets</li> <li>• Unclear interpretation on policy issues</li> <li>• Low volume and quality of processed goods.</li> <li>• Inadequate of market infrastructures for transporting horticulture raw produce</li> <li>• Unreliable and non-competitive market</li> <li>• Transport infrastructures not in a good condition</li> <li>• Farmers are price-taker and not price setters</li> <li>• High interest rate on agricultural loans</li> <li>• High unemployment rate (<i>Unemployment and underemployment</i>)</li> <li>• High price of agricultural inputs</li> <li>• High dependency ratio</li> <li>• Immigration and migration</li> <li>• Existence of communicable diseases eg. STI</li> </ul>
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<ul style="list-style-type: none"> <li>• Availability of arable land for livestock and agriculture production</li> <li>• Presence of water bodies (<i>Kiwira, Mbaka, Suma, Kipoke rivers etc.</i>)</li> <li>• Availability of Electrical power supply (<i>National Electricity Grid</i>)</li> <li>• Availability of tourist attractions (<i>Mount Rungwe, Lakes Ngosi and Kisiba, Rungwe Nature Reserve etc</i>)</li> <li>• Government grants allocation are increasing</li> <li>• Growing private sectors</li> <li>• Presence of mining potentials (<i>eg Coal, carbon dioxide gas</i>)</li> <li>• High rural Population i.e. potential labour for agriculture production</li> <li>• High population growth rate in the District Council</li> <li>• Rapid Urbanization in the Council (<i>Ushirika, Kyimo, Kiwira, Ntokela</i>)</li> <li>• Availability of working force</li> <li>• Presence of social service facilities (<i>Hospitals, training institutions etc</i>)</li> <li>• High population growth rate in the district council</li> <li>• Presence of education facilities and training institutions</li> <li>• Presence of National ICT Backbone Broadband</li> <li>• Rapid changes in Technology</li> <li>• Accessibility of modern ICT production</li> </ul>	<p>and HIV</p> <ul style="list-style-type: none"> <li>• High concentration of people in the town calls for more services</li> <li>• High risk in importing highly infection diseases from neighbouring countries e.g. Ebola, Corona etc</li> <li>• Destruction of local norms and values</li> <li>• HIV/AIDS pandemic/prevalence</li> <li>• Poor internet network in some areas</li> <li>• High cost of technology</li> <li>• High cost of services impairs affordability to community</li> <li>• Technology affects employment rate</li> <li>• Effects of Climate changes</li> <li>• Land degradation leading to soil infertility</li> <li>• Some village have no land use plans</li> <li>• Increased deforestation due to increased need for energy (charcoal, fuel-wood etc.)</li> </ul>
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<ul style="list-style-type: none"> <li>• Presence of communication companies and media(<i>Chai FM, Rungwe FM</i>)</li> <li>• Presence of Telecommunication infrastructures ( TTCL)</li> <li>• Availability of modern ICT technology in Health (GOTHOMIS)</li> <li>• Presence of environment conservation programs</li> <li>• Availability of forest reserve (<i>Mt. Rungwe Nature Reserve, Sawago, Mporoto, Bamboo forest</i>)</li> <li>• Conducive climatic condition for agricultural sectors production</li> <li>• Presence of neighboring borders (Kasumulu Boader)</li> <li>• Increased involvement of environmentalists and NGOs in service delivery(WCS, TFS, Tulia Trust,)</li> <li>• Presence of renewable energy potentials</li> <li>• Environmental impact assessment becoming legal requirement</li> <li>• Council position (<i>near Mbeya City and Songwe Intern. Airport</i>)</li> <li>• Presence of Local Government Acts of 1982 and other written laws.</li> <li>• Presence of defined Policies and guidelines from Central Government</li> <li>• Presence of defence &amp; security organs</li> <li>• Presence of Courts and other law firms</li> <li>• Presence of District Lands and Housing Tribunal</li> </ul>	<ul style="list-style-type: none"> <li>• Increase e-waste</li> <li>• Topographical variation (variety)</li> <li>• Mismanagement of natural resource e.g. forests, water sources</li> <li>• Uneven distribution of primary Courts</li> <li>• Most of the community are not aware of laws and regulation</li> <li>• Conflicting laws and policies towards implementation (<i>e.g. TFS</i>)</li> <li>• Inadequate judiciary staff (<i>few courts</i>)</li> <li>• Negligence of available laws and regulations</li> <li>• High expectation of stakeholders</li> <li>• Rapid urbanisation increase demand for quality of service delivery</li> <li>• Community phobia hence resistance to adopt changes</li> <li>• High speed of changes of technology</li> <li>• Unreliable electrical power affect</li> </ul>
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<ul style="list-style-type: none"><li>• High compliance to laws, rules and regulations</li><li>• Good Governance</li><li>• Conducive Operating Environment</li><li>• Existence of free market economy</li><li>• Willingness of community to participate in development activities</li><li>• Existence of advanced technology especially in ICT</li><li>• Accessibility to modern technology viz. construction, communication etc.</li><li>• Presence of conducive weather and volcanic fertile soil</li></ul>	<p>computerized systems performance</p> <ul style="list-style-type: none"><li>• Technology hazards like viruses may corrupt computer systems</li><li>• Experience events of Natural and manmade disasters</li></ul>
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**Source:** District Director's Office, Rungwe 2021



## 2.6 STRATEGIC/CRITICAL ISSUES

After the key trends have been identified, the next step was to conduct a comprehensive analysis of the potential, which each trend has to disrupt the Council's Mandate and thereby affect realization of the Vision. The objective is to enhance effectiveness and efficiency through optimization of the best chance in resources related to human, financial and technology. It is in this context that causes of the weaknesses were categorized in key areas for improvement taking to account anticipated changes in council priorities. The areas are structure and assumption of roles and responsibilities, information, data and, systems and resources management.

It is clear that there is a broad range of issues to be addressed by strategic plan. Critical issues relate to two broad areas that require significant improvement. The first is social economic services delivery, which applies to all sectors under the Council's mandate. The second areas concerns Council's operational and efficiency since the improvement service delivery depends on good governance, competent staff, the availability of adequate equipment and tools and the efficiency of the administrative systems.

From environmental scan analysis it is evident that, for the successful implementation of the strategic Plan 2021/22 to 2025/26, and for the council to be able to determine the changes needed to exploit the opportunities, and blunt the threats, it needs to address the following Twelve (12) identified critical issues:

1. HIV/AIDS New Infections Control?
2. Good government and Administrative services improvement?
3. Finance management improvement?
4. Human Resource Management improvement?
5. Social services delivery improvement?
6. Infrastructure and technology development?
7. Planning and budgeting improvement?

8. Stakeholder engagement enhancement?
9. Environmental management improvement?
10. Land management and Natural resources conservation?
11. Enhanced Economic development and community empowerment?
12. Emergence preparedness and disaster management?

The presentation of each intervention area briefly discusses critical issues and highlights the strategic objective, focus areas, strategies and targets. The interventions are further elaborated in the matrix, which identifies the strategic objective, strategies, targets line responsibility and key performance indicators.

## CHAPTER THREE

### 3.0 THE PLAN

This Chapter highlights the future strategic direction of Rungwe district council by describing its Vision, Mission, and Core Values. The Vision and Mission statements spell out both the aspirations, which should serve to act as a motivation for the functioning of the Council and its purpose. Furthermore, the core values of the council were formulated to depict its corporate culture.

The strategic interventions must take into account the mandate and powers of the council, and that an LGA is a vehicle for implementation of sector policies at lower levels therefore it should comply with laws, policies and standards set at the same time fostering to implement and promote social-economic development. For that matter our Strategic plan is set to have features that ensure boldness on how the strategy would support the achievement of national goals and improvement performance of service delivery in the Council.

Based on the overall mandate and situation analysis, the Vision, Mission and Core Values of Rungwe District council are as follows.

### 3.1 VISION

Given the background of the environment and the imperatives to support the achievement of national goals among others, Rungwe District Council wishes to share a vision that will inspire the improvement in people's living standards through quality service delivery. In pursuit of the above the vision is:

"To be a competent Local Government Authority in provision of quality socio-economic services to the community for better and sustainable livelihood by 2025"

### 3.2 MISSION

The Mission that would inspire and commit the Council to deliver is:

“Dedicated to provide quality and equitable socio-economic services to the community through utilization of available resource and involvement of all stakeholders for improved living standard”

### 3.3 CORE VALUES

The Core Values are “what we believe in” organisation-wide; they determine the “norms” or standards of acceptable behaviour by which the organisation conducts its “Business” Objective.

To fulfil its mandate, deliver the Mission and realise the Vision, the council has sat a set of Core values which are commitments of the district council that express the principles that escort practices and activities within the council and its staff for the entire period of the plan. In implementation of its core functions, Rungwe District Council shall be guided by the following Core Values.

9) Customer Focus	We focus on stakeholder’s needs by Providing quality services effectively with high efficiency to meet stakeholders expectations
10) Accountability	We are right to know and hold our organisational account and that we have the duty to explain and account for our day to day actions
11) Integrity	We provide our services in the quality, honest and strong moral principles
12) Transparency	We understand that being open, frank and honest in all communications, transactions and operations puts our service in clients’ interests.
13) Effectiveness	We will ensure the timely implementation of plans and programmes so as to achieve the desired goals stipulated in

	the Strategic Plan within a minimum possible time.
14) Efficiency	We believes that it is necessary to prudently use the available resources in the most cost-effective manner to achieve the highest standards of performance and acquire new knowledge/skills continuously and use them effectively.
15) Innovations	Our success depends on continuous improvement, adaptability, and embracing change.
16) Participation	Community participation is fundamental aspect of decentralisation, hence Council shall actively involve different stakeholders in formulating, implementing, monitoring and evaluation of development plans.

### **3.4 KEY RESULT AREAS, STRATEGIC OBJECTIVES AND TARGETS**

The Basic functions of the Local Government Authorities are given under Sections 112-113 of the Local Governments Act (District Authorities) Cap 287 R.E. 2002 (Act No. 7 of 1982) to include:-

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

Based on these, in order to deliver its Mission to realise the Vision, Rungwe district council has adopted these Key Result Areas (KRAs) that carry its mandate and are embodied in the national policy statements and that they address strategies that target the third five years development plan (FYDP III) which centres on:

- Stimulating a competitive and Participatory Economy
- Strengthening Industrial Production and Service Delivery Capacity
- Promoting Investment and Trade
- Stimulating Human Development
- Human Resource Development

The key result areas are strategic areas where the council's key stakeholders have the right to expect results. The adoption of these KRAs is based on the fact that Local Government Authorities the key delivery points of public social economic services thence are among major implementers of the National Development Vision 2025.

Therefore it is ideal for the council to make a link of what it envisions of the residents with what the central government is expecting it to deliver from the devolved functions and provided in the Vision and strategic objectives for each as summarised below:-

### **3.4.1 KEY RESULT AREAS (KRA)**

#### **KRA 1: Good governance and accountability promoted and enhanced**

The Rungwe District Council's Strategic Objectives falling under KRA-1 include:-

- B: Effective implementation of the National Anti-corruption Strategy enhanced and sustained.
- D: Good Governance, Administration and Human Resources management improved
- G: Financial Resources management for service delivery improved.
- I: Planning, Budgeting and Stakeholders engagement improved
- K: Emergency preparedness and disaster management improved;

#### **KRA 2: Quality life and social well-being of people promoted and improved**

The Rungwe District Council's Strategic Objectives falling under KRA-2 include:-

- A: Services improved and HIV/AIDS infection reduced;
- C: Access, quality and equitable social services delivery improved.
- F: Social Welfare, Gender and Community Empowerment improved;
- K: Emergency preparedness and disaster management improved;
- L: Multi Sector Nutrition services improved.

#### **KRA 3: Economic growth promoted and income poverty reduced**

The Rungwe District Council's Strategic Objectives falling under KRA-3 include:-

- H: Local Economic Development coordination enhanced.
- F: Social Welfare, Gender and Community Empowerment improved;

J: Sustainable Utilization of Land, Natural Resources and Environment Management improved;

E: Quantity and Quality of social and economic infrastructure increased

**KRA 4: Financial and Human Resources Management developed and maintained**

The Rungwe District Council's Strategic Objectives falling under KRA-4 include:-

D: Good Governance, Administration and Human Resources management improved

G: Financial Resources management for service delivery improved.

I: Planning, Budgeting and Stakeholders engagement improved

Strategies, Targets and performance indicators have in turn been developed for each strategic objective as given in the following chapters and further elaborated in Annex II (Strategic Plan Matrix) of this plan document.

**3.4.2 STRATEGIC OBJECTIVES**

To achieve the above institutional key outcomes, the district council will align and concentrate its efforts towards twelve strategic core areas to be implemented over the plan period. These include;

**A.** Services improved and HIV/AIDS infection reduced;

**B.** Effective implementation of the National Anti - corruption Strategy enhanced and sustained;

**C.** Access, quality and equitable social services delivery improved;

**D.** Good Governance, Administration and Human Resources management improved;

**E.** Quantity and Quality of social and economic infrastructure increased;

**F.** Social Welfare, Gender and Community Empowerment improved;



- G. Financial Resources management for service delivery improved.
- H. Local Economic Development coordination enhanced
- I. Planning, Budgeting and Stakeholders engagement improved
- J. Sustainable Utilization of Land, Natural Resources and Environment Management improved;
- K. Emergency preparedness and disaster management improved;

Rungwe District council plans to use a number of performance measures and indicators to evaluate progress towards each strategic objective that supports these twelve areas. Performance measures will be monitored and updated as objectives and programs evolve. In addition to using regularly reported performance data, in-depth evaluations of programs will be undertaken as well as analysis of more qualitative information to help better understand the success and impact of strategies and actions.

#### **3.4.2.1. OBJECTIVE - A: Services Improved and HIV/AIDS infection reduced**

##### **a) Rationale**

The HIV/AIDS pandemic is not only a public health issue but also a problem that contributes immensely towards devastation of both national and household economies. The socio-economic effects of HIV/AIDS in Tanzania are substantial, and policies for dealing with them may be controversial. So far many people died from AIDS since the problem was first reported in Tanzania in early 1980s, making it one of the country's major cause of deaths. Besides the human cost, HIV/AIDS is having profound effects on Tanzania's economic development and hence its ability to cope with the pandemic. While the impact of HIV/AIDS on people especially at the age profile of 15-49 years which is productive age has been well known, it has been difficult to observe the pandemic's effects on our economy as a whole. These may include the following:-

- Reduced labour supply: -The HIV/AIDS pandemic has an impact on labour supply, through increased mortality and morbidity. This is compounded by loss of skills in key sectors of the labour market.
- Reduced labour productivity: -The long period of illness associated with AIDS reduces labour productivity.
- Reduced exports and increased imports: -Lower domestic productivity reduces exports, while imports of expensive healthcare goods may increase. The decline in export earnings will be severe if strategic sectors of the economy are affected.

Management of HIV/AIDS interventions at LGA level is mainly the duty of Health department where CHMT which is responsible for Health sector HIV/AIDS activities at all levels. Coordination is done at two points; the District HIV/AIDS Control Coordinator (DACC) under Health department and the Council HIV/AIDS Control Coordinator (CHACC) under Community Development. The DACC who oversees the health sector response as the focal point for CHMT HIV and AIDS activities works closely with the CHACC who is responsible for the multi-sectoral activities and works in collaboration with the DACC and the CHACC to support community based interventions and PLHIV groups. CHACC is the secretary of the Council Multi-sectoral AIDS Committee (CMAC).

According to Tanzania HIV Impact Survey (THIS) 2016-17 report it was revealed that 5.0% of adults (15-64 years) in Tanzania are currently living with HIV. A large percentage of these adults (nearly 40%) are unaware of their positive status, well below the UNAIDS target of 90% of all people living with HIV knowing their status by 2020. Conversely, there has been progress in adults living with HIV who are aware of their status, with 93.6% receiving anti-retroviral therapy (ART) and 87.0% of those on ART having viral load suppression.

THIS 2016/17, HIV prevalence shows geographical heterogeneity with nine regions of Tanzania Mainland with HIV prevalence above the national average which is 5.1%, whereas Mbeya ranks third with estimate of 9.3% after Njombe region which has the highest HIV prevalence estimate of 11.4% followed by Iringa with 11.3%. Rungwe district council being part and parcel of Mbeya region is not exempted to the negative impact of HIV/AIDS, the current status shows its rate is 9.3%. In view of the above, Rungwe District Council intends to undertake the following initiatives:-

**b) Strategies**

- Implement national HIV/AIDS Preventive intervention strategy.
- Empowering people living with HIV (PLHIV)
- Develop and implement council multi-sectorial HIV/AIDS action plan in line with National HIV/AIDS strategies
- Scale up differentiated HIV testing services models that target men, such as work place programmes, campaigns that include non-communicable diseases screening and screening at antenatal clinics.
- Improve education access on HIV/AIDS and disseminate Guidelines on HIV/AIDS advocacy to Wards and Villages
- Provide education to work places on social stigma actions and values to the PLHIV/AIDS at all levels
- Establish effective referral and linkage to prevention and care, treatment and support services
- Intensify community models that will support of HIV services at community level.
- Scale up implementation of models that attracts and retain male in care.

- Identify and mitigate all form of stigma and discrimination in health care and community settings, that might affect access to HIV care, treatment and support services
- To ensure Safety of areas whereby people established temporary settlement during disasters occurrence by 2025
- Strengthen linkage between HIV/AIDS facilities based services and community based activities
- Increase emphasis on care of exposed infant including recommended breast feeding practices.
- Expand distribution of public sector condoms using community outlets, workplaces and hotspots.
- Address stigma related to accessibility of condoms among young people, especially sexually active adolescent girls and boys.
- Reduce vulnerability to HIV/AIDS and sensitize community on protection of vulnerable and needy groups.

**c) Targets**

- HIV/AIDS Preventive and supportive services program intervention prepared and implemented by June 2026.
- Care and treatment supporting services to PLHIV the Council staff living with HIV/AIDS facilitated by June 2026.
- HIV/AIDS prevalence in Rungwe district council reduced from 9.3% in 2020 to 9.1% by June 2026
- Education to Council staff on social stigma actions and values to PLHIV among them in 17 departments and lower levels provided by June 2026

- VMACs and WMACs plans mainstreamed in Council Comprehensive Plan by June 2023
- School based gender sensitivity sexual reproductive health and HIV/AIDS education strengthened in all primary and secondary schools by June 2026
- Social support for PLHIV, MVC, OVC and widows in 99 villages to start income generating activities by 2025
- Work place interventions in HIV/AIDS in Council facilitated by June 2021
- Increased rate of exclusive breastfeeding within 6 months from 41% to 60% by June, 2026
- Reduced prevalence of underweight among under five from 58% to 30% by June, 2026
- Promote safer sexual behaviour and reduction in risk taking behaviour in 99 villages by June 2026
- Increase public sector condoms using community outlets, workplaces and hotspots by June 2026
- Enhance, sustain and effective implementation of models that attracts and retain male in care by June 2026

**d) Outcome Indicators**

- New HIV/AIDS infections cases.
- Number of PLHIV's enrolled for ARVs.
- Number of HIV/AIDS patient registered.
- Rate of HIV/AIDS infections prevalence.
- Level of awareness on HIV/AIDS.
- Number of persons/staff living with HIV/AIDS (PLHIV) facilitated.
- HIV/AIDS prevalence rate in Rungwe district council

- No. of departments and staff covered with education on social stigma
- Council Comprehensive HIV/AIDS comprehensive plan operational
- No. of villages covered with Social support to PLHIV, MVC, OVC & widows
- Proportion of PLHIV knowing their HIV status.
- Number of individuals tested for HIV and received results.

**3.4.2.2. OBJECTIVE - B: Effective implementation of the National Anti-corruption strategy enhanced and sustained.**

**a) Rationale**

Corruption is pervasive throughout Tanzanian society and is a serious problem across all sectors of the economy. The most affected sectors among others are government procurement, land administration, taxation, and deters investment. Petty corruption is criminalized under the Prevention and Combating of Corruption Act, which covers attempted corruption, extortion, passive and active bribery, etc. However, institutions should note these practices can be commonly encountered when doing business in Tanzania

The issues of corruption are likely to weaken the good governance and deprive people's rights. The environment in which corruption is rampant is likely to deter people's rights to access important services and hence reduce the level and quality of services provided. Rungwe District council has determined to deal with corruption upfront so that socio-economic development and wellbeing of people is improved. The council had determined to sustain and implement national anti-corruption strategy.

The public service sector carries high corruption risks for private sector mainly featured in bureaucratic procedures in Procurements and tendering, for licenses and permits are burdensome, time-consuming and prone to corruption. Administrations suffer from a lack of resources and weak capacities, poorly trained staff and political

interference (BTI 2016). Public officials are furthermore, not motivated and lack incentives making them even more susceptible to corruption (BTI 2016). Indeed, gifts and other bribes are perceived to be widespread when applying for tenders, land acquisitions, public utilities and permits etc.

The district council assists and guides clients to exercise transparency, accuracy, commitment, participatory focus and promptness in sharing of information. However, the council aims at achieving optimal performance on the issues of accountability, transparency, rule of law and standards on service delivery. In achieving good governance, there is a need for improving standards of service delivery and uphold ethical code of conduct. In this regard the council is determined to deal with this problem through among different strategies as follows;

**b) Strategies**

- Implement the National Anti – Corruption policy, strategy and Action plan.
- Develop programs to educate council employees to combat corruption at work places
- Assessment and mitigate on Anti-Corruption awareness to Council Management and Staff
- Strengthen Council's Integrity and disciplinary committees' functions and duties
- Strengthening the organizational service delivery capacity and institutional ethics, accountability and transparency.
- Sensitize council stakeholders on measures taken by the council on anti-corruption and what is their involvement
- Creating transparency mechanism in Government revenue and expenditure.

- Provide education on prevention and combating Petty, grand corruption and sexual corruption.
- Carry out sensitization meetings on handling anti-corruption complaints.

**c) Targets**

- Anti-corruption awareness campaigns for new and existing staff, management and council leadership and publication at least times annually by June 2026
- Corruption/bribery incidents in the council reported and documented by June 2026
- Petty, grand corruption and sexual corruption in the district council reduced to zero percent by June 2026
- Integrity and awareness on Anti-corruption issues to council management and staff assessed by June, 2026
- National Anti-corruption strategies and programs taught in 42 secondary and 242 primary schools by 2026
- Staff trained in Professional ethics, good Governance, governing laws and corruption risks increase to 95% by june 2026
- Mechanism for handling anti- corruption complaints operationalized and capacitated by June 2021.
- Dissemination and advocacy of anti- corruption strategies carried out by June 2024

**d) Outcome Indicators**

- No. of corruption incidents/complaints reported annually
- No. of Anti-corruption awareness campaigns conducted
- No. of reported Corruption/bribery incidents.
- No. of Petty, grand corruption and sexual corruption cases reported.



- No. of Schools covered with National Anti-corruption campaigns programs.
- No. of Staff trained in Professional ethics, Governance and risks of corruption
- No. of reported complaints on service delivery and projects management
- Corruption percentage index
- No. of council's staff integrity committee meetings held.

**3.4.2.3. OBJECTIVE – C: Access, quality and equitable social services delivery improved;**

**a) Rationale**

Promotion of social welfare and economic well-being of all persons within the jurisdiction of the council is among the three basic function of Local Government Authorities in Tanzania. This includes crucial community services such as Health; Education and social welfare; Water Supply and Sanitation; and Extension services in the economic and production sectors.

Looking at the nature of these services, it is obvious that they are directly related to the basic human needs of the community to secure their welfare and quality livelihood. Effective access to functioning and well-equipped social services is a prerequisite to improving the quality of life and for promoting the well-being of all residents.

Rungwe District Council needs to seek for the best way of ensuring such services. In designing the most effective measures, there are fundamental aspects that must be considered, which include the respective local areas have their own specific needs and situation that could differ from others, which leads to different priorities; and it is important to recognize that the Government can't cover and satisfy all the huge and diversified needs of the people with the limited resources,

for that sake, it is important to base on the consent of involving other stakeholders be engaged in service delivery through effective dialogue.

The council seeks to have well developed communities as part of fulfilling its mandated functions. The performance review and situational analysis shows that a number of issues that are required to be addressed during the planning period of Strategic Plan. More focus will be to enhance and maintain basic infrastructure, materials and equipment that will improve provision of health and sanitation, education services, clean and safe water etc. In view of the above, Rungwe District Council intends to undertake the following initiatives:-

**b) Strategies**

- Promote community involvement using “improved O&OD” tool for active village level participation and accountability;
- Mobilize and empower the community and stakeholder’s participation in development projects and service delivery
- Improve financial management and Accountability in social service delivery system.
- Institute effective coordination, monitoring and supervision social service delivery facilities.
- Strengthen social services facilities to deliver quality services.
- Promote cultural and sports to improve community recreational and health needs.
- Improve social sector human resources and working environment
- Capacity building to social services delivery in terms of human, tools and equipment.

**c) Targets**

- Availability of skilled human resource for social services sector increased from average of 65% in 2020 to at least 90% of requirement by June 2026
- Health Services delivery infrastructures in 99 villages (dispensaries) and 29 wards (health centres) increased from 17.24% and 51.43% in 2021 to 35% and 66% for dispensaries and health centres respectively by June 2026
- Moderate and Severe Malnutrition in the council reduced from 37.7% and 33.8% in 2021 to 33.8% and 29.4% respectively by June 2026
- Health facilities with adequate and basic medical equipment, medicines and diagnostic supplies increased from 96% in 2021 to 100% of demand by June 2026,
- Maternal mortality rate (MMR) reduced from 83 per 100,000 live births in 2021 to 73 per 100,000 live births by year 2026
- Under five mortality rate (U5MR) reduced from 12 per 1,000 live births in 2021 to 7 per 1,000 live births by June 2026
- Neonatal mortality (IMR) reduced from 73 per 1000 live births in 2021 to 58 per 1000 live births by June 2026
- Children immunisation coverage increased from 99% in 2021 to 100% by June 2026
- To promote infants' pre-mature care (*Kangaroo principle*) among mothers to reach 100% of pre-mature live births by June 2026
- Family planning acceptance rate increased from 33% in year 2020 to 80% by June 2026
- Net Enrolment Rates for Primary increased from 89.79% to 100% by year 2026
- Pass rate for Ordinary level Secondary examinations (OCSEE) and Advanced level Secondary examinations (ACSEE) increased from 89% and 99.5% respectively in 2020 to 100% respectively for the same by year 2025

- Population with access to clean, safe and affordable water increase from 45% and 56% in 2020 to 95 % and 85 % for urban and rural areas respectively by June 2021
- Households' sanitation and school WASH increased from 65% in 2020 to 90% by June 2026
- Life skills training and provision of youth-friendly reproductive health services to 360 MVC adolescence by the year 2025/2026.
- Working environment equipment and tools in all social services delivery facilities scheduled and improved by June 2022
- Increased cultural and artisan groups from current 29 to 50 by June 2025
- Number of sports and play fields increased from current 99 to 142 by June 2025

**d) Outcome Indicators**

- No. of maternal/and new born death reported
- No. of maternal deliveries at the health facilities
- Percentage of children Vaccination Coverage
- Percentage of socio services infrastructures increased
- Percentage increase in pupils'/students' pass rate
- Percent of examination pass rate for STD VII and forms 4 and 6
- Percent of solid refuse collected disposed
- Percentage of enrolment rate for standard one pupils
- No. of well-equipped social service delivery facilities
- Level of community satisfaction with social services.
- Number of pupils enrolled in schools.

- Number of households accessing safe and clean water within 400 metres.
- Number of household with improved toilets facilities.
- Number of improved water source facilities

**3.4.2.4. OBJECTIVE – D: Good Governance, Administration and Human Resources management improved**

**a) Rationale**

Rungwe District Council envisions being competent in provision of quality socio-economic services to the community for better and sustainable livelihood. Provision of quality services can only be achieved when council leaders and employee are in harmony with daily lives of the residents, that is human resources is well managed and that good governance and administration is highly practiced. Quality social services are crucial for Socio-economic development of the community. The council will facilitate the provision of educational services development, including administration of primary and secondary schools; facilitate provision of preventive and curative services, referral services to regional hospitals, and conducting supportive supervision to health services.

Good Governance has become an important theme in the context of community development as well as development cooperation since we are confronted with the issue of how to improve the governance systems. Governance is generally the relation between the government and the civil society, and is essential for it to achieve its objectives and attain improvement, as well as maintain legal and ethical standing before the public. Governance is especially important in the public sector because we are dealing with the public and its resources. Governance is one of the key links in economic development and social progress with direct effect on peoples' welfare, and is concerned with the process, systems, practices and procedures

that govern institutions. Good governance encourages the efficient use of resources and provides for accountability in their use. The values of integrity, transparency and accountability in public administration are key to any government. Also, sound public administration involves public trust, as citizens expect civil servants to serve the public interest with fairness and manage public resources properly. These are a prerequisite to and underpin public trust as a keystone of good governance.

On the other hand, Human Resource Management is crucial aspects for council operationsto create better environment for public service delivery. Human resource function plays a vital role in the success of the council. Building and nurturing a talented work force has assumed an increasingly important role. To that effect, Rungwe district council intends to put in place appropriate and supportive human resource schemes and structures to foster employees' motivation to promote rationalization and efficiency, capacity building, recruitment and retention as well as coordination towards attainment of its long term strategic goal. In view of the above the council intends to undertake the following initiatives;

**b) Strategies**

- Strengthen democratic practices and participatory decision making;
- Provide conducive working environment, motivation reduce staff attrition.
- Enhance the Council's information Management functions.
- Develop and implement a capacity building, training and skills development
- Introduce and develop appropriate mechanisms to implement appraisal systems
- Improve the capacity of Ward tribunals' performance.
- Strengthen By-Laws formation at council and grassroots levels.
- Improve private sector participation in service delivery
- Strengthen staff Code of Ethics, Discipline and Accountability;

- Strengthen emergency preparedness at all levels;
- Ensure proper contract management
- Strengthen the performance management system in the Council
- Strengthen internal controls systems
- Sensitize and support community initiatives.
- Mobilize community in participating in Development initiatives.

**c) Targets**

- Capacity building programs to 29 Ward Tribunals' members executed by 2026
- Staff retention through provision of conducive work environment, promotion is improved in 17 departments and service delivery facilities in all 29 wards executed by June 2026
- Advocacy on Code of Ethics, Discipline and Accountability conducted in 17 departments and facilities in 29 wards by June 2026
- Council's financial management performance maintained with unqualified opinion award every financial year by June 2025.
- Democratic Local Government elections and National General Elections in all 29 wards, 99 villages and 454 Hamlets effectively conducted in 2024 and 2025 respectively.
- Electoral leaders positions maintained in 29 wards, 99 villages and 454 Hamlets maintained by year 2026
- Capacity Building Programme to elected leaders in 99 villages developed and implemented by June 2025;
- Dispute resolution management and council representation and ward tribunal capacity improved by June 2024

- Council qualified and skilled staff in all sectors increased from 3200 during 2020/21 to 3933 by June 2026
- Council Statutory meetings at all levels maintained at 100% of scheduled by year 2026
- Public Procurement process Management in 19 Council departments and Units effectively implemented and executed by 2022
- Annual risk based Audit Plan prepared and implemented by 2026
- Conducive working environment for council staff in 19 departments, 29 wards and service delivery facilities in 99 villages maintained by 2022.

**d) Outcome Indicators**

- % age of social services facilities with adequate skilled staff
- No. of Council staff with good working facilities
- Community and stakeholder's Satisfaction Level
- No. of elected village and hamlets leaders trained
- Proportion of staffs with the good working environment
- Percentage of Statutory and advisory meetings conducted against required
- General and Local Government elections conducted
- No. of wards and villages capacitated
- Ward Tribunals Capacity to conflicts resolutions
- Internal Audit coverage
- Status of Audit Reports.

**3.4.2.5. OBJECTIVE – E: Quantity and Quality of Social and Economic Infrastructure increased**

**a) Rationale**



Promotion of social welfare and economic well-being of all persons within the jurisdiction of the council is among the three basic function of local government authorities in the country. In order for this to be effectively done will depend on the availability and utilisation of the basic social and economic infrastructures for provision crucial community services.

Infrastructure are the basic which are necessary for any development. They are categorised into economic infrastructure which is a combination of basic facilities needed in economic development, such as transportation, energy, telecommunication and electricity; and social infrastructure which is a combination of basic facilities which are necessary for human development, such as health and education, facilities, water supply schemes, staff and office accommodation etc. The need for infrastructure development is an essential and growing demand for Rungwe district council to address critical issues such as shortage of office and staff accommodation; lack of equipment and inadequate tools; dilapidated buildings and water supply schemes; food shortages; rapid urbanisation in some villages; and, economic and social development.

On the other hand, Information, communication technology (ICT) is a broad and evolving concepts, and it covers any product that will capture and process information electronically in a digital form. Information technology has become a major driving force in many public organizations nowadays. It plays a significant role in all aspects of modern society, and have changed the way people communicate with each other, how needed information is found, work, conduct business, interact within the Government Ministries, Agencies, RS and LGAs as well as how people manage social lives. As ICT affect everyday lives, they also impact the macro-economic growth, which in turn further affects society by enabling infrastructure and standard of living improvements.

The role that ICT play in various aspects of society and socio-economic development, such as in education and training, administration, health services, communication, financial management, delivery of services, and business transaction is remarkable. Some structure around the role that ICT play in development and how various aspects of society, technology, business, and governmental policy relate to socio-economic development. Therefore public organizations are seeking to get IT applications which can help them deliver services effectively.

Rungwe District Council needs to seek for the best way of ensuring such infrastructure is developed and sustained. In designing the most effective measures, there are fundamental aspects such as the Government can't cover and satisfy all the huge and diversified needs for infrastructures given the fact that there is limited resources with wide range of basic needs for community services. For that sake it is imperatively important to involve other stakeholders be engaged in provision and development of these infrastructures. In view of the above Rungwe district council intends to undertake the following initiatives:

**b) Strategies**

- Provide adequate infrastructure for development and improved services
- Involve all stakeholders to improve social service delivery infrastructures
- Mobilise the community and stakeholders participate to invest in maintenance and development of infrastructures.
- Strengthen council's database and LAN to facilitate revenue collection and service delivery
- Strengthen council's effective capacity to efficiently deliver services.
- improve physical and ICT Infrastructures in most productive rural areas
- Implement E- Government programmes and strategy.

- Strengthen ICT management for resource management enhancement.
- Improve capacity and use of council web-based systems

**c) Targets**

- Basic infrastructure availability increased from 67% and 8% for Primary and Secondary schools respectively to at least 95% of requirement for the same by year 2026.
- Council physical infrastructures and buildings increased from 70% to at least 90% of actual demand by June 2026
- Construction of new 15 health facilities and 20 staff quarters in 15 wards completed by June 2026
- ICT infrastructure and internet access service in 42 Health Facilities improved and linked to Council headquarter (DMO's office) by June 2025
- Capacity to utilize ICT for service delivery in facilities and 29 ward offices enhanced by June 2023.
- Capacity building programme for council management and staff conducted by June 2023.
- Council Management initiative to implement ICT in facilities, ward and village offices strengthened by June 2023
- One commercial building at bus stand and rehabilitation of 15 staff house constructed by June 2025
- Seven Auction markets (*Mwambenja, Standi ya Vumbi, Nkunga, Karasha, Mabonde, Ushirika and Kiwira*) rehabilitated by 2025
- Construction 50 new, Rehabilitation of 40 class rooms for primary and secondary schools completed by June 2025

- Budget support to TARURA for rehabilitation of 231 kms of village/feeder/communities roads executed by June 2026
- A total of 250 primary and secondary schools classrooms completed by June
- To facilitate construction of 30 classrooms by June 2026
- To facilitate construction of 200 Pit latrines, 30 Teachers House, and 20 hostels by June 2026
- To facilitate construction of 4 classrooms at new English Medium primary school by June 2022

**d) Outcome Indicators**

- No. of schools infrastructures completed
- No. of Health facilities constructed/rehabilitated
- No. of schemes rehabilitated
- Council headquarters building constructed and operational
- No. of council, ward and village offices improved
- No. of improved livestock infrastructure
- No. of irrigation canals rehabilitated
- No. of irrigation schemes constructed
- No. of Service facilities electronically linked to council headquarters.
- No. of Social Networks and Public Addressing System developed

**3.4.2.6. OBJECTIVE-F: Social Welfare, Gender and Community Empowerment improved**

**a) Rationale**

The Government of Tanzania has adopted policies that advance gender equality and youth inclusion in a supportive enabling environment. The legal and regulatory

framework and the sector-specific policies of government ministries and independent departments, secretariats and LGAs. The policies addresses gender equality, women's empowerment, and youth inclusion across all of its activities, enabling public advocacy in support of gender and youth:-

"Addresses empowering women to create and achieve goals for their livelihood and address the social norms and economic barriers that constrain their ability to economic opportunities; gender-based violence and violence against children; efforts to increase female participation in political and electoral processes; and economic growth activities and enabling environment whereby women and youth are able to pursue productive livelihoods, find employment in the agriculture and horticulture sectors, build entrepreneurial skills, and access financing and business development services. Also this aims to promote awareness of gender equality in land rights, the project holds sensitization meetings about women's land rights and works to establish or strengthen women's groups in target communities."

To prompt further gender equality progress and the implementation of the Sustainable Development Goals (SDGs), the government of Tanzania has made some efforts to align SDG implementation strategies with its national development plan. By engaging civil society organisations, the government is localising the SDG implementation. Tanzania is rated very favourably country on her performance on gender parity<sup>6</sup>. Close to three-fourths (73%) of citizens say the government is doing "fairly well" or "very well" in promoting equal rights and opportunities for women. Approval of the government's efforts is only slightly weaker among women (71%) than among men (75%). Tanzanians' assessment of the government's performance on gender equality may be a response to government action to try to improve the women and girls lives.

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<sup>6</sup> Afrobarometer Dispatch No. 237

Rungwe district council have over years implemented various economic interventions through Women, Youth and People with disabilities funds from 10% of LGAs own sources revenues, Economic Empowerment Council, and various income generation projects. In a situation where most of the population are in informal sector who depend on small income generation projects for, empowerment is also done through the "Tanzania Productive Social Safety Net II (PSSN-II) project which aims to improve access to income-earning opportunities and socio-economic services for targeted poor households while enhancing and protecting the human capital of their children. In this regard the Council must accord proper coordination so as to maximize the advantage of the fast growing private sector which will later complement service delivery in their areas. In view of this, Rungwe district council intends to undertake the following initiatives;

**b) Strategies**

- Capacitate Ward and Village Land and housing tribunals to efficiently determine land disputes.
- Implement comprehensive plans to empower marginalized groups
- Strengthen social support to groups with special needs like Widowers and Widow and PLHAs
- Promote entrepreneurship skills for women and youth development fund beneficiaries
- Promote gender sensitivity at community levels
- Strengthen women and youth form groups to access WYDF in the district.
- Counselling and support for appropriate complementary feeding of LBW infants
- Strengthen Nutritional care and support in emergencies

- Counselling and support for appropriate breastfeeding and complementary feeding
- Improve Management of severe acute malnutrition (SAM), Moderate acute malnutrition (MAM) and PLHAs
- Introduce nutritional supplementation to pregnant mothers and malnourished children

**c) Targets**

- Promotion of appropriate technology to youth and community in 99 villages by June 2026
- Social support for PLHIV, MVC and widows in 99 villages facilitate by 2026.
- Total of 15 groups with special needs in 29 wards empowered by June 2026.
- Formulation and empowering new 30 women and youth economic groups in 29 wards by 2026.
- Advocacy for political commitment to grass root leaders in 99 villages and 29 wards by June 2026.
- Resource mobilization for supporting community based income generating projects for groups with special needs and guardians in 29 wards by 2026.
- Review training to community artisans on appropriate construction technology using locally available materials in 99 villages by June 2026
- Enhancement of gender and youth forums established in 29 wards by 2025.
- Provide Nutrition education and support for appropriate complementary feeding with Vitamin 'A' and Zinc supplementation in 29 wards by June 2026
- Provide counselling and support for appropriate feeding of LBW infants on Iron and folic acid supplementation to pregnant women in health facilities in 28 wards by June 2026

- Provide massive education on Family planning/pregnancy spacing, appropriate and complementary breastfeeding in 99 villages by 2026
- Conduct Nutritional care and support in emergencies on Management of severe acute malnutrition (SAM), Moderate acute malnutrition (MAM) and of children infected with HIV in 29 wards by June 2026
- Women, Youth and Disabled economic groups provided with loans from WYDF increased from 79 (women), 40 (youths) and 4 (disables) in 2020 to 200 (women), 90 (youths) 10 (disables) by June 2026.

**d) Outcome Indicators**

- No. of women and youth economic groups formed and supported
- No. of Vulnerable groups empowered and supported
- Council HIV/AIDS comprehensive multi-sectoral plan implemented
- No. of villages covered with youth and community training on appropriate technology
- Amount of financial resources mobilised
- No. of village artisans trained on appropriate technology
- No. of wards with gender and youth forum.
- Level of satisfaction of loans requests from Women and Youth,
- Level of Malnutrition among children and PLHAs
- Level of folic acid and zinc supplementation among pregnant mothers

**3.4.2.7. OBJECTIVE - G: Financial Resources management for service delivery improved.**

**a) Rationale**



Local Government Authorities' effective services delivery is significantly dependent on the level of adequacy in the supply of financial and human resources, that will enable it carry out mandated functions, The current financial sources for LGAs includes Own Source revenues; Fiscal transfers from Central Government; Grants from Development Partners including contributions or donations from other stakeholders; and Borrowing. Financial resource is critical for service delivery and social economic development. Henceforth, much effort has to be exerted on this area of resource mobilization and management to ensure efficient and effective delivery of services and with minimal leakages.

Public financial management is absolutely critical to improving the quality of public service outcomes. Good financial resources management is key to achieve the objectives of the organization. Budget control and plans play an important role in not only controlling financial resources, for effective and efficient management of council resources. An efficient council management should react quickly to changes in the environment and pursue a liquid financial position all the time.

The public examines council management and staff on how they manage finances in order to improve service delivery and meet the expectations of council's stakeholders. Since financial management is among the most important aspects in the council, and in order for it run successfully, an excellent knowledge in finance management is key. Finance management refers to the strategic planning, organising, directing, and controlling of financial undertakings in the council. It also includes applying management principles to the financial assets of the council, while also playing an important part in fiscal management. The key objectives are:

- a) Maintaining enough supply of funds for the organisation;
- b) Ensuring organisation's shareholders get returns on their investment;
- c) Optimum and efficient utilization of funds;

d) Creating real and safe investment opportunities for investors.

In view of this vital resource, Rungwe District Council intends to implement the following initiatives:

**b) Strategies**

- Strengthen financial and internal control systems
- Enforce Local Government Finances Act and Regulations.
- Strengthen Financial Management Systems and reporting at all levels
- Enhance budget allocation, expenditure tracking and inspection
- Strengthen revenue collection systems
- Enhance Voluntary Tax Payers compliance in the Council
- Ensure efficient management of Council assets
- Enhance budget periodic Audits and technical audits;
- Improve Council revenues statistical Database.
- Involve stakeholders on Construction of SME infrastructures, modern Markets and business centres.
- Capacitate SMEs on entrepreneurship skills and marketing
- Promote industries development for value addition and marketing
- Improve business environment through abridged bureaucratic procedures

**c) Targets**

- Own Source revenue collection increased from 80.5. in 2020 to at least 98%of budget sum by June 2026
- Local Government Revenue Collection Information Management System (LGRCIS) enrolled to all levels in the council by June 2026.
- Financial Management and Internal Control Systems enhanced by June 2023;

- Financial and Accounts reports produced at different levels attain at least 95% correct and timely submission by June 2026
- Council Revenue data base established, linked to Local Government Revenue Collection Information Management System and enrolled by June 2023;
- The Legal system (By -laws) for rating and revenue (own tax and non-tax resources) enforcement reviewed by 2023;
- Quarterly Financial reports published to enhance transparency on use of own source promoted by June 2026
- Facilitate staff on technical assistance training for electronic revenue collection systems by 2025
- Public tax education program through various IEC (*TV, Radio, Public Address systems, Newspapers & brochures*) to all wards conducted by June 2026
- Assess council financial management, internal control systems and reporting by June 2026
- Periodical Financial and Accounts reports periodically produced at different levels attain at least 90% timely submission by June 2023;
- Awareness on procurement procedure to Councilors, Council management and staff and to 29 wards created by June 2026

**d) Outcome Indicators**

- Council Own Sources revenues collection performance.
- Council Financial Management Audit report
- Council Revenue data base in place
- Number of staff trained in IPSAS
- Number of wards and villages preparing financial reports
- A study report on revenues in place

- Potential Own sources revenue report

### **3.4.2.8. OBJECTIVE - H: Local Economic Development coordination enhanced**

#### **a) Rationale**

Promotion of social welfare and economic well-being of all persons, and based on the national policy and plans for rural and urban development to further the social and economic development of its area of jurisdiction are two among the three basic function of local government authorities in the country. This includes crucial community services such as social services; infrastructure development, Economic and production sectors, as well as Natural resources and Environment management.

Local Economic Development (LED) is globally a nascent agenda in the development administration aimed to provide conducive investment environment to support and sustain it. Communities are greatly affected by macro-economic issues of industrialization and trade liberalization. These macro issues offer opportunities as well as challenges, especially for smaller and poorer localities. However, leaders of Rungwe district council need to understand the impact that macro issues may have on micro economies, and that LED efforts and strategies are possible to guide economic development at their levels.

Under decentralization concept, the council will be the main actor to support LED by providing competences to encourage entrepreneurs and investments. Local business environment will be supported with real initiatives to draw investments from businesses. Promotion of favourable business climate at local level will be a new function of the council

LED is a particularly important tool to reduce poverty since it supports the pursuit of inclusive economic development that provides for both the promotion of local

wealth creation and poverty reduction; Is inclusive, recognizing formal and informal economies; and Incorporates explicit poverty reduction actions. The benefits of LED, such as employment and infrastructure, come through local people changing attitudes, mobilizing existing skills, improving networks, thinking strategically about problems and using available resources in appropriate manner. In view of this, Rungwe district council intends to undertake the following initiatives;

**b) Strategies**

- Ensuring food self-sufficiency and security
- Enhance productivity and produce/products marketing
- Strengthen contract farming for agricultural transformation to commercial as a delineation of public - private roles.
- Improve Value Chain Productivity and Efficiency
- Strengthen Private sector led enhanced productivity and profitability.
- Enhance proper post-harvest handling of produce and products.
- Promote equitable and sustainable economic growth
- Provide conducive environment for the local economy to grow through public and private sector partnerships

**c) Targets**

- Participatory planning and implementation of District Agricultural Development Plans (DADPs) framework conducted by June 2026;

- Productivity through field school training, strengthened inputs supply, improved seeds/breeds among smallholder farmers increased to at least 90% of demand by June 2026
- Crop Production through expanded irrigated area increased from 0 ha in 2020/21 to 150 ha by June 2025/26.
- Cash Crop Productivity increased from 0.2 tons/ha. (Coffee), 3.1 tons/ha. (Tea), 0.6 tons/ha. (Cocoa), 0.3 tons /ha (Pyrethrum), 13 tons/ha (avocado), 20.9 tons/ha (round potato) during 2020/21 to 0.5 tons/ha (coffee), 3.6 tons/ha. (Tea), 0.8 tons/ha. (Cocoa), 0.5 tons/ha (Pyrethrum), 16Tons/ha (Avocado) and 25 tons /ha (round potato) by 2025/26 season.
- Food Crop Productivity increased from 3.9 tons/ha (maize), 20.9 tons/ha (round potato), 2.2 tons/ha (Beans) and 16.5 tons/ha (Banana) in 2020/21 to 4.0 tons/ha (maize), 25 tons/ha (round potato), 2.5 tons/ha (Beans) and 20.0 tons/ha (Banana) by 2025/26.
- Information, Education and Communication (IEC) on use of modern technologies for new investments and market standards, designed and implemented by June 2026
- Devolved Agricultures, Livestock and Fisheries extension services in 29 wards and 99 villages strengthened by June 2026.
- Basic Agricultures, Fishing and Livestock Infrastructure constructed, rehabilitated or maintained annually by June 2026.
- Promotion of Climate smart agriculture practices for effective adaption with effects of climate change in 45 villages completed by June 2026
- Sustainable use of land, water, pastures and rangelands for sustained productivity in 20 wards improved by June 2026.

- Beekeeping infrastructure and products in 11 wards improved and promoted by June 2026.
- Entrepreneurs and Traders from informal sector graduating to formal sector increased from current 1,650 traders to 3,650 traders by 2026
- Skills for Product processing or value addition to 3,000 small entrepreneur completed by the year 2026
- Number of Cooperative Societies Inspected and Supervised annually increased from 44 in 2020 to 108 cooperative societies by June 2025.
- Livestock farmers mobilised to vaccinate and acaricide spray to their livestock increased to at least 95% by June 2025
- Farm animals identified, registered and traced as per Livestock Act of 2010 effected by 2025
- Cash crops seedlings Nursery (*5 cocoa, 3 Tea & 3 Coffee*) in 3 Wards established and maintained by June 2025
- One Abattoir for cattle slaughtering constructed by June 2025
- One milk factory and 10 small milk processing plants established by 2025
- One Factory for animal feed manufacturing and 10 small animal feeds processing plants established by June 2025
- Extension staff received on job training increased from 0 in 2021 to 63 staff (26 trained on coffee management, 10 on tea management) by June 2026
- Construction of 5000 modern beehives to bee keepers in 11 wards in the district sensitized and empowered by june 2026
- Business and Managerial Skills to 44 cooperative societies strengthened by June 2026
- Extension services to 29 wards improved by June 2026

- Production of high quality hides and skins increased from 38 in 2021 to 61 metric tons by June 2026
- Pasture management practices to 60 livestock keepers in 20 wards promoted by June 2025
- Food secure households increased from 80% during 2020/21 to at least 98% by June 2026
- Increase maize FFS from 5 (2021) to 29 (2025) in the District by June 2025

**d) Outcome Indicators**

- No. of Food Secure households
- Productivity level (production per ha) for each cash/food crop
- District Agricultural Development Plans (DADPs) implemented
- Productivity levels (Cash and Food crops; Livestock' and its products)
- No. of agriculture, fishing and livestock extension service in wards/villages
- No. of functional abattoirs, fishing infrastructure, public cattle trough, crop storage facilities and irrigation schemes
- Proportion (%) of Livestock vaccination coverage
- No. of processing (value adding) plants
- No. of villages practicing Climate smart agriculture
- No. of Wards with range land management plans
- Farmers/Fishermen/Livestock keepers' groups and cooperatives societies established.
- No. of agricultural and market infrastructures
- No. of Cooperative Societies capacitated.
- No. of livestock and market infrastructures



- No. of farmers and livestock keepers receiving extension services

### **3.4.2.9. OBJECTIVE - I: Planning, Budgeting and Stakeholders Engagement improved**

#### **a) Rationale**

Planning is concerned with anticipating of where we want to go, however, that Task cannot be accomplished successfully unless we know where we are and where we have been. Although the former Task is intellectually stimulating and has thus engaged the attention of planners, plans cannot have relevance unless they are well grounded in facts. Thus, a strong information system is essential for all aspects of economic management, which can be achieved through involvement of various stakeholders.

Planning is concerned with anticipating of where we want to go, however, that task cannot be accomplished successfully unless we know where we are and where we have been. Although the former task is intellectually stimulating and has thus engaged the attention of planners, plans cannot have relevance unless they are well grounded in facts. Thus, a strong information system is essential for all aspects of economic management, which can be achieved through involvement of various stakeholders.

Good plans usually have clearer mission and objectives for all to see and appreciate, especially for those required to implement it. The plan provides a clear direction for them and reduce the risks of uncertainty as it helps in anticipating future risks. A good plan will guide us to answer questions such as what is to be done, why must it be done; where will it be done, when will it be done, and who will do it. These are important questions to be decided upon in the plan to avoid overlapping and wastage of resources.

The current planning and budgeting processes is based on the National Planning Frameworks and translated into the “Guidelines for preparation of Medium Term Plans and Budgets” prepared by Ministry of Finance and Planning (MOFP) in collaboration with PO-RALG on annual basis. These Guidelines for the preparation of MTEF require the plans and budgets be prepared in a participatory manner: the heads of department, following a participatory planning process from the grassroots level to the LGA level. Community participation is fundamental aspect of involving people to participate more proactively in the decision-making process on evaluation of their own society and plan for their future. It is expected to facilitate people’s “self-help efforts” to improve their own lives and community as well as to develop their local economy.

In support of this, the government has put in place the participatory tool called “Opportunities and Obstacle to Development (improved O & OD) to evaluate and identify local priorities. By involving the public through improved O&OD process the council will be in a better position to make good decisions that will enjoy more support from communities once taken. In view of the above, Rungwe District Council is committed to undertake the following.

**b) Strategies**

- Strengthen participatory planning and budgeting process.
- Monitor implementation of the strategic plan
- Improve Council statistical Database.
- Disseminate improved O&OD for active community participation.
- Improve Rungwe District Council Socio-Economic profile.
- Identify and align sector priorities to Strategic Plan
- Strengthen coordination and cooperation with Council’s stakeholders

- Strengthen Monitoring and Evaluation systems.
- Provide Capacity Building Programmes on Web based planning and budgeting

**c) Targets**

- Community and Stakeholders participation in development planning process and service delivery at all levels increased from 60% in 2020 to over 90% active participation by June 2026
- Promotion of Local economic development and entrepreneurship in 29 wards conducted by June 2025;
- Monitoring and Evaluation (M&E) framework Jointly developed and operationalised by all stakeholders in the council by June 2026;
- Develop stakeholder communication forum to cement their involvement to invest in development and service delivery completed by June 2026.
- Rungwe district council socio-economic profile reviewed and disseminated to all stakeholders by June 2023
- Council statistical database unit for enhanced monitoring and evaluation at council level established and operational by year 2026
- Capacity Building Programmes to the council staff on Web based planning and budgeting to councils' staff implemented by June 2026
- Monitoring and evaluation exercises on development projects coverage increased from 45% projects coverage in 2020 to at least 80% by June 2026
- Participatory planning, budgeting and projects implementation strengthened at all level by June 2026
- Improved O&OD disseminated to community all 99 villages by June 2026
- Monitoring and Evaluation systems strengthened in all levels by June 2026

**d) Outcome Indicators**

- No. of villages empowered in planning process and service delivery.
- No. of wards covered with promotion of LED and entrepreneurship
- Joint Monitoring and Evaluation (M&E) framework operational
- Stakeholder communication forum in place.
- No. of grass root staff trained on Participatory planning tool
- Reviewed Council socio-economic profile
- Council statistical database developed and operational.
- Strategic plan implementation resourced, reported and monitored

**3.4.2.10. OBJECTIVE - J: Sustainable Utilization of land, Natural resources and Environment Management improved**

**a) Rationale**

Rungwe district Council aspire a better and sustainable life to residents which can be achieved when its natural resources and environment are in harmony with daily lives of the citizens. The council has played a big role in conservation efforts, but the challenge encountered in sustainable management and utilization of natural and cultural resources is inadequate involvement of stakeholders' therefore inadequate resources. As a result, encroachment, trees and bush clearing, and overgrazing are increasing. The district council will continue to coordinate awareness campaigns to stakeholders pertaining to sharing the benefits accrued from sustainable use of natural, cultural heritage and tourism development.

Forestry plays important role in economic production and they ameliorate climate conditions and providing ecosystem services. Despite of providing all these benefits forest degradation is common in various parts of Rungwe district council. Green growth and good governance in natural resource exploitation is a crucial element to

ensure renewable and non-renewable resources are sustainably utilized. The other aspect of natural resources is related to climatic changes and natural and man-made disasters that damage/deplete the resource base. In this, climate change effects are directly observable in the agricultural sector which is a vital base for macro and local economic performance and poverty reduction.

The council will conduct dialogues to make communities understand the challenges and effects of climate change and effects of climate variability on agriculture related sectors' production, climate change and livelihood adaptation, changes in weather patterns and their effects on performance of crops, livestock and fishery activities. On the other hand, solid waste management is also a serious environmental problem. The manner in which solid waste is managed in human settlements directly affects their environment and the community day-to-day life. Furthermore, improper waste management apart from having severe health problem as waste lead to proliferation of diseases, environmental degradation and ultimate impact on livelihoods, improper management of waste also poses a threat to Climate Change.

Solid waste management is among the key duties of LGAs in Tanzania. This is a legal obligation in accordance with the Local Government Acts, Cap 287 (District Authorities), and the Environmental Management Act of 2004, Cap 191. It is among the basic services provided by the council to keep its areas clean, although the systems applied are not so efficient and due to rapid urbanisation, coupled with scarcity of funds and inadequate equipment that the council is facing.

Successful mainstreaming of environment sustainability will be based on continuous engagement and partnership, which is about meeting human needs without undermining the capacity of the planet's ability to support life. This aims to improve decision-making process to consider socio-economic, cleanness and environmental issues especially solid waste management are fully integrated at all levels. Incorporating

environmental aims into the strategic Plan will ensure that the Annual MTEF budget that is ultimately developed will be grounded in a sustainable overall approach. In view of the above, Rungwe District Council intends to undertake the following initiatives:-

**b) Strategies**

- Promote conservation and public awareness on natural/cultural resources.
- Empower village communities in Land Use Planning.
- Strengthen Environmental Conservation measures
- Involve private sector to invest in natural and cultural tourism.
- Adopt mitigation measures to address effects of climate change.
- Involve local communities and other stakeholders on proper environment management
- Diversify forest plantations and improve forest resources management
- Establish land resource inventory for sustainable local strategic investments
- Build Capacity on forest resource management planning and control

**c) Targets**

- Village Land Use plans based on the village Land Act No. 5 of 1999 in 99 villages completed by June 2026
- Forest Management Plan in 99 villages prepared and implemented by year June 2026.
- Village natural Forests utilization/harvesting Plan in 99 villages implemented by June 2026.
- Number of surveyed plots in 29 wards increase from 500 in 2020 to 2500 plots by June 2026.

- A total of 100 property valuation reports for various purposes in all 29 wards prepared by June 2025
- Villages with Land Use Plans increased from 49 during 2020/21 to 99 villages by June 2026.
- Preparation of 50 Town Planning Drawings completed by June 2026.
- Town planning drawings in 6 small Towns (Kiwira, Kyimo, Katumba, Ushirika, Mpuguso and Suma) and 44 villages prepared and surveyed by June 2026
- Public and private partnership in afforestation and re-afforestation promoted in all 29 wards by June 2026.
- Construction of 6 tourist attraction sites facilities infrastructure completed by June 2025
- Engagement of stakeholders (*investors, media etc.*) in tourism sector development facilitated by year 2025
- Community Participation in natural resources management for better conservation in 76 villages enhanced by June 2025;
- District Land Registry and 10 village land Registries constructed and operational by June 2026.
- Establish CBFM (Community Based Forest Management) and JFM (Joint Forest Management) in 12 Villages surrounding Mt. Rungwe completed by 2026.
- To facilitate planting 7,500,000 trees in the District by 2025
- To facilitate promotion of 25 historical and cultural attraction sites by 2025
- Resolution for 100 land disputes by June 2025
- To issue 600 building permit for land development by 2025
- To plan and organise 5 forest fire awareness programmes by 2025

**d) Outcome Indicators**

- Villages with Land Use plans.
- Villages Forest Management Plans
- Village Land Management Plans in place
- Council Land resource inventory in place
- No. of Land Title deed issued
- District Land Registry in place.
- No. of village land Registries.

#### **3.4.2.11. OBJECTIVE - K: Emergency preparedness and disaster management improved**

##### **a) Rationale**

Disaster Management is primarily responsible for coordination of disaster management activities. It seeks to ensure that in times of disaster, appropriate response systems, procedures and resources are in place to assist those afflicted. The Disaster Management Agency is mandated by the Disaster Management Act No. 7 of 2015 to take charge to coordinate disaster preparedness efforts and activities in order to minimize the adverse effects of hazards through effective precautionary measures and to ensure timely appropriate and efficient organization and delivery of emergency.

Emergency preparedness refers to the steps taken to ensure safety before, during and after an emergency or natural disaster. These plans are important for the safety in both natural disasters and man-made disasters. Tanzania's main natural disaster hazards are drought, floods, landslides, epidemics and earthquakes. Also man-made disasters like fires, traffic accidents, explosions, blasts and chemicals. Interventions seek to act before, during and after disasters strike, often providing assistance in some of the most affected environments to save lives and reduce human suffering,



Protect and restore livelihoods, and Reduce the risks faced by communities affected by disaster and conflict.

Emergencies can create a variety of hazards for workers in the impacted area. People with disabilities, children and sometimes women and most poor families may be especially vulnerable during and after emergencies. In an emergency, many systems we rely on may not function as well as they usually do. Familiar landmarks and usual travel routes we know may be altered. Utilities like electricity, water and phone service may be disrupted. We might need to temporarily evacuate to a shelter which may not be fully accessible for our needs.

Getting prepared before an emergency incident plays a vital role in ensuring that management and staff have the necessary equipment, know where to go, and know how to keep themselves safe when an emergency occurs. These Emergency Preparedness objective provide platform to prepare and train for emergencies and the hazards to be aware of when an emergency occurs. In view of this Rungwe district council intends to take the following key initiatives:-

**b) Strategies**

- Create awareness on disaster management.
- Enhance community's knowledge on mitigation measures on disasters and calamities.
- Strengthen emergency preparedness response team at all levels
- Design and implement an IEC for Councilors, Management, staff and community members on creating awareness on roles, responsibilities and how to minimize disasters.
- Developing disaster management and mitigation mechanism for ICT systems

**c) Targets**

- Strengthen emergency response teams in 29 wards by June 2026.
- Build awareness to Council Staff and community on mitigation measures on effects of disasters and calamities in 99 villages by 2026
- Information, Education and Communication (IEC) on disaster management designed and implemented by June 2026
- Disaster Management structure equipped, resourced and implemented by June 2026.
- Information systems disaster management and mitigation strategy developed and applied by June 2024.
- Disaster management committees in 20 wards established and Operationalized by June 2026.
- Disaster Management Plans developed and implemented by June 2026.

**d) Outcome Indicators**

- No. of ward emergency response teams in place.
- No. of villages covered in community awareness building
- Council staff and community awareness level on disaster management and prevention,
- Council staff and community awareness level
- Number of established ward level disaster management committees
- Disaster management plan and budget in place

## **CHAPTER FOUR**

### **4.0 RESULT FRAMEWORK AND STRATEGIC PLAN MATRIX**

#### **4.1 RESULT FRAMEWORK MATRIX**

##### **4.1.1. Overview**

This chapter on result framework presents a link between Rungwe District Council and other national frameworks and policies, beneficiaries, developmental goal, result chain and Monitoring and Evaluation framework. Implementation of this Strategic Plan requires effective coordination and collaboration among key actors. Prioritization of objectives, targets and strategies is very important for effective and efficient allocation and utilization of resources in the course of execution of the Plan. The District Planning Officer (DPLO) is responsible to lead the co-ordination of implementation of this Strategic Plan. The inter-relationship of various players will be spelt out in detail by the respective sections and units.

Experience has shown that execution of number of plans fail due to inadequate, fragmented, and unsustainable availability of funds. Sustainable funding mechanism plays a major role in implementation of Strategic Plan. This entails sufficient and timely release of funds.

##### **4.1.2. Beneficiaries**

Beneficiaries of Rungwe District Council services are all stakeholders as identified, grouped and analysed in para 2.3 above

##### **4.1.3. Result Chain**

A combination of objectives and targets from Strategic Plan and activities and inputs from MTEF form council's Result chain. There is causal linkage in the various elements of Rungwe district council result chain, where the inputs will lead to the implementation

of the activities which in turn contribute to attainment of targets and realize set objectives. Realization of objectives will lead to achievement of output and outcome which contribute to impact. Outputs, outcomes or impacts of development interventions, with each element contributing to the next level, as set out in result chain below. The links between each element are as important as result themselves.

The district council will use output, outcome and impact information (results data) at different levels of implementation (from national down to Wards and Villages) to communicate and account for what has been achieved, and to enable learning, informed decision making and take corrective measures.

#### **4.2 STRATEGIC PLAN MATRIX**

The Strategic Plan Matrix shows how the results envisioned in the Strategic Plan will be implemented as well as the benefits that will accrue to its community and other stakeholders. The Matrix aligns key elements (Vision, Mission, Strategic Objectives, Targets, OVI and MoV) of the Strategic Plan in a logical flow.

The Strategic Plan Matrix adopts the Log frame approach which is a participatory Planning, Monitoring and Evaluation tool, to summarize the key features of a plan and is best used to incorporate the full range of views of stakeholders and intended beneficiaries.

The Rungwe District Council Strategic Plan 2021/22 – 2025/26 Matrix is attached as Annex II to the document

## **CHAPTER FIVE**

### **5.0 MONITORING AND EVALUATION**

Monitoring and Evaluation (M&E) is an important component of this strategic plan and its implementation will be guided by the M&E system of government of Tanzania. M&E are integral parts of the implementation of the plan hence establishes a schedule to periodically monitor and evaluate the progress of implementation of the strategic objectives. While monitoring is essential for tracking down the progress of achieving intended outcomes, evaluation will serve the purpose of assessing efficiency, effectiveness and impact of strategies and targets in the context of attaining the objectives.

The coordination of the M&E of the interventions will be under the Planning, Statistics and Monitoring department of Rungwe D.C. The major role of the department will be to inform the implementation staff, council management and council leadership, and other stakeholders to take corrective measures regarding to the council's interventions. A particular monitoring plan will be devised and a variety of data collection tools and methods will be employed aiming at quality and timely information delivery.

Monitoring, evaluation and reporting will form a critical feature for implementation of the plan, and will entail regular data collection and analysis, which will provide timely, substantive and analytical information for the Council to evaluate achievements and assess progress of its activities. The output of the process will provide the necessary feedback on the intervention status to inform decision-making in the council and stakeholders and taking evidence based corrective action decisions.

### **5.1 MONITORING AND EVALUATION FRAMEWORK**

Implementation of this Strategic Plan will be done at all levels of the Council and its outputs will form part of the Council's quarterly and annual performance reports. Every department and unit will ensure that their respective annual work plans are prepared

within the framework of the Strategic Plan. The annual plans will be cascaded to all departments, Units and individual levels like service delivery facilities. Their proposed targets, will be discussed and submitted to relevant departments or sections in approved prescribed formats. Management will ensure that all priorities, programs and rules are prepared and reviewed on the basis of the Plan.

The overall responsibility of M&E of the implementation of the Strategic Plan 2021/22 – 2025/26 will be vested in the Council Management Team headed by the Council Director (DED) as the Accounting Officer of the Council. They will regularly report to the Full Council with regards to the Plan implementation and its overall performance

However, every head of department will be responsible for coordinating periodic reviews. The reporting system will require that each implementing unit monitors its activities as contained in its annual work plan and budget and prepare periodic performance reports. This will in turn lead to critical assessment of council objectives in regularly scheduled top technical, management and staff meetings at departmental level before it reaches council meetings. M&E will be based on a framework which consists of various components: a definition of responsibilities, tracking of indicators, adoption of M&E mechanisms, a reporting process, timeliness and financing.

## **5.2 OBJECTIVE OF STRATEGIC PLAN MONITORING AND EVALUTION**

The objectives of M&E in the implementation of the Strategic Plan are:-

- a)** To provide regular information for decision making on the course of implementation and to all stakeholders on the progress of Plan.
- b)** To assess performance in terms of achievements and drawbacks, and ensure that implementation is focused and targets are being achieved;

- c) To ensure the continuous review and update of strategies for improving service delivery and overall future performance, and assist in the mobilization of appropriate interventions at all stages of implementation;
- d) Act as an early warning or alert for making timely adjustments (reviews) in cases where objectives and targets are unlikely to be achieved;
- e) Ensure that financial discipline as a cornerstone for proper and prudent use of resources is sustained.

This Strategic Plan has assigned monitoring indicators at target level, which assess the impact at the end of the implementation period. The targets are set in such a way that they provide values for the milestones for setting indicators for assessing the achievements of the sector objectives.

The M&E framework is supported by the implementation framework as outlined in the annual action plan and progress reports presented monthly, quarterly, mid-year and annually. Site monitoring visits are regularly carried out to make verification of the presented reports.

### **5.3 STRATEGY FOR MONITORING AND EVALUTION**

The strategy will consist of a multiple-pronged approach within the institutional framework of Rungwe district council. The focus will target data collection, analysis, storage, dissemination and communication and strategic linkages with other government monitoring systems.

#### **5.3.1. Institutional Arrangements**

The arrangements for RDC Strategic Plan M&E are set out in Monitoring Plan. The key features of this M&E arrangements are:-

- a) An institutional framework that is inclusive and involve all relevant stakeholders and links them to relevant Government policy and decision making bodies;

- b)** An indicator framework that track implementation of Strategic Plan and results, specifying data sources, frequency of reporting, institutional responsibility etc;
- c)** A calendar of planning, budgeting and reporting;
- d)** Defined outputs of Strategic Plan M&E, including survey, and analytical reports;
- e)** A funding mechanism and budget for implementation of M&E will be adopted in the annual MTEF Budgets, aiming to reduce costs and increase effectiveness.

The consolidation of these key features will aim at deepening integration of Strategic Plan strategies/interventions into the MTEF plan and budget process and the Public Expenditure Review process, and to strengthen the alignment of Strategic Plan goals and strategies with the Third Five Years Development Plan 2021/22 – 2025/26.

### **5.3.2. Monitoring System**

The monitoring process will involve use of indicator's as described in the Result Framework Matrix and comparing it with the actual performance. Baseline data from each performance indicator is the current levels during FY 2021/2022 which have been incorporated into performance targets. Performance data will be accumulated and collected by departments on quarterly basis. Performance analysis data will be analysed and depending on its impact the material and social economic environment the annual budgets can be revised, such reviews will take into account factors such as Relevance, Effectiveness, Efficiency, Sustainability, and Impact.

The existing monitoring system will be reviewed by all stakeholders to take into account the need for comprehensive but manageable list of indicators, and to re-define the monitoring system functional structure in line with this strategic plan. The Strategic Plan monitoring strategy will retain and strengthen data quality and harmonization, including the collection and use of qualitative data to



supplement quantitative data available. Also the communication and involvement of key stakeholders will be strengthened and given impetus to fulfill their duties.

Under this System each department or unit in the council will conduct programme input and output analysis. They will also conduct some basic evaluations, which will include assessment of quality achieved, cost analyses and assessment of implementation. Monitoring, which is the first part of the process, will base on the following guidelines:

- a) All departments/units will monitor activities under their responsibilities based on the observations of progress in their levels of jurisdiction. Section heads will be in charge of monitoring processes falling under their sections or service facilities. This will include accounting for inputs, activities and outputs, with main focus on the objectives listed for implementation.
- b) Each head of department will monitor the outcomes obtained by their mandate and generate the latest data on progress from within itself. This data will be forwarded to the Planning and Monitoring department. Likewise, sections or service delivery facilities will monitor the outputs realized by their sections under them to generate outcomes as indicated in this Strategic Plan.
- c) It will be the ultimate responsibility of the heads of department or units to monitor the overall results of the Council in the implementation of this Strategic Plan. This will be done by tracking outcome indicators based on the achievements of the departments or units.
- d) The Council can form an M&E Management Team<sup>7</sup> under the District Planning Office to spearhead M&E of the Strategic Plan. Its main responsibilities will be to:
  - Develop a reporting template and other levels e.g. ward, village, and service delivery facilities' M&E frameworks;

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<sup>7</sup> Not in the current structure of Local Governments in Tanzania

- Receive analyse, summarize, consolidate and forward reports to council management on a timely basis as per specific deadlines;
- Develop mid-term, end term and any ad hoc evaluations; and,
- Report on performance contract targets.

### **5.3.3. Monitoring Tools, Indicators and Output**

The strategic plan monitoring shall provide the district council with information on the progress and results of the plan implementation. Principally this plan will follow government standard M&E processes and procedures, which shall provide essential feedback mechanisms within the adaptive management framework to keep the strategic plan dynamic and responsive to changing conditions. The monitoring plan has been designed to ensure public institutions in conjunction with other stakeholders are empowered to monitor this Plan at three levels (i) Input; (ii) Process; and (iii) Output.

Monitoring the implementation of the strategic plan will constitute systematic tracking of activities and actions to assess progress of an intervention so that potential problems can be identified and corrective action taken in a timely manner. Effective monitoring helps to identify challenges and take immediate remedial action, thereby ensuring that targets are achieved. Regular reporting at all levels is necessary for follow-up and record keeping. The Monitoring framework is supported by the implementation framework as outlined in the annual action plan and progress reports presented monthly, quarterly, mid-year and annually. Site monitoring visits are regularly carried out to make verification of the presented reports.

#### **a) Indicators**

There are two types of indicators that will be tracked under this Strategic Plan: Quantitative (*input, processes and output*), and Qualitative (*outcome*) indicators. The

quantitative indicators will be measured at the program level while the outcome qualitative indicators will be measured at council levels.

**b) Data Management**

Under this strategic plan, standardized tools will be developed to enable the Council have comparable aggregation and comparison of data from different sources. Qualitative indicators will therefore be collected using survey methods and special studies while quantitative indicators will be collected using program level reports.

**5.3.4. Reporting Arrangements**

Rungwe District Council is obliged after approval to submit implementation reports to the Regional Secretariat, PO-RALG, Prime Minister’s Office (PMO), Ministry of Finance and Planning and other sector Ministries on specific issues.

**5.3.4.1. Type of Reports<sup>8</sup>**

The monitoring process will be carried out and reports will be prepared in accordance with the formats and forms provided in the National Budget Guidelines. The reports to be prepared shall include the following:

**a) Quarterly progress reports:**

These are derived from day to day activities implemented within the quarter. They will give information on plan implementation status, and will report on cumulative targets and expenditures, against the annual plan and budget. They will be prepared by departments in agreement with the basis of budgetary cycles. The reports will describe activities undertaken by departments toward achieving specific targets of the plan and will comprise of costs, benefits, performance measures, highlights of major achievements and progress to the date ending the quarter.

**b) Semi-Annual progress reports:**

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<sup>8</sup>The District Planning office will coordinate and assist departments in completing all the reports prior to submission

Mid-Year Progress Report will describe activities undertaken by departments toward achieving specific targets/outcomes and strategies of the plan. All the inclusions of the Quarterly Reports will be described on mid-year basis.

**c) Annual Performance reports:**

These are Physical and financial Performance Reports consisting of major achievements in terms of the targets delivered and the progress realized during the period. The Annual Performance Report is intended to provide a detailed description of council's main achievements in terms of the targets reached and the progress it is making in realizing the outcomes and in improving service delivery. The Performance is also measured on the basis of the activities undertaken by departments for the whole year.

**d) Five year performance report:**

This report provides a detailed description of the council's main performance in terms of progress to deliver its Mission as well as on revenues and expenditures.

**5.3.4.2. Reporting Plan**

The reporting plan will be in accordance to statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time. The plan will contain both the internal and external reporting.

**a) Internal Reporting Plan**

There shall be an internal reporting plan to control the periodic internal reporting system during plan implementation period. This will involve preparation of all types of reports as per requirements e.g. departments or units quarterly progress reports and annual reports. These reports will be submitted to various internal stakeholders including CMT and Council standing meetings. The reports will be prepared periodically or on demand basis as may be required as outlined below:

**Table 60: Internal Reporting Plan**

<b>TypesOfReport</b>	<b>Recipient</b>	<b>Frequency</b>	<b>Responsible</b>
1. Council Audit Report	Audit Committee,	Quarterly	Int. Auditor
2. Council Integrity Reports	Integrity Committee	Quarterly	Integrity coord.
3. Council Development Progress Reports (Physical & Financial)	Standing Committees	Monthly	HODs
	Full Council meeting	Quarterly	TD
4. Council Procurement Report	Finance & Administration Committee; Full Council	Quarterly	Head of PMU

**Source:** Rungwe District Executive Director's Office, 2021

#### **b) External Reporting Plan**

The external control of the plan shall involve the external reporting system in which various reports shall be presented to high respective authorities. This plan will involve preparation of 7 types of reports that will be on quarterly, annually or on demand basis from time to time, and be submitted to relevant external authorities.

The reporting plan will be in accordance with the statutory requirements as directed from time to time, as well as the Government Performance reporting requirements as stipulated in the Medium Term Strategic Planning and Budgeting Manual. This plan will also involve preparation of a variety of reports e.g. Projects Implementation Report, Performance reports, Procurement reports, financial statements, Annual reports and Election Manifesto implementation report to be submitted to various external stakeholders, including PO-RALG, Controller and Auditor General, Development Partners, the Parliamentary Committees like "LAAC" etc. These reports will be prepared periodically and will include:-

**Table 61: External Reporting Plan**

TypeOfReport	Recipient	Frequency	Responsible
1. Council Sectors (Tech.) Progress Reports	Regional Secretariat Sector Ministries	Quarterly	HODs
2. Implementation of Ruling Party Election Manifesto	◆ Regional Secretariat ◆ PO-RALG	Bi-annual Annual	DPLO, HODs
5. Council Development Progress Reports (Physical & Financial)	◆ Regional Secretariat ◆ PO-RALG	Quarterly Bi-Annual Annual	DPLO, HODs
3. Council Performance and Progress Reports (Financial & Physical)	◆ Regional Secretariat ◆ PO-RALG	Monthly/ Quarterly	DPLO, DT
4. Annual Audited Financial Statements	◆ Regional Secretariat	Annually	DT, HODs
5. Council Internal Audit Report	◆ RS & PO-RALG ◆ IAG - MOFP	Quarterly	DIA
6. Council Procurement Report	◆ Regional Secretariat ◆ PPRA	Quarterly	HPMU
7. Council Sector and Technical Report	◆ RS & PO-RALG ◆ Sector Ministries	Quarterly	HODs
8. Council Integrity Reports	◆ PCCB Office	Quarterly	Integrity committee

**Source:** Rungwe District Executive Director's Office, 2021

## **5.4 EVALUATION**

The evaluation of the Strategic Planning provides analytical and objective feedback to the Council and stakeholders on the effectiveness and relevance in achieving the desired outcomes. The basis for evaluation will be the performance indicators as outlined in evaluation matrix.

Evaluation is the structured interpretation and giving of meaning to predict critical and objective assessment of the overall planning process in the form of specific milestones of achievements as compared to the originally planned expectations. This will be prepared at the end of the Strategic Planning cycle, which is after financial year 2025/2026. The product here will be a five-year outcome evaluation against Plan objectives and outcomes. This should focus on assessing the degree to which the council is meeting its planned objectives, that is, whether it is achieving the envisioned results or outcomes documented in its Strategic Plan or not.

The report should summarise the findings of the main evaluations, analytical studies, and reviews undertaken during the implementation period. For each objective the report should describe what the expected achievements were, how they were measured, and what were the main findings or results of the assessments. These assessments should be linked to the planned operational targets. That is to say "Evaluation will be done to analyse the long-term effects of trends in specific interventions."

This evaluation process requires capacity in both human and financial resources, which has proved to be inadequate at most levels envisaged. The plan for capacity development in evaluation will have to be developed as an integral part of annual MTEF plan and budgets.

### **5.4.1. Evaluation Plan**

In order to assess the plan performance, there shall be annual plan evaluation exercise for the entire plan period. Usually (*not necessarily*) the Council can conduct an “Ex-Ante Evaluation” which is used to set the basis for an evaluation by identifying objectives, target levels, and baselines for each response target.

The Evaluation Plan consists of evaluation studies to be conducted during the Strategic Planning Cycle, description of each study, the evaluation questions, the methodology, timeframe and the responsible person. A total of three evaluation studies will be conducted over the period of five years. The Evaluation Plan for Rungwe district council Strategic Plan 2021/22 – 2025/26 is provided in the table below.



**TABLE 62: Evaluation Plan for Rungwe District Council Strategic Plan 2021/22 – 2025/26**

<b>Evaluation</b>	<b>Description</b>	<b>EvaluationQuestions</b>	<b>Methodology</b>	<b>Time</b>	<b>Responsible</b>
Mid-Term Evaluation	This evaluation aims to measure the realization of intermediate outcomes.	What has been achieved so far in terms of intermediate outcomes? What were the challenges and lessons learnt?	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Observation</li> <li>• Focus group discussion</li> <li>• Controlled studies</li> <li>• Literature reviews</li> </ul>	Jan 2024	<ul style="list-style-type: none"> <li>• DPL</li> <li>• O</li> <li>• HODs</li> </ul>
Terminal Evaluation	This evaluation aims to measure the achievement of Planned Strategic Objectives.	To what extent have the Planned Targets been achieved? Has Target achievement led to realization of the intended outcomes?	<ul style="list-style-type: none"> <li>• Interviews</li> <li>• Focus group discussion</li> <li>• Controlled studies</li> <li>• Literature reviews</li> </ul>	July-Sept, 2026	<ul style="list-style-type: none"> <li>• DPLO</li> <li>• HODs</li> <li>• External Evaluator</li> </ul>
	This evaluation also measures the impact that the Authority has on the public.	What policy, legal and regulatory framework changes can be done to improve the outcomes? What is the percentage of stakeholders satisfied with services	<ul style="list-style-type: none"> <li>• Controlled randomized studies</li> <li>• Literature reviews</li> <li>• Surveys</li> <li>• Questionnaire</li> </ul>		

Evaluation	Description	Evaluation Questions	Methodology	Time	Responsible
		<p>provided by the council</p> <p>To what extent does the council provide services to grass root level to meet need of community members?</p> <p>To what extent has the council contributed development of the country? <i>etc.</i></p>			

**Source:** Rungwe District Executive Director's Office, 2021

#### **5.4.2. Evaluation Process**

Evaluation process is intended to measure performance outcome during the implementation of the plan in a given period. The established key performance indicators and associated target values in the Medium Term Expenditure Framework will be used in assessing the impact from targets delivered and attaining objectives. Evaluation outcomes will ultimately be used in making decisions on revision of targets and strategies and in the preparation of the subsequent strategic plan.

It is recommended that the evaluation exercises are conducted at the end of financial year. In order to assess the Plan performance, there shall be annual Plan Evaluation exercises for the entire plan period. In order to match activity funding with plan implementation, evaluation and review; it is recommended that the evaluation exercises are conducted at the end of the financial year. There are mainly two major evaluation activities that, “but it is envisaged that evaluation will be done at three levels” during the implementation of the Council Strategic Plan:

##### **a) Mid-Term Evaluation:**

The Council will undertake a mid-term review of the Strategic Plan by examining implementation progress at all functional levels. The report generated will be used to re-engineer the interventions so as to achieve the goals set in the strategic plan within the set time preferable 2½ years and to be carried out by internal evaluators.

##### **b) End term Evaluation:**

This will be conducted at the end of the strategic plan period, the district council will undertake an evaluation to ascertain the level of achievement and help in designing future activities of the strategic plan. This will be undertaken by external evaluators with the assistance from internal evaluators.

##### **c) An ad-hoc evaluation:**

In case of significant unexplained variation between goal and performance (especially in critical performance areas), an ad hoc evaluation will be conducted to inform decision-making and implementation.

#### **5.4.3. Evaluation Framework**

These reports, including the quarterly ones, shall form the basic inputs of updating and rolling over the unexecuted activities of the Strategic Plan.

### **5.5 REVIEWS PLAN**

Reviews Plan is carried out in order to remain focused in realizing the Council's Core Mission, Strategic Objectives and Targets, and therefore stay the course to the Vision. There shall be mid-annually and annually plan reviews, and the plan is to carry out a total of five formal (mid-year and annual) reviews during the Strategic Plan Cycle. These reviews will be tracking progress on implementation of the milestones and targets on semi-annual and annual basis. They shall be triggered by the results of evaluation activities. That is, they are meant to be responsive to the shortcomings in the course of plan implementation. These shall include annual reviews, Medium Plan reviews after two and half years and a major Plan review after five years.

All the reviews will focus on performance against planned, also on determining whether the planned outputs over the plan period have been achieved against the indicators, and if not what could have been the reasons for that, and which is the way forward. They will also assess as to what extent the achieved targets have contributed towards achievement of the outcomes as well as issues, challenges and lessons learnt over the plan period. The specific planned reviews is detailed in the table below:

**Table 63: Planned Review Framework**

Years	Planned Review Description	Time Frame	Responsible
2021/22	Mid Annual Performance review	Jan-22	DPLO, HODs
	Annual Performance review	Jul-22	DPLO, HODs
2022/23	Mid Annual Performance review	Jan-23	DPLO, HODs
	Annual Performance Review	Jul-23	DPLO, HODs
2023/24	Mid Term Plan Performance Review	Jan-Mar 2024	CMT, Council, Ext.
	Annual Performance Review	Jul-24	DPLO, HODs
2024/25	Mid Annual Performance review	Jan-25	DPLO, HODs
	Annual Performance Review	Jul-25	DPLO, HODs
2025/26	Mid Annual Performance review	Jan-26	DPLO, HODs
	Five year Performance & Outcome Review	Jul-Sep 2026	CMT, Council, Ext.

**Source:** Rungwe District Executive Director's Office, 2021

## 5.6 RISKS AND ASSUMPTIONS

### 5.6.1. RISKS

For the successful implementation of councils' Strategic Plan, risk management is a prerequisite aspect. A systematic approach to managing risks throughout the whole council's plan implementation period by identifying, assessing, understanding, acting on and communicating risk issues shall be enforced. The risk analysis for Rungwe District Council involved identifying where the council might be vulnerable to internal and external factors. It will enable the Council plan for mitigating measures. However, it is important to note that, the council may not be able to cover all the risks.

The district council needs an integrated organization-wide approach to manage uncertainties. However, adopting such an approach is a continuous, pro-active and systematic process 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 risk management 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.

Main considerations are built from experience gathered during implementation of the previous Strategic Plan 2015/16 – 2020/21 where the following risks prevailed:

- Financial contribution from other actors, particularly contribution from private sector in their commitments were not forthcoming as expected;
- The budget estimates not being consistent with overarching objective of focusing more on attaining specific outcomes (result-based approach);
- Effectiveness of budget execution whereas budgetary operations were executed on cash basis in line with Planning and Budgeting Manual. *i.e. for efficiency enhancing, quarterly releases of funds on development expenditure will be explored, in LGAs.*

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.

### **5.6.2. Risk Management Plan**

Rungwe District Council will develop Risk Management Plan which will spell out possible risks under each target developed in the Strategic Plan in every strategic service area. During Strategic Planning process of Rungwe District Council, the

following risks were identified and the risk management plan that articulates possible impacts and mitigation measures and who is responsible is given below.

### **5.6.3. KEY ASSUMPTIONS**

For the objectives of this strategic plan (2021/22 – 2025/26) to be achieved, the following are the major assumptions which need close monitoring and timely response by Council Management Team.

- Continued conducive political and socio-economic environment stability
- Continued willingness of stakeholders to support and respond effectively to the needs of the Council in implementing the strategic plan
- Improved conditions for effective staff retention and motivation.
- The availability of adequate financial resources to implement the planned activities for achievement of the strategic plan.

**Table 64: Example of Risk Analysis Matrix for Rungwe District Council**

Identified Risk	Impact on Intervention	Likelihood	Consequences	Risk Level	Mitigation Measure	Responsible
<u>Gender</u> Gender and disability not effectively mainstreamed in leadership	Decision making may compound current inequalities, contribute to further problems	4	3	2	<ul style="list-style-type: none"> <li>Decision making made with govt. and other stakeholders will consider gender and disability as cross cutting issues.</li> <li>All staff and stakeholders engaged on Partnership supported activities will be briefed on key gender equity</li> </ul>	Council director and Management CSOs and other stake-holders
<u>Political</u> Decisions that impact resource mobilization, budget execution and their accountability	<ul style="list-style-type: none"> <li>Overstretch and fail to fully implement plans</li> <li>Less accountability on budget execution</li> </ul>	3	3	3	Continuous engagement with the political wing of Government	Council chairperson and Councilors Council director and Management
<u>Economic</u> Poor performance in	<ul style="list-style-type: none"> <li>Drop in households' income</li> </ul>	3	4	2	<ul style="list-style-type: none"> <li>Prudent diversification of agricultural production with</li> </ul>	Council director and



major cash crops Re-occurrence of natural disasters like drought	es; • Low income hence fail to meet basic needs • Effects on council budgets				more than one cash crops, and contract farming. • Emergency preparedness including budgetary provisions for contingency funds	Management Agriculture Sector Lead Ministries (ASLM)
<u>Financial</u> Development Partners restraining from their commitment to finance	• Failure to finance economic investments • Budget derailment and affect key sectors.	3	2	2	• Compliance to financing agreements • Increase in own sources revenue mobilization to finance the budget	Council C/person, and Councilors Council director and Management

**KEY**

<b>RISK LEVEL</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Likelihood	Rare	Unlikely	Possible	Likely	Almost certain
Consequences	Negligible	Minor	Moderate	Major	Severe
Risk Level	Low	Medium	High	Very High	Extreme

## CHAPTER SIX

### 6.0 FINANCING OF THE STRATEGIC PLAN

The Strategic Plan 2021/22 – 2025/26 targets and strategies are aimed at taking forward the economic and social development of Rungwe district council in pursue of national agenda as delineated in the Tanzania Development Vision 2025. Achieving these targets requires a credible budgeting and financing framework. This chapter describes the economic and budgetary framework to support the achievement of the set targets and strategies and consolidate the positive achievements recorded under former RDC strategic plan.

The Chapter sets out the economic outlook and medium term budgetary framework for 2021/22 – 2025/26, with the recognition that, the required efforts for resource mobilization are embedded in monetary and fiscal contributions, Council Own Sources Revenues, Governments subsidies, external resources outlays from Development Partners, Borrowing and direct investments, and Local Communities' contributions in form of labor, material and funds. The chapter, further, indicates the funding requirements for implementing and executing the strategic interventions highlighted in the preceding chapters.

### 6.1 BUDGETARY REQUIREMENT AND FINANCING STRATEGY

Implementation of this Strategic Plan will constitute the day to day operations of the Council. The plan will be financed through the annual allocations of development and recurrent budgets. Sources of funding for implementing the Plan will be through the Council Own Sources (OS); Government subventions in form of grants, and support from Development Partners, Private Sector investments which will include community's contributions both in kind and cash, and borrowing from financial institutions.

The Central Government funds<sup>9</sup> allocated through their MTEF that will be shown in their budgets for various services delivery. These are in form of grants either general grants from Treasury; Block grants from PO-RALG, and Sector Ministries set to service their sector requirements for services

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<sup>9</sup> Central governments funds are revenue collected by the Government Ministries, agencies (e.g. TRA etc.) through taxes, non-taxes and charges from various investments.

provided by the Council. These funds, usually with conditions established under such funds are used for implementation of various planned activities.

### **6.1.1 OWN SOURCES REVENUES**

During the next five years (2021/22 – 2025/26), the council needs to address an integrated approach and coordinated working system to strengthen mobilisation of funds from Own Sources to finance service delivery improvements. It has been realized that the council cannot sustain itself financially from depending on Government subsidies and donor funding which keep on decreasing. To reduce budgetary dependency, mobilise and maintain financial sustainability, is imperative that Rungwe District council change their mind-set towards increasing self-sufficiency to ensure financial resources availability and attain self-sufficiency, the council looked at enriching its own sources basket and propose establishment of new sources to meet the financial requirement for its plan implementation, including Property Tax, Market stalls / slabs dues, Business Licenses, Service Levy, Produce Cess, Building Inspection Fees, Billboards and Advertisement Fee, Investments/dividends, Forest produce cess, Toilet fee and charges, Health Inspection Fees, Spirit and wine licence fees, Gaming Fee (*Lottery & Gambling*), and Issuing Municipal Bonds<sup>10</sup>

### **6.1.2 GOVERNMENT FUNDING (GRANTS)**

The Government continues to be the main financier of the Rungwe district council's budgets through grants by Inter-Government Fiscal Transfers (IGFT), since much of the expected funds seem to be covered by Government's subventions.. The Council expects to attract funds from Central government to cover for Personal Emoluments (PE), Other Charges (OC) and investments.

#### **DEVELOPMENT PARTINERS (GRANTS)**

The Development partner's funds are currently among important sources of funding activities such as capacity building. In order to increase contribution of the Development partners, Rungwe District Council's Sectors, Departments and Units shall be encouraged and facilitated to prepare proposals that stand a good chance of attracting funding from Development partners.

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<sup>10</sup> This is Borrowing and is not practiced so there in need to consult PO-RALG and MOFP prior initiating any step

## **PRIVATE SECTORS INVESTMENTS (PPP)**

Tanzania has a number of local private agencies with the potential of supporting Rungwe district council strategic plan. However, most of the existing linkages and partnerships at are with the public agencies. In implementing this Strategic Plan, RDC shall strive to identify potential local partners including financial institutions which are ready to grant loans and forge partnership with them. In order to enhance contribution of the private sector in financing this strategic plan, sectors shall play an active role in soliciting funds from the private sector and financial institutions through PPP.

### **6.1.3 BORROWING**

Borrowing from different sources is another source of funds for Local Government Authorities. The Rungwe District Council after consultation with PO-RALG and the Ministry responsible for Finance and duly authorised can borrow money either direct or indirect to meet its budgetary demands. This is given under Sec. 14 (1)-(5) of the Local Government Finances Act Cap 290; Sec. 51 of Local Governments Financial Memorandum of 2009; and Loans Act No. 30 of 1974 R.E. 2004.

Among the borrowing sources include Government's MDAs like Ministry of Lands and Housing (Survey Funds); Local Government's Loans Board; NHIF (Health services etc.); Financial Institutions like commercial Banks; and also the Council can offer Municipal Bonds which is yet to be operationalised in Tanzania so far. If in near future the government allows this will be one of the good and sustainable revenue sources for local government authorities.

In Summary, the financing structure is estimated to be as shown in the table below: