

THE UNITED REPUBLIC OF TANZANIA
PRIME MINISTER'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



IRINGA MUNICIPAL COUNCIL

THE FIVE YEAR STRATEGIC PLAN 2016/2017 TO 2020/2021

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EXECUTIVE SUMMARY

Iringa Municipal Council Strategic Plan covers the Five-year period of 2016/2021. The plan describes our Mission, Vision, Core Values, Mandate, Objectives, Targets and Key Performance Indicators.

The Strategic Plan begins with a situation analysis which is meant to provide a review of the reality of Iringa Municipal Council operating environment, which will impact on the plan and provide strategic alternatives. The Strategic Plan has taken into account the Tanzania Development Vision 2025, Tanzania Five year Development Plan (2016/2021), Sustainable Development Goals (SDGs), Sectoral policies and 2015 CCM Election Manifesto.

The Vision, Mission, Objectives and Core Values of Iringa Municipal Council were derived from a detailed review process including Stakeholders Analysis, Strength, Weakness, Opportunities & Challenge (SWOC/T), and Performance Review. The major issues identified, not listed in any order of priority, were:-

- Less improved working environment
- Inadequate financial resources
- Cross-cutting issues such as HIV/AIDS, environment, corruption.
- Attracting industrialisation to the municipality.

To address the critical issues and enhancing performance, the following set of objectives were redeveloped:-

- A. Improve services and reduce HIV/AIDS
- B. Enhance, sustain and effective implementation of the National anti-corruption strategy
- C. Improve access, quality and equitable social services delivery
- D. Increase quantity and quality of social services and infrastructure
- E. Enhance good governance and administration services
- F. Improve social welfare, gender and community empowerment
- G. Improve emergency and disaster management

- H. Production, productivity, food security and income generation
- I. Management of natural resources and environment sustained

The plan is presented in four chapters namely: Chapter 1: covering introduction and methodology, while chapter 2 reviews of previous strategic plan of 2011/2016 -situation analysis, current mission, vision and core values, mandate, roles and functions, performance review of strategic objectives, stakeholder analysis, SWOT/C analysis which draws out the strengths, weaknesses, opportunities, threats and critical/key issues facing the council during the period.

Chapter 3: outlines objectives, strategies, targets and key performance indicators during implementation of this plan.

Chapter 4: Describes, monitoring, Review, and evaluation plan for this Strategic Plan. The council's organization structure is presented in Annex 1.

The preparation of this Strategic Plan has benefited from the input of many people and stakeholders. Iringa Municipal Council staff took many hours, days and numerous discussions in conducting the SWOT analysis, which was an important input to the process. The Staff also participated in the planning workshop at Iringa Municipal Council Conference Hall and various other stakeholders meeting during which draft report was discussed.

The Staff of Iringa Municipal Council are determined to work towards the achievement of the stated vision and mission. Collectively, we have committed to implement this Plan. With strong work ethic, realization of the added value in collaborating and supporting each other, a strong sense of commitment to success, dedication to excellence in all of our service delivery, and motivated by the desire to contribute to the betterment of the livelihoods of Iringa Municipal Council, making Iringa Municipal Council the better place of service delivery excellence.

I hope you find this document both informative and useful. The Council needs to continually respond to the needs of residents. As the custodian of public money and services, and ultimately responsible for the future of Iringa Municipal, the council is accountable to the people of Municipal Council. I welcome your views and any comments you may like to make.

LIST OF ABBREVIATIONS AND ACRONYMS

BCC	Behavioural Change and Communication
BR	Birth Registration
CCHP	Comprehensive Council Health Plan
CCM	Chama cha Mapinduzi
CHMT	Council Health Management Team
CHPT	Council Health Planning Team
CTC	Counselling and Testing Centre
ECD	Early Childhood Development
ELMIS	Electronic Logistic management Information System
FEFO	Feroussulphate and folic acid
HBC	Home based Care
HCS	Health Centres
HCW	Health Care Workers
HFGCs	Health Facility Government Committee
HFcs	Health Facilities
HIV and AIDS	Human immune Deficiency and Acquired Immune Deficiency Syndrome
HMT	Hospital Management Team
HSP	Health Service Providers
ICT	Information Communication and Technology
IEC	Information Education and Communication
IMC	Iringa Municipal Council
IRRH	Iringa Regional Referral Hospital
IYCF	Infant and Young Child Feeding
MIYCAN	Maternal, Infant, Young Child, and Adolescent Nutrition
MMOH	Municipal Medical Officer of Health
MoHSW	Ministry of Health and Social Welfare
MSD	Medical Store Department
MUAC	Mid Upper Arm Circumference
NACS	Nutrition Assessment Counselling and Support
NCD	Non-Communicable Diseases
NHIF	National Health Insurance Fund
NSGRP	National Strategy for Growth and reduction of Poverty
NTD	Neglected Tropical Diseases
O&OD	Obstacles and Opportunities of Development
OPD	Out Patients Department
PMTCT	Prevention of Mother to Child Transmission
PMORALG	Prime Minister's Office, Regional Authorities and Local Governments
RHMT	Regional health Management Team
SDGs	Sustainable Development Goals
STI	Sexually transmitted Diseases
TB	Tuberculosis
TIKA	TibakwaKadi
VCT	Voluntary Counselling and Testing
WASH	Water Sanitation and Hygiene

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Statement from the Council's Mayor

It is our intention to transform Iringa Municipal Council, into a City Council that makes informed and insightful decisions to ensure that Iringa becomes a prosperous green city, Southern Tourism Circuit hub, as well as a knowledge city.

We understand that, the key role of local governments in Tanzania, including Iringa Municipal Council is service provision as per the Local Government Act No. 8 of 1982. The Council therefore is striving at provision of quality services to the community as much as possible. Notwithstanding the fact that provision of social services is a responsibility of Local Government, it is almost impossible for LGAs alone to deliver everything that is required. We therefore need to work more closely with other stakeholders

The Iringa Municipal Council major roles are; facilitation and maintenance of peace, order and good governance; promotion social welfare and economic well-being of all people in its area of jurisdiction; and socio economic development in its area of jurisdiction subject to national policies and plans for rural and urban development.

The Iringa Municipal Council 2016/2021 Strategic is a reflection of the priorities of the Municipal Council in the next five years. The Plan has been aligned to vision 2025, Tanzania Five years Development Plan (2016/2021), 2015 CCM Manifesto and the global Sustainable Development Goals (SDG).

In unveiling our vision, we have identified a wide range of key issues which will form the basis of the 2016/2021 strategic plan. The Plan is geared towards promoting socio-economic development, through efficient coordination between ministries and local authorities, good governance, and facilitation of local government initiatives in providing improved and quality services in order to enhance the socio- economic welfare of the community as a whole. The purpose of the Plan is to review the Strategic Plan 2011/2016 objectives and strategies to ensure that all interventions in Strategic Plan 2016/2021 address the critical issues which have been identified.

During my term as Hon. Mayor I am 100% committed to listening, learning and liaising with everyone we need to, so that Iringa Municipal maximises the benefits from every opportunity. The Municipality is proudly open for business, learning and your Council is here to serve, support and ensure Iringa Municipality positions itself as a Municipality of substance on an increasingly competitive local, national and global stage.

HON. KIMBE ALEX BONIPHACE.

MAYOR

IRINGA MUNICIPALCOUNCIL

Statement from the Council's Director

The goals of Tanzania's Development Vision 2025 are in line with United Nations Sustainable Development Goals (SDGs) and are pursued through the Tanzania Five years Development Plan. The major goals are to achieve a high-quality livelihood for the people, attain good governance through the rule of law and develop a strong and competitive economy. To monitor the progress in achieving these goals, there is need for timely and accurate data and information at all levels.

Like other Municipality Councils in Tanzania, Iringa Municipality also faces multiple social and economic problems that require sustainable improvement. The high primary school enrolment rates recently attained have to be maintained and so is the policy of making sure that all pupils who pass standard seven examinations join Form One. Unstable food prices resulted into precarious food situation to low income earners in Municipalities, poor infrastructures such as school building, Wards offices, Infant and maternal mortality rates are slowly decreasing, and unemployment triggers mass migration of youths from rural areas to the already overcrowded Municipalities.

Added to the above problems, is the menace posed by HIV/AIDS, the prevalence of which hinders efforts to advance in the 21st century of science and technology. The pandemic has been quite severe among the economically active population leaving in its wake an increasing number of orphans, broken families and much suffering. AIDS together with environmental deterioration are other problems which cannot be ignored.

Our efforts to meet both the new and old challenges are hampered by many factors including unfunded development programs limited budget, low community participation, low own source revenue base. The shortcomings in policy formulation, project identification, design and implementation due to the lack of reliable and adequate data and information on the Municipality development process have to be addressed too. The availability a good Strategic Plan involved multiple stakeholders; including the local community is a prerequisite for realizing the Iringa Municipal Council's vision of "*a Better and Sustainable Living Standards to its residents*" I therefore call upon all stakeholder's fully participation in the implementation of this Strategic Plan.

DR. WILLIAM D. MAFWERE

DIRECTOR

IRINGA MUNICIPAL COUNCIL

CHAPTER ONE

1.0 INTRODUCTION

1.1 Historical Background

Iringa Town serves as the Headquarters of both Iringa Municipality and Iringa Region. There is a long history that can be traced way back from a legacy of the German war in the 1890s. Historically, the word "Iringa" was derived from the Hehe word "lilinga" meaning "Fort". It was built during the 1890s by the German Army as a defensive base to be used against Hehe uprising led by Chief Mkwawa. The fortress and headquarters of Chief Mkwawa situated in the nearby village of Kalenga. The township stretches along a hilltop overlooking the Ruaha River to the south, and spreads along ridges and valleys to the north. It was raised to Iringa Town Council in 1958 whereby it was later dissolved on 1st July 1972 by the Decentralization of Government Administration (Interim Provisions) Act No 27 of 1972 which was enacted by the Parliament of the United Republic of Tanzania. At this point, its functions were transferred to District Development Councils. Iringa Town Council was re-established in 1984 and Later Iringa Municipal Council in 1988.

1.2 Location and boundaries

Iringa Municipality is one of the four councils in Iringa Region. It lies at the crossings of Longitudes 35⁰69' east of the Greenwich Meridian and Latitude 7⁰77' south of the Equator. The Municipality shares a common border with Iringa Rural District on the North, West and South while Kilolo District Council lies to the East. The Municipality has a total surface area of 331.4 km². It covers 0.9 percent of the total regional land area hence making it the smallest council in terms of land area in the Region.

According to the 2012 population and housing census, Iringa Municipality has 151,345 people with an average population density of 475 persons per sq. km. It is the most densely populated Council in Iringa Region and its population was above the regional average population density of 26 persons per sq. Administratively, Iringa Municipal Council has one division that is comprised of 18 wards which are Mtwivila, Kihesa, Gangilonga, Ruaha, Mshindo, Mivinjeni, Mlandege, Mwangata, Kwakilosa, Makorongoni, Ilala, Mkwawa, Kitwiru, Isakalilo, Kitanzini, Nduli, Igumbilo and

Mkimbizi. These wards are subdivided into 192 Streets. Politically, the Municipality has one Division.

Initially inhabitants of Iringa Municipality were mainly the Hehe. However, the composition of the current population is getting more multi-ethnic due to the incursion of people, civil servants, businessmen and fortune seekers from different parts of Tanzania as well as from outside the country. Nevertheless, the Municipality has four main ethnic groups, namely: Hehe, Bena, Pangwa and Kinga. The majority are the Hehe who occupy the largest part of the Municipality area and are scattered in all wards, followed by Bena occupying some parts of the Municipality wards as well as the Kinga and Pangwa. In addition, the district is also occupied by other small ethnic groups including Chagga, Nyakyusa, Gogo, Ngoni, Sukuma, Maasai and others.

1.3 Methodology used for Preparation of the Strategic Plan

This Strategic Plan was developed in accordance with the Medium Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania. The process adopted a participatory approach whereby various parties were involved. For the purpose of inclusion, the facilitators conducted a one day workshop to the Municipal technical team (Heads of Departments, Units and Sections) to discuss on the importance of the exercise to enhance fully participation during the planning process. Thereafter the vision and mission statements, objectives, targets and performance indicators of the previous strategic plan (2011/2012 to 2015/2016) were critically reviewed after an intensive discussion with heads of Departments and plenary discussion with the council's appointed team. This was done by external facilitators from the University of Iringa (Formerly Tumaini University). The Municipal appointed team worked in hand with facilitators in gathering information from the Municipal departments and units. The plan is developed in line with the Tanzania Vision 2025, Tanzania Five Years Development Plan 2016/2017-2020/2021, 2015 CCM Election Manifesto and other national policies and strategies in accordance with the Medium Term Strategic Planning and Budgeting Manual (Rolling Plan and Forwarded Budget). It is also in keeping with the Global Sustainable Development Goals (SDGs). The first draft of the document was presented to the Council Management and the main stakeholders (Community members' representatives) for discussion and more inputs. Thereafter the council team together with the facilitators reviewed

the document to incorporate relevant inputs from the stakeholders. The final draft was then prepared for the Municipal operations.

1.4 Rationale for the Strategic Plan

The Iringa Municipal Council's Five Years Strategic Plan for 2016/2017-2020/2021 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 Plan also allows a collective and participatory process of planning involving a range of development stakeholders. The plan is an instrument to enhance the Council's capacity in carrying out its core mission and vision and other activities. It is a tool for monitoring and controlling performance towards the targeted objectives. The intention of this Strategic Plan is service delivery of Iringa Municipal Council and its stakeholders with its objectives being derived from the functions prescribed to Municipal mandate. The established targets are drawn against achieving broad objectives and during implementation it is envisaged that a continued collaborative effort is sustained among municipal staff and stakeholders in order to support each other in achieving national framework strategies like MKUKUTA II, Five Year Development Plan Framework (2016/17-2020/21), 2015 CCM election Manifesto and other development strategies. This Strategic plan is therefore aimed at setting: sitting frame of reference for all stakeholders, indicating the timing of implementation, indicating how progress will be measured against targets, enabling the preparation of performance budgets, being used as a management tool and setting a foundation for the next cycle of strategic plan.

1.5 Layout of the plan

The Strategic Plan for 2016/2017 to 2020/2021 document contains four chapters preceded by preface and an executive summary. The preface and executive summary briefly outlines the mission, vision, and the broad strategies to be undertaken in the implementation of the plan. Chapter one provides the background of the Municipal Strategic plan namely background of the council, methodology, rationale or purpose for the plan. Chapter two presents the Situational Analysis in which the internal, external, stakeholders and SWOT analyses are described. The Iringa Municipal Council vision and mission statements are clearly stated. Chapter three presents the whole operation plan of the strategic plan, where the strategic objectives, service delivery targets, activities, and performance indicators are

described. All the objectives and targets under Department/unit (sub-vote) are clearly elaborated. Chapter four presents the plan for monitoring; evaluation, review, and reporting process. 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 TWO

2.0 SITUATIONAL ANALYSIS

2.1 Overview

In this chapter the situational analysis of the Municipal council is presented. The analysis based on a detailed diagnosis of the internal and external environment under which the Council is operating. The internal environmental analysis involved a wide-range of information gathered from every department and every unit, including the determination of the major function, performance, capacity, challenges, achievements in service delivery and other issues of major concern affecting the departments and units. Analysis of external environment involved an examination of National policies, National Visions, National strategies and National initiatives and other related directives. Inclusion of International targets, Agenda and Conventions was also taken into account. Analysis of stakeholders also is presented in the chapter indicating their importance to the Council. Finally the chapter presents the Strengths, Weaknesses, Opportunities and Challenges facing the council based on individual departments and units.

2.2 Mandate of Municipal Council

The Government enacted the Local Government (Urban Authorities) Act No. 8 of 1982 and its subsequent amendments which aimed at strengthening and promoting the local government system using devolution by decentralization.

Thus, the mandate of Iringa Municipal Council as stipulated therein is 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; subject to the national policy and plans for rural and urban development to further the social and economic development of its area of jurisdiction.

The council has the duties of taking measures as in its opinion are 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 health, education, and social, cultural and recreational life of the 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 the war on poverty, disease and ignorance.

2.2.1 Objective of the Municipal Council

The Municipal Council objective in performing its functions is to give effect to the meaningful decentralisation in political, financial 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 source of revenue 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.

2.3 The Council's Vision, mission and core values

2.3.1. Vision

Iringa Municipality Council Aspires a Better and Sustainable Living Standards to its residents

2.3.2 Mission statement

Iringa Municipality Council in collaborating with Stakeholders, Intends to Facilitate Efficient and Effective Provision of Sustainable Socio-Economic Services to its Residents.

2.3.3 Core values

- Customer focus
- Professionalism
- Transparency
- Courtesy
- Integrity
- Accountability
- Diligence
- Team work

2.4 Internal Environment Analysis

The internal environment analysis for Iringa Municipal council, involved a wide-range of data collected from the departments and units in which the determination of the major function, its contemporary capacity (performance) in service delivery. The process involved collection of comprehensive information and critical analysis where each department/unit had a hard look at itself on its major roles, achievements, challenges, and issues of major concern affecting specific departments and units/sections as elaborated in the following subsections:

2.4.1 Organization scan

During Strategic planning process we carried out an organization scan. The analysis was carried out under the internal and external environment. While the former is the environment in which we have a reasonable degree of influence, in the latter we have no reasonable degree of influence. The internal scan aimed at identifying areas of strength and areas of improvement. While the external scan aimed at identifying opportunities and risks/challenges and we used two approaches below:

The Strategic Model of the council involved undertaking of SWOT analysis and PESTEL analysis

2.4.2 SWOT-Analysis

The SWOT analysis was undertaken to critically assess the **Strengths** and **Weaknesses**, **Opportunities** and **Threats** in respect of the internal environmental factors affecting the organization by the planning team undertook self-assessment exercise using the European Foundation for Quality Management (EFQM) Business Excellence Model, which helped to identify some strengths and areas for improvements. The following are the key findings of the self-assessment process

PESTLE Analysis

(Political, Economic, Social/sociological, Technological, Ecological/Environmental and Legal).

External environmental factors which impact on the operations of the organization and related strategic objectives

2.4.3 Internal scan

Internal scan/environment refer to what the council has control over

For scanning the internal environment we conducted an assessment of five criteria important for running any organization. The criteria chosen were: leadership; people (staff) management; core processes; customer focus and results orientation. The assessment aimed at identifying areas where our organization is relatively strong and areas, which would require changes and improvement in the future. A summary of our analysis using the five criteria is presented below:-

2.4.4 Criterion 1: Leadership

Leadership relates to the leadership of all head of departments, 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 and vision, develop values and ethics and are role models of a culture of required for long term success and implement these via appropriate actions and behaviours, and are personally involved in ensuring that the organization's management system is developed and implemented.

2.4.5 Criterion 2: Staff Management

People examine the management of the organization's employees and how their full potential is harnessed to improve the service delivery or service creation. 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 organization manages, develops and realizes the knowledge and full potential of its people at an individual level, team-based and organization-wide level, and plans activities in order to support its policy strategy and the effective operation of its processes.

2.4.6 Criterion No. 3: Core Processes

This is about how the organization designs, reviews, manages and improves its processes in order to support its policy and strategy and fully satisfy, and generate increasing value for its customers and other stakeholders.

It addresses how critical processes are identified, reviewed and revised to ensure continuous improvement of the organisation's business and/or service. Also how the processes are improved using innovation and creativity and how processes are changed and the benefits evaluated.

2.4.7 Criterion No. 4: Customer Focus

Customer focus is about what the organization is achieving in relation to its external Customers.

2.4.8 Criterion No. 5: Results Orientation

Under results orientation we considered what our organization is achieving in relation to its planned performance.

2.4.9 Customer Results examines what the organisation is achieving in relation to the satisfaction of its external customers. The two main areas within this criterion relate to the customers' perception of the organisation's products, services and customer relationships and additional measures relating to the satisfaction of the organisation's customers.

2.4.4.1 People Results investigates what 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.

2.4.4.2 Society Results probes what the organisation is achieving in satisfying the needs and expectations of the local, national and international community at large. This area includes the perception of the organisation's approach to quality of life, the environment and the preservation of global resources and the organisation's own internal measures of effectiveness.

2.4.4.3 Business Results (or key Performance Results) reviews what the organisation is achieving in relation to its planned organisational objectives and in satisfying the needs and expectations of everyone with an interest in the organisation. Financial measures of the organisation's performance and any additional measures of the organisation's performance need to be considered.

THE INTERNAL ENVIRONMENT			
Criteria	Strength	Weakness	Area of improvement
Leadership/	<ul style="list-style-type: none">• Good governance	<ul style="list-style-type: none">• Poor interpretation of	<ul style="list-style-type: none">• Increase regular meetings

THE INTERNAL ENVIRONMENT

Criteria	Strength	Weakness	Area of improvement
Management	<ul style="list-style-type: none"> • Participatory management in place • Adequate communication mechanism in place • Rule of law • Transparency • Monthly workers meetings • Management meetings • Strong, competent and committed leadership/Management • Cooperation of leaders at all levels • Improved Performance accountability and Transparency • Adherence to staff meetings • Existence of Medium Term Strategic Plan • Openness and Transparency • Weekly management meetings • Appointment of Substantive Heads of Department • Leadership Commitment to improve Performance • Participatory 	<p>the law and policy</p> <ul style="list-style-type: none"> • OPRAS not fully operational • Insufficient resources to strengthen capacity of staffs 	<ul style="list-style-type: none"> • Make sure meeting at lower level conducted. • Encourage staff to propose innovative approaches to work • Delegate challenging but manageable work • Encourage open exchange of views and transparency in internal decision making • Allocate more funds for OPRAS activities • Train more staff in appropriate areas • Institute succession plan • Improve communication to include exchange of information and networking. • Expose leaders to modern leadership and management skills. • Enhance transparency and participation to staffs. • Establishment of internal and external review mechanism • Encourage usage of suggestion box • Ensure holding of Departmental and workers council meetings • Carrying out/ initiate the review process to assess achievement • Enhance capacity for Implementation and monitoring of the council Strategic Plan • To enhance Managerial and Negotiation Skills of Leaders • Strengthen feedback mechanism on

THE INTERNAL ENVIRONMENT

Criteria	Strength	Weakness	Area of improvement
	<p>approach in Budget preparation</p> <ul style="list-style-type: none"> • Enhanced Transparent approach in Conducting Public business • Commitment by partners • To improve Service delivery 		<p>Performance at all levels</p> <ul style="list-style-type: none"> • Establish incentive Package for exemplary Performance • Effective feedback from Customers • Involve Stakeholders in major decisions • Leaders meet Stakeholders regularly • Criterion for selecting best workers (rewarding)
Core processes	<ul style="list-style-type: none"> • Availability of Policy, guidelines, directives, , regulations and Acts • Integrated Financial Management System (IFMS)are in place • Planning and budget guidelines are in place and are focused on the priority areas • Adherence to stipulated procedures • Existence of by laws to enforce revenue collection • Various sources of revenue • Availability of secondary school in each ward 	<ul style="list-style-type: none"> • Unawareness of existing policies and laws. • Inadequate knowledge of interpretation of present procedures/p rocesses by user Council • Inadequate knowledge on how to use information technology • Inadequate resources • High dependence on external financial support • Inadequate of teachers • Inadequate of teaching instruments/ materials • Poor coordination across departments 	<ul style="list-style-type: none"> • Periodic review strategies and plans • Budgets should be based on priorities • Encourage team work and try to develop skills in team work • Train more employees in new Information technology • Adherence to plans and guidelines during implementation of various programs.

THE INTERNAL ENVIRONMENT

Criteria	Strength	Weakness	Area of improvement
Staff management	<ul style="list-style-type: none"> • All our technical advisory have the technical skills and knowledge to perform their jobs • Our staff are employed on merit • Our key staff help their subordinates to solve work related problems as they occur • Job security • Good communication through circulars, phones, radios • Reduced level of absenteeism • Training programme available • Job evaluation in place • Well-defined structural organization • Regular meeting • Competent Legal Officer • Operational by laws • Dedicated staff • Good rapport with development partners in resource mobilization 	<ul style="list-style-type: none"> • Inadequate salary • Lack of motivational policy • Shortage of trained and skilled staff • Inadequate commitment to some of staff • Inadequate of working facilities • Shortage of staff housing • Shortage of in service training • Underutilization of available technology • Insufficient skills on PlanRep and EPICOR 	<ul style="list-style-type: none"> • Do training needs assessment • Recruitment of additional staffs • Training on leaders and managerial skills • Operationalize open appraisal system • Improve staff remuneration • implement human resource plan • Improve working condition working tools • Enhance office clothing and disciplinary measures • Install mechanism of tracking and reporting, formally and constantly • Conduct training needs assessment

THE INTERNAL ENVIRONMENT

Criteria	Strength	Weakness	Area of improvement
Customer focus	<ul style="list-style-type: none"> • We have sharply defined the customers/ client groups we serve • There is total commitment to satisfying customer/client throughout the council • We obtain and use information from our “front line” staff • Customers/client s know exactly what services they can expect from us • Establishment of client service charter • Some skilled staff in customer care • Commitment to our targets • Existence of Suggestion Box 	<ul style="list-style-type: none"> • There is no good and effective mechanism on how to counter check service deliverance • Insufficient knowledge and skill on customer care • Negligence of some staff 	<ul style="list-style-type: none"> • Customer care training • Increase in extension and advisory services • Introduction of customer surveys system • Urgent need for carrying out Service Delivery Survey • Monitoring mechanism for compliance • Conduct of Customer Surveys • Mechanisms of getting customers feedback to know how are they satisfied with our services • Enhance capacity for service delivery as per Client Service Charter • Introduce Private Sector Participation in non core functions
Results Orientation	<ul style="list-style-type: none"> • Our council implements its plans • Leaders take corrective action when staff do not perform • We monitor operational performance 	<ul style="list-style-type: none"> • Training on OPRAS not adequate 	<ul style="list-style-type: none"> • Job description to all staff • Improve structured top down, bottom up and lateral communication • Establish approach to manage competence and standard • Improve expenditure system • Set realist performance measures • Allocation of resources according to plans • Recognition of individual efforts and performance (Introduction of Open Performance Review and Appraisal System)

THE INTERNAL ENVIRONMENT

Criteria	Strength	Weakness	Area of improvement
			<ul style="list-style-type: none">• Regular feedback on individual performance• Improvement of efficiency and productivity• Procure more equipment

2.5 Management and Administration Department

Management and administration department is one of the core council departments handling the most valuable asset of the organization which is human resource. The department is headed by 5 human resources officers. The number of staff required is 2525, while the number of staff available is 2287. Therefore the deficit of staff is 238.

Department roles

- i. Human resource planning
- ii. Recruitment and selection
- iii. Employees Performance appraisal
- iv. Employees record keeping
- v. Training and development of staff
- vi. Coordination and distribution of all circulars and guidelines
- vii. Coordination of all standing committees meetings
- viii. Maintain peace and harmony among staff
- ix. Maintain discipline of staff
- x. Create and maintain good working environment

Achievements

- i. Managed to train 18 ward officers, 192 mitaa chairpersons and other officers
- ii. Improved working environments through Construction and rehabilitation of employees offices
- iii. Enhanced good governance through in-house seminars.
- iv. Handling of employees queries as well as external customers complaints
- v. Holding 1st position in Environmental sanitation competition for two consecutive years.
- vi. Renovation of various offices

Challenges

- i. Budget constraints for capacity building
- ii. Shortage of staff especially Mitaa Executive Officers
- iii. Low knowledge on data collection, analysis and use among staff
- iv. Inadequate infrastructure (Offices)

Way forward

- i. Collaboration with other development stakeholders
- ii. Strengthen community involvement in development activities
- iii. Strengthen supportive supervision at all levels

2.5.1 Planning, Statistics and Monitoring

Planning, statistics and monitoring department is among 13 departments in Iringa Municipal Council. The department consists of planning and statistics section. The number of department staff is 7 in total.

Department roles

- i. Review O&OD plans from the lower levels of government
- ii. Develop and review socio economic and investment profile
- iii. Create conducive investment environment
- iv. Follow up and supervision of IMC projects
- v. Prepare IMC Plan and budget
- vi. Monitoring and Evaluation of development projects.

Achievements

- i. Department has succeed to coordinate various development project at the lower levels
- ii. Department has created awareness to both local, national and international investors
- iii. Department has improved socio economic data of various sectors found in IMC

- iv. Department has succeeded to monitor and follow up of various development projects
- v. Improved accessibility to social service delivery

Challenges

- i. Inadequate fund to implement various development projects
- ii. Political interference
- iii. Low community participation
- iv. Difficulty in prioritizing community demands relatively to financial resources

2.5.2 Health and Social Welfare Department

Overview

Health facilities in Iringa Municipality include hospitals, health centres and dispensaries. Currently, there are 3 hospitals, four health centres and 20 dispensaries. All of these facilities offer health care services including free of charge reproductive and child health services. Total number of beds in health facilities is 550 (including those found in the regional referral hospital). Average number of patients per day is approximately 500 for hospitals, 400 for health centers and 500 for all dispensaries combined.

There are 10 pharmacies which offer retail and wholesale services. These are all located at the central business area. Apart from these, there are 85 accredited drug dispensing outlets (ADDO) distributed in the peripheral areas, which offer exclusively retail services. There is also Medical store department (MSD) zonal office which distributes medicine, medical equipment, hospital supplies and utilities to public health facilities in three regions of southern highlands.

The Municipality council has 28 medical doctors, 302 nurses, 89 clinical officers, 10 pharmacists, 24 medical laboratory technicians and 70 registered traditional healers. 60% of the available medical personnel in the Municipality are found at the regional referral hospital. Doctor – patient ratio is 1:2002.

According to Municipal records of 2013, infant mortality rate is 25 out 1000 live births and the maternal mortality rate is 432 out of 100,000. The target is to reduce these figures by half by the end of 2015.

One major health issue in Iringa Municipality is the pervasiveness of HIV/AIDS. The first case of HIV, the virus that causes AIDS was recorded in 1985 in the Municipality, and since then Iringa Region has been one of the regions with the highest prevalence of HIV/AIDS cases in Tanzania. Prevalence cases of 9.1%, just second to Njombe which leads prevalence of 14.7% cases against the national average of 5.6%.

Departmental Roles

- i. Ensure quality of healthcare in the council
- ii. Promoting environmental health and sanitation, adequate nutrition, control of communicable disease and treatment of common condition.
- iii. Facilitate council health board functions
- iv. Coordinate health services in the Municipality
- v. Monitor all health facilities in the Municipality
- vi. Enforce GO (MoHSW and PMORALG) policies norms and procedures
- vii. To ensure dispensary in every Mitaa,
- viii. Construct Health centre in every ward and a hospital in every district.
- ix. Provide health service to all citizen with five kilometres to access health services.
- x. Prepare, implement and evaluate annual health plans
- xi. Establishment of referral Hospital at FRELIMO
- xii. Strengthened referral system through procurement of Ambulance
- xiii. Increased number of Health Facilities from 7 to 10
- vii. Registration of 19497 under five years children
- xiv. Formation of District child protection Team

Achievements

- xv. Rehabilitation of Ipogolo and Ngome health centre completed.
- xvi. Rehabilitation of Sabasaba, Itamba, and Igumbilo dispensaries completed.

- xvii. All five health facilities were supplied with all necessary equipment and medical supplies
- xviii. Construction of CTC centre at Ngome health centre completed.
- xix. Two dispensaries at Njia panda and Kitwiru Completed
- xx. Construction of the maternity ward at Frelimo Hospital completed
- xxi. Increased number of VCT sites from 14 (2010) to 18 (2016)
- xxii. Increased PMCTC sites from 11 (2010) to 19 (2016)
- xxiii. Increased health facilities providing HIV services from 11 to 11
- xxiv. Women delivered to at HFs increased from 7873 to 8622
- xxv. Increased TB diagnostic centres from 5 to 8

Challenges

- i. Congestion of patients at Iringa Regional Referral Hospital (IRRH) due to inadequate development of peripheral facilities.
- ii. Unequal distribution of health facilities which causes people to walk long distance to seek health services.
- iii. Lack of staff houses nearby health facilities limiting provision of services for 24 hours.
- iv. Inadequacy of space in health facilities which limits the expansion of scope of services in few wards
- v. Lack of funds to complete on going renovation and construction projects.
- vi. High prevalence of HIV/AIDS, maternal and perinatal deaths.
- vii. Few health workers trained in medicine management.
- viii. Increased Gender Based Violence against children

Staffing

The number of staff required is 477, number of staff available is 390, and deficit is 87.

2.5.3. Community Development Department

Community development departments promote well-being of the Iringa Municipal resident including women, youths and the most vulnerable and under privileged section

of the society, through implementation of various development programs, provision of loans, entrepreneurship skills and formulation and support of income generating groups. The department consists of four sections which are gender and children, youth, TASAF, HIV/AIDS and loan unit.

Department roles

- i. To facilitate community awareness and participation in implementation of development projects.
- ii. Promote social welfare to disadvantaged groups such as children, old people and disabled.
- iii. Registration of social economic groups
- iv. To coordinate Tanzania social action funds (TASAF)
- v. To facilitate provision of softy loan to income generating groups(women and youths)
- vi. To provide entrepreneurship skills to various economic groups
- vii. To coordinate and manage HIV/AIDS interventions
- viii. To sensitize gender issues

Achievements

- i. Managed to identify and update MVCs database
- ii. Provided loans to economic groups
- iii. Strengthened WDC on project formulation and planning
- iv. Facilitation the availability of school fees to orphans
- v. Registered and Coordinated various NGOs, CSOs and CBOs (provide data)

Challenges

- i. Inadequate funds
- ii. Reluctant of Loans recovery

2.5.4 Primary Education Department

Overview

One of the main objectives of the Tanzanian national education policy is to provide primary education for all children of school ongoing age and promoting ability to read, write and do arithmetic in early childhoods. Besides primary education, the policy calls for rigorous effort to expand secondary and tertiary education. Iringa Municipality has several education establishments ranging from nursery schools to Universities. The general picture of the Education Sector for all levels of education in Iringa Municipality is as shown in the Table 1 below.

Table 1: Education Facilities in Iringa Municipality

Type of education institution and level	Number	Government	Private
Day care centers	50	0	50
Pre-primary schools	45	38	7
Primary schools	52	43	9
Secondary schools			
• up to 'O' level	27	13	14
• up to 'A' level	5	2	3
CDTI – RUAHA	1	1	0
• Vocation Training	3	1	2
• Primary Health Care Institute	1	1	0
• Higher learning Institution	4	2	2

Source: Iringa Municipal Socio – economic survey, 2015

2.5.5 Day care centres

There are a total of 50 day care centres in the Municipality, with a total number of 2,960 children attending day care and nursery schools owned by government, religious and private institutions.

2.5.6 Pre-primary education

The Municipality has 45 pre-primary schools of which 38 owned by the government and 7 are privately owned, with a total number of 3,567 pupils. Of these, 1,904 are boys and 1,663 are girls. The number of qualified teachers in pre primary school is 56.

According to 2014 National Education Policy, each primary school must establish a pre0primary education class. There are five primary schools only in the Municipality which have not yet established pre0primary classes.

Enrolment data for pre-primary education in the Municipality for the period 2010/2014 is presented in the figure below:

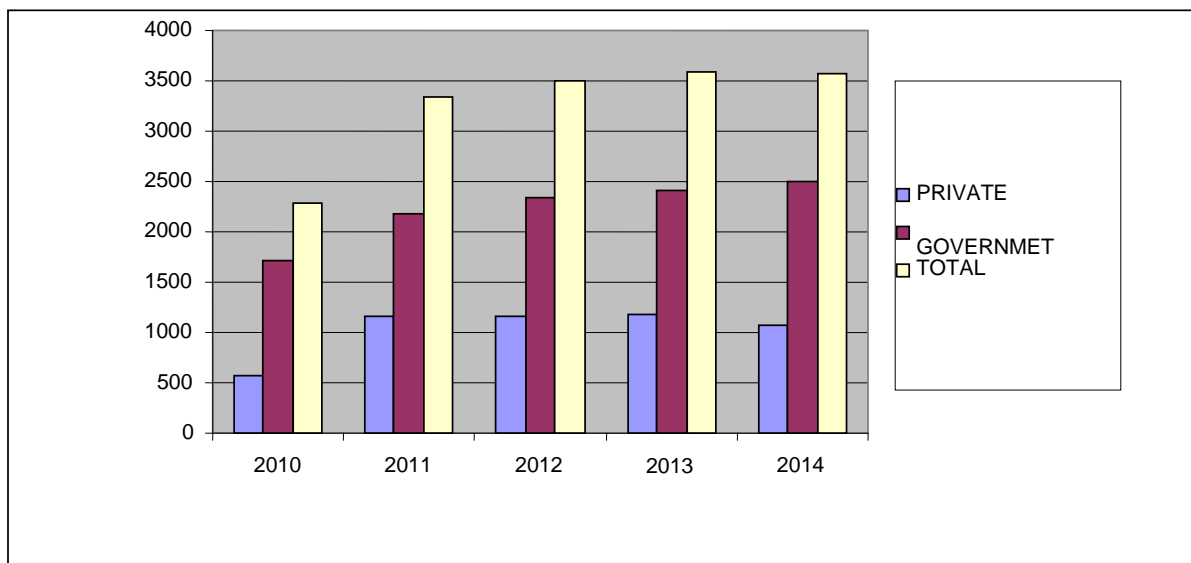


Figure 1: Pre-Primary Education Enrolment for 2010/2014

Source: Socio – economic survey, 2014

2.5.7 Primary Education

Iringa Municipality has 50 primary schools of which 43 are public schools, while the remaining seven are private schools. A total number of primary school pupils for the year 2016 were 26,862. Of these, 13,220 were males and 13,642 females. There is only one school for the deaf and deaf0blind which serve children from all over the country. Currently, there are 123 children with disabilities. This school is managed under partnership between the government and religious institution. In government schools, there are a total of 793 teachers for which a teacher0pupil ratio is 1:30.

Currently, there are 367 classrooms, while the required number is 553. Iringa Municipality has a shortage of 186 classrooms.

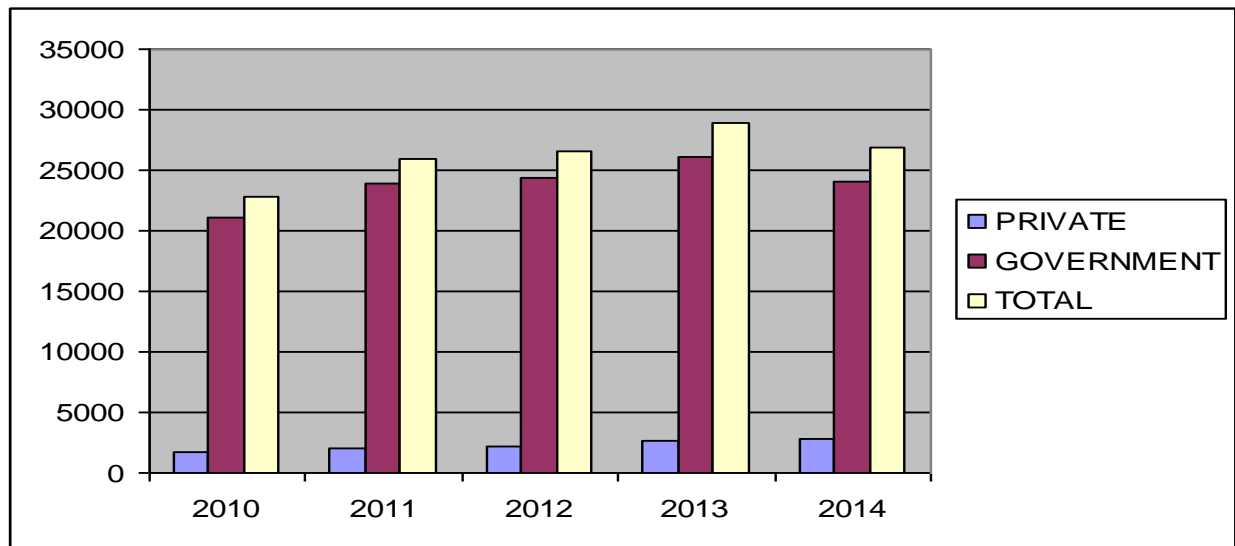


Figure 2: Primary Education Enrolment for 2010-2014

Source: Socio – economic survey, 2014

The Municipal Council has 7,245 desks compared to the required number of 10,223 desks. There is acute shortage of teachers' houses in the Municipality. Currently, there are 79 houses while the requirements are 790 houses. Primary education performance trends in the Municipality are improving and, thus, calling for more classrooms in secondary schools. The trend of standard seven performances for the period ranging from 2010 to 2013 is presented in the table below.

Table 2: Standard seven performances

YEAR	EXAMINEES			PASSED			
	M	F	TOTAL	M	F	TOTAL	%
2010	1451	1527	2978	1187	1098	2285	77
2011	1605	1782	3387	1384	1549	2933	87
2012	1543	1626	3169	1425	1520	2945	93
2013	1618	1734	3352	1317	1406	2723	82

Source: Socio – Economic Survey, 2014

Departmental Roles

Through education related policies and MKUKUTA strategy, education sectors guide and promote development of the effective and efficient human resources and fully utilization of resources available in bringing about community development, acquisition and appropriate use of literary, social, scientific, vocational, technological, professional and other forms of knowledge; skills and understanding for development and improvement of human life.

- i. To maintain education facilities at all educational levels;
- ii. To coordinate and distribute teaching and learning materials;
- iii. To provide facilities for learners with special needs;
- iv. To Post teachers according to Teacher/Pupil ratio and subject especially science teachers;
- v. To facilitate and coordinate improvement of school infrastructures and surroundings;
- vi. To strengthen alternative sources of funds (IMETF) for education system; and,
- vii. To coordinate sports and games
- viii. To reduce illiterate rate.

Table 3: Staffing

S/N	Establishment	Required	Available	Deficit/Excess
1	Head of Department	1	1	0
2	Principal Teacher Grade IIC	2	2	0
3	Senior Teacher Grade A	414	414	0
4	Senior Teacher Grade B	42	42	0
5	Senior Teacher Grade C	17	17	0
6	Teacher Grade I A	191	191	0
7	Teacher Grade I B	6	6	0
8	Teacher Grade I C	11	11	0
9	Teacher Grade II A	61	61	0
10	Teacher Grade II B	4	4	0
11	Teacher Grade II C	7	7	0
12	Teacher Grade III A	16	16	0
13	Teacher Grade III B	1	1	0
14	Teacher Grade III C	9	9	0

Achievements

- i. Primary Education enrolments has increased from to 75% to 99% in 2016
- ii. Completion rate of standard seven has been increased from 82.4% to 87% in five years
- iii. Book ration has reduced from 1:5 to 1:3 within five years
- iv. Teachers ratio to pupil has reduced from 1:36 to 1:32 in five years
- v. Primary Education enrolments rate has increased to 99% of total student passed Standard seven examination

Challenges

- i. Inadequate classrooms in pre-primary and primary
- ii. Shortage of teacher's houses
- iii. High population in government English medium school.
- iv. Inadequate facilities for children with special needs
- v. Inadequacy of teaching and learning materials; and,
- vi. Poor condition of the existing school buildings. (Mawelewele, Kigonzile, Azimio, Mkoga and Kitwiru) due to Financial constraints

2.5.8 Secondary Education Department

Iringa Municipal has 27 secondary schools. Of these, 14 are public and 13 are private schools. A total number of secondary school students for the year 2014 were 12,950 of which 5,855 are boys and 7,095 are girls. The Municipality has a total of 877 secondary teachers. Of these, females are 403 and the remaining 474 are males. Out of 13 public schools, two of them provide inclusive education. Iringa Girls' School accommodates the deaf students, while Lugalo Secondary school accommodates the blind students. The figure 6.3 below shows a trend of student enrolments in secondary education for the time during the period from 2010 to 2014. Required classrooms are 257, while the available are 225 classrooms. This means that there is a shortage of 32 classrooms. Available teachers' houses are only 28, while the requirement is 494 houses.

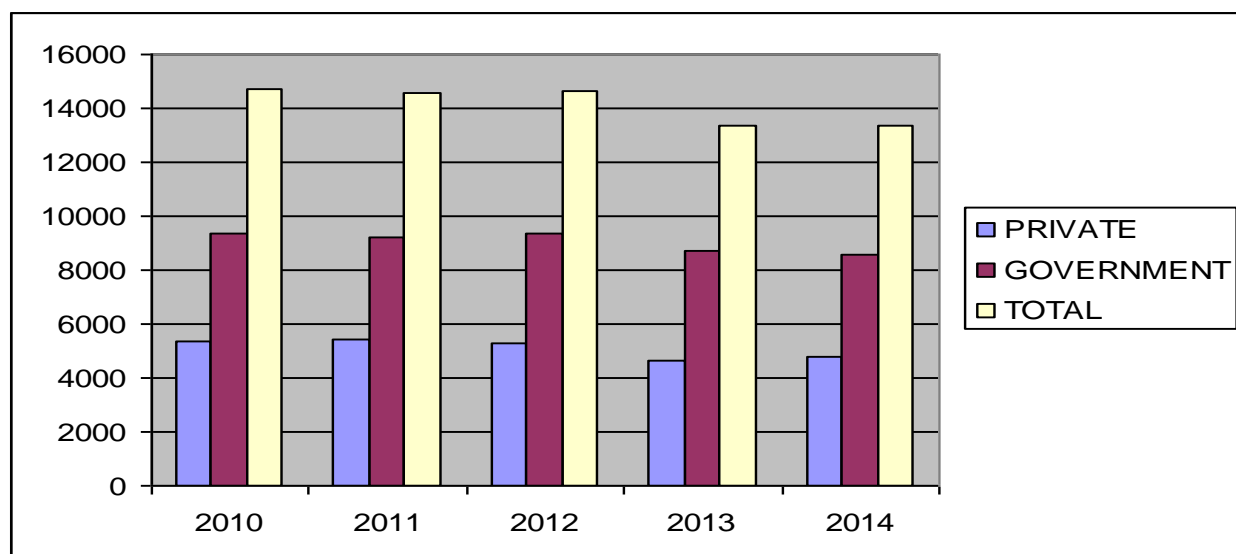


Figure 3: Secondary Education Enrolment for 2010/2014

Source: Socio – economic survey, 2014

Table 4: Distribution of Schools by Ward and Location

SN	WARD	SECONDARY SCHOOLS
1	Ruaha	4
2	Kitwiru	4
3	Mshindo	0
4	Mwangata	1
5	Kwakilosa	2
6	Mkwawa	3
7	Ilala	1
8	Gangilonga	5
9	Kihesa	1
10	Nduli	1
11	Mtwivila	1
12	Isakalilo	2
13	Kitanzini	1
14	Igumbilo	0
15	Mkimbizi	0
16	Mivinjeni	0
17	Makorongoni	1
18	Mlandege	0
	Total	27

Source: Iringa Municipal Council, 2014

2.5.9 Advanced Secondary Education

There are 7 advanced level secondary education schools in the Municipality whereby 4 are governments and three are privately owned. The total number of students in these institutions is 939 whereby 175 are boys and 764 are girls. Advanced level education is offered in subject combinations including PCM, PCB, CBG, PGM, HGL, HGK and HKL. Student's enrolment in advanced secondary schools in 2014 is presented in the Table 5 below.

Table 5: Advanced Secondary Education Enrolment for 2014

NAME OF THE SCHOOLS	ENROLMENT RATES		
	MALE	FEMALE	TOTAL
Iringa girls	0	411	411
Lugalo	0	292	292
Mwembetogwa	135	49	184
Highlands	32	5	37
Ruaha	8	7	15
Total	175	765	939

Source: Iringa Municipal Council, 2014

Departmental Roles

Through education related policies and MKUKUTA strategy, education sectors guide and promote development of the effective and efficient human resources and fully utilization of resources available in bringing about community development, acquisition and appropriate use of literary, social, scientific, vocational, technological, professional and other forms of knowledge; skills and understanding for development and improvement of human life.

- i. To strengthen education facilities at secondary levels
- ii. To coordinate and distribute teaching and learning materials;
- iii. To provide facilities for learners with special needs;
- iv. To Post teachers according to Teacher/Students ratio and subject especially science teachers;
- v. To facilitate and coordinate improvement of school infrastructures and surroundings;
- vi. To strengthen alternative sources of funds (IMETF) for education system; and,
- vii. To coordinate sports and games.

Table 6: Staffing

S/N	Establishment	Required	Available	Deficit
1	Head of Department	1	1	0
2	Principal Teacher Grade IIC	23	23	0
3	Senior Teacher Grade A	6	6	0
4	Senior Teacher Grade B	49	49	0
5	Senior Teacher Grade C	9	9	0
6	Teacher Grade I A	11	11	0
7	Teacher Grade I B	87	87	0
8	Teacher Grade I C	16	16	0
9	Teacher Grade II C	77	77	0
10	Teacher Grade II B	53	53	0
11	Teacher Grade III B	217	174	43
12	Teacher Grade III C	226	226	0

Source: Iringa Municipal Council, 2014

Achievement

- i. 15 Science and language teachers capacitated on teaching skills
- ii. Construction, school infrastructure (laboratories, pit latrine, Dormitories, classroom) at Kwakilosa, Nduli and Gangilonga ward.
- iii. There enough desks to accommodate all secondary students.
- iv. Student book ration has reduced from 1:5 to 1:3 in five years
- v. Teachers/ student ratio
- vi. Form four performance has improved
- vii. Upgrade two O' level secondary school to A' level secondary school

Challenges

- i. Inadequate infrastructures (laboratories and classrooms) in secondary schools;
- ii. Insufficiency of science subjects teachers in secondary schools;
- iii. Shortage of teacher's houses
- iv. Inadequacy of teaching and learning materials.
- v. Poor condition of the existing school buildings due to financial constraints
- vi. Lack of infrastructures for disabled.

2.6 Adult Education

Iringa Municipality has made remarkable improvement in the eradication of illiteracy since the 1970's. Along with the expansion of primary and secondary education, the Municipality has also expanded the education for the over 0aged children using primary schools as centres. Head teachers were charged with the responsibilities of adult education campaigns through the MEMKWA programme. The Municipal Council in 2010 established a "Matumaini Centre" meaning centre of Hopes which supports under aged pregnant girls and single mothers in Iringa. The enrolment of Municipal residents in MEMKWA programme has been increasing over the years. This is revealed in the Table 7 below:

Table 7: Number of Recruitment of Over Aged Children into MEMKWA by Ward.

No	Ward	2015			2016		
		Boys	Girls	Total	Boys	Girls	Total
1	Kihesa	6	4	10	4	4	8
2	Mtwivila/Mkimbizi	0	0	0	0	0	0
3	Gangilonga	40	31	71	26	14	40
4	Kitanzini	0	0	0	0	0	0
5	Ruaha/Igumbilo	0	0	0	0	0	0
6	Mshindo	0	0	0	0	0	0
7	Mivinjeni	0	0	0	0	0	0
8	Mlandege	11	15	26	20	13	33
9	Mwangata	0	0	0	0	0	0
10	Kwakilosa	0	0	0	0	0	0
11	Makorongoni	0	0	0	0	0	0
12	Ilala	6	11	17	14	8	22
13	Mkwawa	0	0	0	0	0	0
14	Kitwiru	0	0	0	0	0	0
15	Isakalilo	0	0	0	0	0	0

16	Nduli	0	0	0	0	0	0
Total		63	61	124	64	39	103

Source: Iringa Municipal Council, 2014

A number of canters offering MEMKWA programme to overage children in Iringa Municipality has been increasing yearly. Gangilonga ward has been leading in the number of averaged children at MEMKWA programme. The table below presents distribution of MEMKWA centres by ward for the period of 2010 – 2013.

Table 8: Distribution of Adult Education Centres by Ward

No	Ward	Number of centres		Total enrolment	
		2015	2016	2015	2016
1	Kihesa	1	1	10	8
2	Gangilonga	1	1	71	40
3	Mlandege	1	1	26	33
4	Ilala	1	1	17	22
Total		51	16	124	103

Source: Iringa Municipal Council, 2014

2.2.6.3 Tertiary education

Iringa Municipality has five universities, namely: University of Iringa (UoI), Ruaha Catholic University (RUCU), Mkwawa University College of Education (MUCE), Open University and a branch of Moshi Cooperative University (MOCU). These Universities offer various academic programmes at different levels ranging from Certificate to Master’s Degree except for MUCE which offer bachelor’s degree and post graduate Diploma in Education.

Klerruu Teachers College

Apart from the Universities, Iringa Municipality has teachers colleges which offer diploma in science education. It is located in Gangilonga ward along Iringa-Dodoma road, 1.5 km from the town centre. This college supplements science teachers through its student’s teaching practices.

Other Colleges

There is a variety of colleges within the Municipality which offer certificate and diploma courses in different fields. Examples of these are provided in the Table 9 below:

Table 9: Other Colleges found in Iringa Municipality

SN	COLLEGE	COURSES OFFERED
1	IREBUCO	Certificate in Business Administration
2	CAPRICON	Certificate in Tourism
3	DELIMA	Certificate in Tourism
4	RUAHA	Certificate in Tourism
5	SOPHIST	Certificate and diploma in Law, Procurement and Tourism

Source: Economic Survey, 2014

2.6.1. Water Department

Water department is also one of the departments constituting Iringa Municipal Council established to oversee water supply in peri-urban areas of the Municipality. The day to day activities of the department are managed by 4 staffs. The department, through its four major projects has made possible the availability and accessibility to and clean water to the peri-urban Municipal residents.

Department roles

- i. Design water projects using appropriate technology in peri-urban areas
- ii. Ensure availability of adequate, safe, affordable and sustainable water within 400m.
- iii. Ensure availability of sanitation facilities to the in the Municipality
- iv. Initiate/develop and manage water projects in periphery areas
- v. Establishment of water users association and Provision of water consultancy services.
- vi. Community sensitization on hygiene, sanitation and hand washing
- vii. Facilitate training to Community Owned Water Supply Organizations (COWSOs)
- viii. Facilitate rehabilitation of water projects

Achievements

- i. Improved availability of adequate, safe, affordable and sustainable water and sanitation facilities to the per urban area in the Municipality
- ii. Construction of water infrastructures at Mawelewele, Kitasengwa, Mkoga, Nduli, Mgongo and Kigonzile
- iii. Construction and Extension of water supply projects of rain water harvest tanks
- iv. Improved water and sanitation projects in per urban areas
- v. Sensitized community on hygiene, sanitation and hand washing
- vi. Increased coverage of water supply from 78% to 92%
- vii. Construction of 53 water points
- viii. Preparation of Council water supply and sanitation annual plans

Challenges

- i. Inadequate fund
- ii. Shortage of staff
- iii. Shortage of working tools
- iv. Unwillingness of water beneficiaries to pay for water services

2.6.2 Finance and Trade Department

Department roles:

Iringa Municipal Finance department is among 13 departments. The department was established to handle financial matters within the organization. Finance department core roles and responsibilities are as follows;

- i. Financial management
- ii. Accounts management
- iii. Final accounts
- iv. Preparation of quarterly financial reports
- v. Resource mobilization
- vi. Issuing Business Licence
- vii. Revenue collection
- viii. Record keeping of all tax payers

ix. Tax and levy collections.

The department aims at making sure that the Iringa Municipal Council increases its own source revenue in order to facilitate the provision of socio economic services to its residents. The department intends to achieve its major role through the following strategies;

- i. Raising awareness to tax payers through mass media and workshops.
- ii. Improve tax payers data base
- iii. Establish revenue task force for each source
- iv. To take legal measures against tax defaulters
- v. Outsourcing some of revenue source to agents
- vi. Use of revenue collection electronic devices

Achievements

- i. The department has managed to improve revenue collection system and update taxpayers data base
- ii. Increase revenue collection
- iii. Introduce/establish new revenue sources

Challenges

- i. Lack of willingness to pay taxes due to low level of awareness.
- ii. Limited tax payers business records
- iii. Changes of government policies, directives and guidelines regarding revenue sources.

2.6.3 Agriculture, Irrigation, and Cooperation Department

Agriculture employed 29.7% of the Municipality's total population as reported during 2012 Population Census. Agricultural sector ranked the second to trade and commerce as one of main source of income to residents of the Iringa Municipality. Subsistence farming is most practiced in the peripheral areas. Iringa Municipality Agriculture also involves cultivation of horticulture crops such as: vegetables, sunflowers, Soya beans, Garden Peas, Beans, Millet, and tomatoes, sweet pepper and onions crops. Staple

foods which include maize and sweet potatoes are also planted in some areas of the Municipality though at small scale. Agricultural activities are more practiced in Nduli ward with 64.6% of all cultivated land in the Municipality; followed by Isakalilo ward with 21.2% of the area; Ruaha ward with 5.7 percent and the remaining percent in other wards. Urban farming is one of the economic activities in Iringa Municipality which provides employment opportunities up to 29% of the labour force and contributes 40% of the food requirements for the Municipality.

Table 10: Crops Grown in 2015/2016

S/NO.	CROPS	HECTARES	TONS
1.	Maize	5,368.4	12,218.4
2.	Beans	422	464.2
3.	Sweet potatoes	41	641
4.	Sunflower	128	153.6
5.	Tomatoes	31	629.3
6.	Soya beans	1.9	2.6
7.	Vegetables	24.98	82.44
	Total	6,017.28	14,191.54

Source: Agricultural, Irrigation and Cooperative Department, 2016

Of 16,403.408ha of land which is suitable for farming only 6,017.28 hectares of land is under cultivation. Farming contributes greatly to food productions. For example, in the year 2015/2016 about 14,191.54 tons of food crops and cash crops produced as shown in Table 10 above.

Departmental Roles

- Improving farm incomes
- Ensuring household food security
- Creating an enabling environment for improving agricultural productivity
- Creating informal Employment

Based on:

- Increase of food and cash crops
- Increase of extension services
- Use of agro mechanization.
- Improvement of agricultural infrastructure

- Promotion of Public private partnerships.
 - Conducive working environment
 - Increase of cooperative societies
 - Strengthening of Business and managerial skills
- To improve farming practice that will increase incomes and reduce poverty;
 - To ensure household food security;
 - To improve extension services delivery;
 - To improved agricultural mechanization like power tillers, tractors and animal traction;
 - To improve agricultural infrastructure such as Irrigation infrastructure; and,
 - To promote public private partnerships in agriculture sector.

Table 11: Staffing

S/N	Establishment	Required	Available	Deficit
1	Head of Department	1	0	1
2	Agriculture Field Officer II	3	3	0
3	Agriculture Field Officer I	1	1	0
4	Agriculture Field Officer III	2	2	0
5	Agro Officer II	1	1	0
6	Agro Officer II	1	0	1
7	Agro Technician I	1	1	0
8	Cooperative Assistant	1	1	0
9	Cooperative Officer II	1	0	1
10	Principal Cooperative Officer II	1	1	0
11	Principal Agriculture Field Officer I	2	2	0
12	Principal Agriculture Field Officer II	2	2	0
13	Senior Agriculture Field Officer II	1	1	0

Source: Agricultural, Irrigation and Cooperative Department, 2016

Achievements

- i. Availability and distribution subsidies input to all 18 wards which 4,560 households benefited.
- ii. Construction of Kisaula - Mtwivila irrigation schemes
- iii. 120 farmers trained on proper managements of water in Irrigation scheme.

- iv. Two AMCOS formulated at Nduli and Ipogolo Wards
- v. 256 Women and Youth trained on post-harvest management and use of herbicides
- vi. Inspection and follow up was made to 23 SACCOS(Cooperative Societies
- vii. 150Ha cultivated during dry season at Irrigation scheme(Kitwiru and Mkoga)
- viii. Yield of maize increased from 2.5 to 3.0ton/Ha, beans from 0.8-1.2 Ton/Ha.
- ix. Imparting knowledge in production and marketing of crops to 2000 farmers
- x. Deliverance of extension services to 2357 farmers in households.
- xi. Number of cooperative societies increased from 46 to 60.
- xii. Business and Managerial skills to 50 cooperative societies have been strengthened.

Challenges

- i. Poor technology (uses of hand hoe) and methods of farming to some of farmers.
- ii. Unreliable Markets
- iii. Inadequate industries for agricultural products processing;
- iv. Inadequate funds for agricultural sector financing; and,
- v. Climate change. Poor storage facilities of crops harvested
- vi. Inadequate agricultural extension services

2.6.4 Livestock and Fisheries Department

Livestock keeping is mainly carried out in the peripheral wards such as Ruaha, Mkwawa, Mwangata, Kihesa, Kitwiru, Mtwivila, Mkimbizi, Igumbilo, Isakalilo and Nduli. Animals kept include cattle, Goats, Sheep, Pigs and poultry. Also zero grazing is practiced in the central part of Municipality.

Fishing activity in Iringa Municipality is practiced in small scale due to a limited number of water bodies. However, most of the fish consumed in the Municipality are imported from Mtera dam, Dar es Salaam, Mwanza, Ifakara and Ludewa. Small scale fish farming is carried out in several Wards in Municipality including Mtwivila, Gangilonga, Isakalilo(Mkoga Village), Mkwawa and Kitwiru by individuals and groups who have

established small fish pond projects. Fish production activities contribute about 0.02 percent of the main economic activities in Iringa Municipality.

Table 12: Number of Animals kept in 2016

S/NO.	ANIMAL TYPE	NUMBER
1.	Cattle	7,742
	Indigenous cattle	5286
	Dairy cattle	2456
2.	Goats	4,227
	Indigenous goats	3774
	Dairy goats	453
3.	Sheep	1033
4.	Chicken	155,521
	Layers chicken	95,937
	Indigenous chicken	59,584
5.	Pigs	4563
6.	Donkey	208
7.	Horse	5
8.	Dogs	4305
9.	Rabbit	1200
10.	Simbilisi	1458
11.	Cats	534
12.	Duck	3941
13.	Fowl	107
14.	Pigeons	2713
15.	Turkey	55
16.	Camel	11
17.	Buffalo	6
TOTAL		187,629

Source: Livestock and Fisheries Department, 2016.

Table 13: Livestock services available

S/N.	Livestock services	Government	Private	Total
1.	Cattle dips	3	4	7
2.	Dog dips	-	5	5
3.	Veterinary Centre	1	-	1
4.	Slaughter slab for cattle	-	3	3
5.	Abattoir for cattle	2	-	2
6.	Abattoir for pigs	2	-	2
7.	Hides/skins shed	2	1	3

8.	Cattle crushes	1	-	1
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Source: Agricultural, Irrigation and Cooperative Department, 2016.

Roles of the department

- i. Improving farm incomes
- ii. Ensuring household food security
- iii. Creating an enabling environment for improving agricultural productivity
- iv. Creating informal Employments

Based on:

- To control animal diseases incidence through vaccination;
- To improve livestock infrastructure;
- To improve quality of Hide and Skins;
- To train livestock keepers on good animal husbandry and management;
- To improved livestock production and productivity
- To ensure residents are getting wholesome and hygienically meat.
- To provide extension services fisheries development;
- To promote fisheries and aquaculture development.
- To insure fisheries products, quality and safety.
- Promote production of safe and quality food of animal origin (meet, milk and eggs) to safeguard consumes.
- Construction and rehabilitation of livestock disease control infrastructures

Table 14: Staffing

S/N	Establishment	Required	Available	Deficit
1	Head of Department	1	1	0
2	Livestock officer	1	0	1
3	Livestock field Office	10	10	0
4	Doctor II	1	0	1
5	Fisheries Officer	1	1	0

Source: Agricultural, Irrigation and Cooperative Department, 2016

Achievements

- i. Milk production per cattle has increased from 10ltr to 12litres
- ii. 40 daily cattle distributed to small scale farmers
- iii. 2,500 dogs vaccinated against rabbies
- iv. 2 slaughter house for pig constructed at Ipogolo and Kihesa wards
- v. 2000 cattle vaccinated against ECF and FMD Vaccination
- vi. Hides and skin quality improved
- vii. Construction of Modern abattoir at Ngerewala Area
- viii. 84 cattle inseminated hence genetic makeup improved

Challenges

- i. Poor/local methods of animals keeping;
- ii. Limited space for large scale grazing due to rapid urbanization;
- iii. Frequent occurrence of animal diseases; and,
- iv. Shortage of industries for livestock products processing.
- v. Limited areas for fish farming;
- vi. Poor fish farming technology;
- vii. Lack of capital for fish farmer; and,
- viii. Shortage of fishing hatchery pond.

2.6.5 Land and Urban Planning Department

Urban Planning, land and Natural resources department has six sections which are Land Management, Urban planning, Valuation, Natural resources, Tourism, Land survey and mapping.

Iringa Municipality has a total area of 33,140 ha of which 33.69% of the land is planned for different uses and the remaining 66.31% is unplanned land. Unplanned land covers the unplanned settlements and the land under agricultural use which accounts for 20,002.14 ha of which 641.253ha is regarded as constraint land which includes valleys and hills. Land is 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) this consist 16 forest reserves covering 8,727.94 hectares and physical Infrastructure (Transportation network, air strip, electricity and water way-leaves), parking, bus terminals, oxidation pond, cemetery, dump site and abattoir.

Tourism sector in Iringa Municipality is considered as one of the sources of employment, income and provides development opportunities for residents of the Municipality. . Also, tourism helps to safeguard the natural environment with a view to achieve sound, continuous and sustainable economic growth of the Municipality.

Departmental Roles

- vii. To enhance development areas in accordance with zoning and the inherent capability of the land to support a particular land use;
- viii. To improve existing residential areas particularly unplanned settlement and discouraging formation on new ones through planning, surveying and servicing more plots;
- ix. Provide sufficient recreational space so that all residents can pursue leisure activities within a reasonable distance of their homes;
- x. To enhance secure land for basic community facilities and infrastructure to improve the well-being of the residents in the rapidly consolidating unplanned areas while improve security of tenure;
- xi. To facilitate access to basic infrastructure and social services necessary to avert imminent public health threat;
- xii. To provide a broad land use framework illustrating a coordinated policy of renewal and guiding both public and private redevelopment activities.
- xiii. To provide a road pattern and traffic networks designed to improve vehicular access and parking space and also facilitate segregation of vehicles and pedestrians;
- xiv. To promote development control to ensure incompatible uses, provide a basis for determining development applications on extensions of rights of occupancy or leases, extension of users and change of users.

- xv. To ensure effective and optimum Utilization of land in prime locations and increase the quality and quantity of housing stock in the existing inner areas of urban centres
- xvi. To ensure decentralization of services to different district/town centre for community consumption to improve their livelihood especially employment opportunities are ample and transport costs low, most of settlers walk to and from their workplaces;
- xvii. To ensure that affordable planned, surveyed and serviced land is available for housing development.
- xviii. To ensure affordable houses are available for all income groups for outright purchase or rental;
- xix. To protect human settlements' environment and ecosystems from pollution, degradation and destruction for sustainable development.
- xx. To Promote tourism industries
- xxi. To provide space for construction of new education facilities.

Achievements

- i. 4500 plots at Kitwiru,Igumbilo and Itamba, Mafifi, Ngerewala and Mawelewele surveyed
- ii. Presence of comprehensive Iringa Master Plan for 2015-2035 has been prepared and approved.
- iii. 5200 title deeds prepared.
- iv. 300,000 tree seedlings planted in difference public and private institution.
- v. 60 beekeepers trained on modern beekeeping techniques.
- vi. Settlement upgrading has been done at Igumbilo, Mwangata, Isoka and Itamba.
- vii. Iringa Municipal council Tourism Information centre established
- viii. 14 Tourism site has been identified and some rehabilitated.
- ix. Awareness creation on land development conducted to all 18 wards.

Challenges

- i. Proliferation of informal settlements/squatters example Makanyagio/Don-Bosco, Isoka, Lukosi, Kihesa, Semtema and Mafifi, Ipogoro, Igumbiro and Ndiuka;

- ii. Poor skills, technology and shortage of man power for implementation of land use projects;
- iii. Shortage of surveyed and serviced plots for different uses e.g. Residential, Commercial, and Industrial etc;
- iv. Shortage of funds for plot surveying and compensation;
- v. Land use conflicts caused by incompatible land uses, political interest, corruption and low awareness of community on different land use planning issues.
- vi. Difficulties in accessing housing loans from financial Institutions;
- vii. High cost of building materials

2.6.6 Environmental and Cleansing Department

Environmental and cleaning department is relatively newly established office in the council. It has three sections which are environmental impact assessment, beautification and solid waste management section.

Department core roles

- i. Coordinating environmental impact assessment exercises for various Council development projects
- ii. Supervise Solid waste management
- iii. Environmental Beautification
- iv. Supervise Environmental Conservation
- v. Supervise building, drainage, roads and open space cleanliness
- vi. Coordinate and Supervise tree planting activities

Achievements

- i. Formulation of environment by law
- ii. Construction of 25 skip slabs
- iii. Construction of new solid waste collection skip buckets
- iv. Procurement of 2 new solid waste collection vehicles
- v. Facilitated establishment Community based organization for environment conservation, beautification and waste management.

- vi. IMC won prizes in the environment cleanliness competition for 5 consecutive years.
- vii. Purchase of two trucks and 50 skip buckets for solid waste disposal.
- viii. Procurement of two vehicles for solid waste collection

Challenges

Challenge of solid waste collection

The Iringa Municipal Council is generally facing an environmental health and sanitation problem which can be explained as follows:-

- i. Massive generation of waste caused by Rapid urbanization
- ii. Inadequate Coverage solid waste collection points
- iii. Operational inefficiencies
- iv. Inadequate funds
- v. Shortage of solid waste collection vehicles
- vi. Low community involvement and awareness on waste management
- vii. Lack of proper sanitary landfill
- viii. Shortage of staff
- ix. Shortage of dumping sites and wastes collection points;

Staffing

The number of staff required is 12, number of staff available is 4, and deficit is 8

2.6.7 Works Department

Work department is the department with three sections namely roads, building and mechanical workshops with the function of maintaining, constructing and rehabilitating roads, building and motor vehicles both governmental and nongovernmental within municipality. This sector has continued to grow due to both government efforts and private sector investments in operation and maintenance of roads, buildings and mechanical.

Department Roles

- i. Works department created under Local Government Authority aiming at strengthening and promoting the local government system by devolution by decentralization.
- ii. The aim of works sectors is to ensure infrastructure (roads, bridges and buildings) improvement as a precondition for economic Development which will result to better living standard.
- iii. According to construction policy, the core function of the department is to manage by operate and maintain infrastructure improvement.

Roads

Roads play an important role in serving transport and transportation. The aim of road section is to rehabilitate/upgrade, improve and maintain routinely and periodically all municipal road infrastructures including construction of bridges, culverts and storm water drains. The Government has operationalised and streamlined the institutional framework for management of the road sector to enhance efficiency, effectiveness and accountability. While the autonomous executive agency, TANROADS is responsible for the management of trunk and District roads, the Municipal Council is responsible for the Municipal road network. Iringa Municipality has a total of 525.969 km of road network connecting the town with other parts of the Region. Of these km, 59.48 km are tarmac, 125.439km are gravel and 341.057 are earth road.

Table 15: Road type in Iringa Municipal

S/No	Road Type	Distance Covered (km)
1	Trunk/Regional Roads	50.165
2	Urban roads	475.804
	Total	525.969

Source: Municipal Directors office, 2016

Building

The main function of this section is to ensure quality, durability and safety of building both government and nongovernment constructed within Municipality.

It involves construction and maintenance supervision of school and health infrastructures, government and private buildings. It is also deal with processing and approving building permits.

Mechanical Workshop

This section deal to ensure that periodic, preventive maintenance (ppm) and general services of vehicle, plant and motor cycles of municipal are maintained. Iringa municipal has 24 motor vehicles, 14 plants and 21 motor cycles maintained by these workshops.

Staffing

Works department has fifteen (15) staffs including head of department, head of sections and supporting staffs. The department staffing requirements is as follows;

Table 16: Distribution of Staff in the Department

SN	Sub vote	Department	Title	Required	Available	Deficient
1	5014	Works	Head of Department	1	1	0
2	5014	Works	Senior Engineer	2	1	1
3	5014	Works	Engineer I	1	1	0
4	5014	Works	Quantity Surveyor	1	1	0
5	5014	Works	Principal Technician	2	2	0
6	5014	Works	Senior Technician	1	1	0
7	5014	Works	Technician I	3	3	0
8	5014	Works	Technician II	1	1	0
9	5014	Works	Assistance Technician	2	2	0
10	5014	Works	Driver II	1	1	0
11	5014	Works	Senior Operator	1	1	0
12	5014	Works	Operator	1	0	1
TOTAL FOR SUB VOTE 5014				17	15	2

Source: Municipal Directors office, 2016

Achievements

In the five (5) years, the department has achieved maintaining, constructing and rehabilitating roads, buildings and motor vehicles in accordance with government laws and regulations as follows;

- i. Rehabilitation/Upgrading of Samora-Mashinetatu-Mkwawa roads (3.66Km) to asphalt standard and two box culverts.
- ii. Rehabilitation/Upgrading of road which includes grading, gravelling and compaction 25.22km have been completed.
- iii. Rehabilitation/Upgrading of tarmac roads (10.37Km) to DSD standard
- iv. Spot improvement in the selected Municipal road (98km).
- v. Routine maintenance of selected Municipal roads (498Km) have been done
- vi. Construction of storm water drain (2.3KM) and closing box culverts (14Nr) at Mawelewele have been completed.
- vii. 10 bridges have been constructed
- viii. 195 culverts have been constructed
- ix. New roads network of 112.8 Km
- x. 35 road furniture have been installed
- xi. 25 more than one storey building were supervised
- xii. 2386 Building permits have been approved.

Challenges

The main challenges facing works department in his daily responsibility are;

- i. Inadequate funds for road construction and maintenance.
- ii. Late disbursement of fund from central government.
- iii. Lack of permanent road for cyclists, pedestrians and motor vehicle along major roads.
- iv. High cost of utilities reallocation during road construction.
- v. Delay of project completion due to delay of utilities reallocation by responsible authorities.
- vi. Poor regular maintenances of roads.
- vii. Lack of defined parking spaces especially in the Central Business District (CBD).

2.6.8 Legal Unit

Legal unit is serving the organization on legal issues/matters such as supervision of various legal cases, overseeing the formulation of municipal by-laws and providing legal advices to the administration and the council at large. The unit has four staff.

Unit Roles

- i. Facilitate of Formulation of Municipal By – laws
- ii. Law enforcement
- iii. Rendering legal assistance in the preparation of legal opinions, studies, reports and correspondence, as required from time to time by various Departments.
- iv. Ensuring the providing of appropriate legal advice on a diverse range of substantive and procedural questions of law arising in administrative functioning of IMC including advice in arbitration matters, to firmly secure the interest of IMC.
- v. Supervising and overseeing the review, negotiation and drafting of major contracts, tender documents and other legal documents.
- vi. Supervising legal research and analysis, identifying important issues and apprising the operational departments of emerging legal trends from court decision and tendering advice to avoid unnecessary litigation, etc.
- vii. Supervising and monitoring the contesting of the cases in various courts of law

Achievements

- i. Formulation of Municipal By – laws
- ii. Law Enforcement
- iii. Provide legal advices

Challenges

- i. Low community participation in By – Law formulation
- ii. Low community awareness on Municipal By – laws
- iii. Limited budget

2.6.9 Internal Audit Unit

The council also has an internal audit unit which focuses at identifying organization operating inefficiencies, wasteful spending, employee theft, fraud, and cases of noncompliance with laws or regulations. It is responsible to assess all financial and non-financial activities conducted by other departments within the council. The major focus of the unit is to ensure users adherence to value for money principle.

Unit Roles

- i. Evaluate, monitor and improve the effectiveness of governance, risk management and control processes.
- ii. Evaluating controls and advising managers at all levels
- iii. Analysing operations and confirm information
- iv. Conduct compliance, performance and financial audit.
- v. Management and control systems and associated risks

Achievements

- i. Internal Audit helped the council to acquire Unqualified CAG financial Reports for four successful years.

Challenges

- i. Inadequate facilities

2.7 Information Technology Communication and Public Relations Unit

Iringa Municipal council has an Information Technology Communication and Public Relation Unit Responsible for the ICT operations. Its function covering the installation of information systems, upgrading information systems, maintenance of servers and database management to ensure delivery of IMC services in terms of efficiency and effectiveness. There also an information unit which is responsible for Municipal publicity through various mass media.

Unit Roles

- i. Set direction and plans for the ICT infrastructure of IMC

- ii. Provide end-user training and support of implemented solutions.
- iii. Provide technical advice and support in the procurement and maintenance of computers to other units, sections and departments.
- iv. Addressing enquiries from media, individuals and other organizations
- v. Management of Iringa Municipal Television
- vi. Distributing press releases to targeted media;
- vii. writing and editing in-house stories and reports;
- viii. Preparing and supervising the production of publicity brochures, handouts, leaflets, photographs and documentaries.
- ix. Organising events including press conferences
- x. Maintaining council Information library
- xi. Maintaining and updating information on the IMC website;
- xii. Managing and updating information and engaging with users on social media sites such as Facebook and twitter.

Achievements

- i. Installation and management of Information systems (Epicor, Lawson, LGRCIS and POS) to improve revenue collection
- ii. Management of Iringa Municipal Television
- iii. Raising awareness of community on Municipal activities

Challenges

- i. Inadequate working facilities
- ii. Budget constraints
- iii. Staff shortages

2.7.1 Procurement Unit

Procurement Management unit of Iringa Municipal was established permanent to Section 37 of the Public Procurement Act 2011 and the regulation act of the Local Authorities Tender Boards Establishments and Regulation proceedings (2014). It reports directly to Municipal Director. Procurement unit is found under finance

department which is responsible at handling all matters concerning the procurement of goods, services and works with powers to award contracts to various suppliers. Currently the Procurement Unit is appropriately staffed and is composed of six (6) full time staffs

Responsibilities

- i. Coordinate and Prepare annual Procurement plan based on the Council approved Budget and provide IMC with a constant flow of goods, services and works to meet its needs
- ii. To reduce costs through more efficient and effective purchasing by buying appropriately to obtain the value for money
- iii. Manage Procurement and Disposal by Tender activities of the Municipal
- iv. Review of Technical Evaluation reports and submit to the Tender Board
- v. Maintain and achieve records of the Procurement and disposal process
- vi. Preparation of the Monthly reports for the Municipal Tender Board

Achievement

On the basis of the Audit Funding of the Procurement Audit carried out by the Procurement Regulatory Authority (PPRA) for the procurement which were carried out in the financial year 2014-2015 the Iringa Municipal Council was assessed to have good performance such as Ensured IMC constant flow of goods, services and works.

Challenges

- i. Limited resources
- ii. Shortage of staff
- iii. Inadequate working tools
- iv. Low knowledge of auditing issues among council staff

Table 17: Distribution of Staff in the Department

Requirement	Actual	Deficit
6	6	0

2.7.2 Election unit

Unit Roles

- i. Register voters for the union presidential, parliamentary and local government elections.
- ii. Coordinate presidential, parliamentary and local government elections.
- iii. Update voters register
- iv. Provide voters with civic education and motivate the community to use their right of electing their leaders or being elected
- v. Coordinate and supervise election issues

Achievements

- i. Maintenance of peace and harmony during political campaigns and election
- ii. Increase of community participation in Voting
- iii. Approval of election officer as the head of unit
- iv. Resolving all matter related to election in the council

Challenges

- i. Lack of motivation to some people in the community to use their rights to participate in the elections of their leaders or being elected
- ii. Low level of civic education among the community members
- iii. Low motives in working among elected leaders especially Village Chairperson
- iv. Inadequate working facilities
- v. Lack of permanent office
- vi. Inadequate office facilities

2.3 External Environment Analysis

The external environment analysis involved an overview National Visions, National strategies, National initiatives and policies. International targets, Agenda and Conventions which the Nation has agreed upon, have a bearing on operations of the Iringa Municipal Council. Below hear are just few to describe how the Municipality has taken into account in this strategic plan as its external environment that has direct influence in its implementation of this plan.

2.3.1 Global sustainable Development Goals

The UN member states had adopted global Sustainable Development Goals from 25th Septembers, 2015 following the deadline of the Millennium Development Goals (MDGs) in 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals by 2030 deadline. Therefore Iringa Municipal Council strategic plan shall serve as one of the national vehicles to realizing the goals as the Municipality also deserves the global and national support in that effort. The Sustainable Development Goals which should be contributed by the Municipality to achieve in long term are described in Table 18 below.

Table 18: Implementation Plan of the Sustainable Development Goals

Theme	Goal	Implementing Dept/Unit
No Poverty	End poverty in all its forms everywhere	Agric, Livestock, works, comm. Dev. Land and Nat Resources.
Zero Hunger	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Agric, Livestock, works, comm. Dev. Land and Nat Resources, Health &SW
Good Health and Well-being	Ensure healthy lives and promote well-being for all at all ages	Health &SW, Com. Dev
Quality Education	Ensure inclusive and quality education for all and promote lifelong learning	Education Primary & Sec.
Gender Equality	Achieve gender equality and empower all women and girls	All Departments
Clean Water and Sanitation	Ensure access to water and sanitation for all	Water, Health &SW, Environment

Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable and modern energy for all	Works, Planning,
Decent Work and Economic Growth	Promote inclusive and sustainable economic growth, employment and decent work for all	Works, Planning, Agric, Livestock, Land & NR
Industry Innovations and Infrastructure	Build resilient infrastructure, promote sustainable industrialization and foster innovation	Works, Planning, Agric, Livestock, Land & NR, Trade and finance
Reduced Inequalities	Reduce inequality within and among countries	All departments
Sustainable Cities and Communities	Make cities inclusive, safe, resilient and sustainable	Works, Planning, Agric, Livestock, Land & NR, Environment
Responsible Production and Consumption	Ensure sustainable consumption and production patterns	Agric, Livestock, Land & NR, Environment, Health & SW, Trade and finance
Climate Action	Conserve and sustainably use the oceans, seas and marine resources	Land & NR, Environment,
Life below Water	Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss	Land & NR, Environment, Agric, Livestock,
Life on land	Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss	Land & NR, Environment, Agric, Livestock
Peace Justice and Strong Institutions	Promote just, peaceful and inclusive societies	Legal, Administration, Election
Partnership for Goals	Revitalize the global partnership for sustainable development	Administration, ICT & PR

2.3.2 The Tanzania National Development Vision 2025

Tanzania envisions of 2025 aims at bringing the country to attaining a remarkable development from a least developed to a middle income country. This is highly focused on the areas of high quality livelihood, peace, stability and unity, good governance, educated and learning society; and a competitive economy for sustainable growth. Therefore Iringa Municipal Council as one of the councils responsible for service delivery in the country could serve as one of the government vehicles in attaining the goal of the national vision. This should be achieved through the implementation of its strategic plan as elaborated below in Table 20.

Table 19: Implementation plan of the National Development Vision (2025)

Goal	Brief description	Main actor (Dept/Unit)
High Quality Livelihood	People entered, development based on sustainable and shared growth and free from abject poverty.	All departments/units
Peace, stability and unity	People should enjoy peace, political stability, national unity and social cohesion in an environment of democracy and political and social tolerance	Administration, Election, Legal
Good Governance,	Cherishing the rule of law in the process of creating wealth and sharing benefits in society and seeks to ensure that its people are empowered with the capacity to make their leaders and public servants accountable.	All departments/Units
A Well Educated and Learning Society,	Be a nation with high quality education at all levels and attributes are driven by education and knowledge in enabling the nation to effectively utilize knowledge in mobilizing domestic resources for assuring the provision of people's basic needs and for attaining competitiveness in the regional and global economy	All Departments

The National development vision 2025 necessitated the government to launch a National Strategy for Growth and Reduction of Poverty II (NSGRP II) to expedite the process of attaining the national development vision. Therefore, Iringa Municipal Council is also responsible for abiding to the strategy in its service delivery in the council serving as one of the government vehicles in attaining the goal of vision 2015 and thus reducing the poverty level among Tanzanians.

2.3.3 Tanzania Five Years Development Plan (2016/2017– 2020/2021)

The Iringa Municipal Council has the role to play in realizing the goals for the plan. The goals include sustainable and effective utilization of existing human and natural capital; creation of an enabling environment for the private sector to invest and participate in a wide range of business opportunities, in the next five years. The Plan also has an emphasis on success of the private sector in tapping the advantages from the enabling

environment depending on an efficient, well-functioning and effective public sector with respect to FYDP goals.

2.3.4 Agricultural Sector Development Strategy and Kilimo Kwanza Initiative

The strategy defines the means for achieving the central objectives of the national agriculture and livestock policies with the aim of improving productivity and profitability of the agriculture sector in order to increase farm incomes and hence reduce rural poverty and ensure household food security. This was visioned as a Tanzania's Green Revolution to transform its agriculture into a modern and commercial sector and integrate KILIMO KWANZA into the Government machinery to ensure its successful implementation and thus declared the following ten pillars of implementation:

- i. Political will to push agricultural transformation.
- ii. Enhanced financing for agriculture.
- iii. Institutional reorganization and management of agriculture.
- iv. Paradigm shift to strategic agricultural production.
- v. Land availability for agriculture.
- vi. Incentives to stimulate investments in agriculture.
- vii. Industrialization for agricultural transformation.
- viii. Science, technology and human resources to support agricultural transformation.
- ix. Infrastructure Development to support agricultural transformation.
- x. Mobilization of Tanzanians to support and participate in the implementation of KILIMO KWANZA

Since Iringa Municipal Council is one of the Government machineries responsible for implementation of national policies, strategies and priorities, it will therefore ensure that agriculture in the council is transformed in accordance with the ten KILIMO KWANZA actionable pillars.

The Municipal Council is not limited to the above described plans, initiatives and strategies, but also it is obliged for implementing other plans, initiatives and strategies,

and policies which are directly related to its strategic plan for not only the Municipality development but for the national development as well

2.4 Stakeholders Analysis

Iringa Municipal Council collaborates with other Organizations to provide services to the people. These are NGO's, CBO's and FBO's all are coordinated by the Council through Community Development Department. Some of Activities done are; care taking of the most vulnerable children, capacity building on prevention of Diseases like HIV/AIDS to provide loans, health services and environmental conservation. Private sector is also involved in construction of various project and infrastructure like roads. Also the Council outsourced some of its activities to private sector example collection of council revenue.

Key Stakeholders:

The Council carried out a stakeholders' analysis as to explore their expectations and potential impact on the Council. The following are the key stakeholders in the Council:

- Municipal Community
- Central Government, PMORALG, DANIDA, TACAIDS, SWISS AID, JICA, AMREF, FHI/TUNAJALI, JHPIEGO, ALAMANO CENTRE, Marie Stopes, UMATI, CARE INTERNATIONAL and COMMUNITY SANT EGIDIO DREAM CENTRE, IDYDC/YOUTHNET, Religious Institutions, OTHER NGOS ,Financial institutions i.e. NMB, CRDB, POSTAL BANK, NBC, EXIM BANK and BACLAYS BANK, NIC, TANESCO, IRUWASA, Communication institutions TTCL, Tanzania Post Corporation, VODACOM, AIRTEL, ZANTEL and TIGO
- Academic Institutions i.e. Ruaha College (RUCO), Tumaini University, Mkwawa University, Moshi University College of Cooperative and Business Studies (MUCCOBS), Open University, Ruaha Community Development Institute (Ruaha CDTI), VETA and DonBosco Youth Centre.
- Revenue collectors Agents, Contractors and supplies
- Council Staff

Table 20: Expectations and Potential impact of Stakeholders

Stakeholders	Expectations	Potential impact if expectations not met	Priority ranking
Municipal Community	<ul style="list-style-type: none"> -Quality services -Good governance - Peace and stability 	<ul style="list-style-type: none"> -Low compliance in supporting development projects -Grievances directed to Council - Decline in level of livelihood 	H
MOFEA	<ul style="list-style-type: none"> -Proper use of subventions -Adherence to budget ceilings -Reports on utilization of funds - High quality of services delivered to the community. 	<ul style="list-style-type: none"> -Withdrawal of subventions -Reluctance in supporting recurrent and development budgets 	H
PMO-RALG	Local Governments discharge their responsibilities in line with law, guidelines and regulations	<p>Close supervision.</p> <p>Complaints directed to Council staff and management for poor performance</p>	H
DANIDA, TACAIDS, SWISS AID, JICA, AMREF, FHI/TUNAJAL I, JHIPEGO, ALAMANO CENTRE, CUAM, Marie Stoppes, UMATI, CARE	<ul style="list-style-type: none"> - Use of funds in accordance with agreement and accepted financial rules and regulations. - High quality service delivered. 	<ul style="list-style-type: none"> -Withdrawal of grants -Late disbursement of funds -Breach of contracts -Unsatisfactory reports (poor report). 	H

INTERNATIONAL and ST.GEDEON DREAM CENTRE,			
IDYDC/YOUTH NET	Low infection of HIV/AIDS Minimize number of street children.	- Grievances directed to Council - increase of crime	H
Religious Institutions	Peace and healthy society	Social and Political unrest in the community	H
OTHER NGOS	-Advisory service and information -Conducive working environment partnership -Technical support	-Collapse of the Institutions and sometimes misinterpretation of national policies. -Reduced cooperation -Conflicts in the field.	H
Revenue collectors Agents Contractors and supplies	-Source of Income -Source of employment	-Lack of standard works and services -Emergency of Conflicts	M
Staff	-Timely payment of salaries -Good working environment -High productivity	-Demoralization -Low productivity	H
Academic Institution	-Good learning environment -Availability of reliable social services	-No constructive ideas from elite academician -Social unrest	M

	-Conducive working environment		
NIC	Employee's deductions are remitted in time and intact	Employees who are leaving the Council on completion of employment contract will not be paid their dues.	H
Communication institutions and utilities suppliers(TTCL, Tanzania Post Corporation, VODACOM, AIRTEL, ZANTEL TIGO, TANESCO and IRUWASA,	-Bills paid timely -Good services to clients	Services are discontinued	H

KEY: M = Medium

H = High

2.5 SWOT ANALYSIS

SWOT analysis is an examination of an organization's internal strengths and weaknesses, its opportunities for growth and improvement and the threats the external environment presents to its survival. The primary aim of SWOT analysis in this strategic plan is to bring the Municipality into balance with the external environment and to maintain that balance over time. This is due to the fact that Iringa Municipal Council requires effective utilisation of its Strengths and Opportunities to address the existing Weaknesses and challenges that hamper the progress of its citizens. This will enhance the promotion of economic growth and sustainable development of its community in the

Municipality. The analysis of internal and external factors conducted in the Municipality identified several strengths, weaknesses, opportunities and challenges that need to be addressed and exploited.

The SWOT analysis was undertaken by the planning team to critically assess the **Strengths** and **Weaknesses, Opportunities** and **Threats** in respect of the internal environmental factors affecting the Municipality. This self-assessment exercise was done using the European Foundation for Quality Management (EFQM) Business Excellence Model, which helped to identify some strengths and areas for improvements. The team came up with the following key findings of the self-assessment.

Strength and Weaknesses

Strengths

- Committed and qualified Staffs
- Availability of resources from central government Council own resources and contribution of the community
- It enjoys a peaceful environment
- Support from the Community and acceptance
- Political support
- Infrastructure to support service provision
- Coordination and collaborate with donors
- Resource mobilization
- Well defined policies, guidelines rules, regulations and by-laws for its operation
- Has communication infrastructure to lower levels
- Good management information installed to lower levels
- Availability of land for investment on tourism industry

Weaknesses

- Lower local resources mobilization
- Insufficient resources to strengthen capacity of staffs

- Availability of vacant post not filled
- Poor incentive scheme to its staff
- Inadequate transport facilities
- Shortage of working tools
- Insufficient of land area for various urban utilization

Opportunities and Threats

Opportunities

- Possibility of expanding donor support base
- It receives policies, guidelines rules and regulations to guide its operation
- Continued support of the central government
- Expansion of higher education sector
- Expansion of the agricultural potential in the out skirts of the township.
- Management information system installed
- Ability to pass by-laws to support services provision
- Ability to secure loans and assistance from financial institutions
- Ability to attract partners in development potentials

Threats

- High Morbidity especially the HIV/AIDS
- Reduced major sources of revenue
- Low per capita income among the community
- High infant and maternal mortality rate
- Rural urban migration especially by the youth/rural urban migration
- Increased unemployment of the Productive force
- High increased incidences of crime
- Over utilization of some basic services
- Poor and few school building and equipment
- Increase illiterates in the community (High illiteracy rate)
- Increased demand of social services due to population growth

- Change of donor policies
- Meager resources allocated to the Council do not meet real requirement of the Municipal.

Key Issues:

Key issues addressed by Iringa Municipal Council during the planning period have been focused on good Governance and Social Sectors.

- Improvement in Stakeholder and Community participation in the planning process
- Improvement in the publication of Council Financial reports
- Improvement in the awareness of the Community in identifying their rights
- Improvement in the delivery of quality services to the community.

The external scan (opportunities, risks/ challenges)

External scan/environment refers to the exogenous factors which are beyond the control of the council

As part of our strategic planning process, we assessed what opportunities and threats, the future by using **PESTLE analysis**. During the analysis we considered several dimensions:

Political trends/factors

Political includes legal and regulatory): elections, employment law, consumer protection, environmental regulations, industry-specific regulations, competitive regulations, inter-country relationships/attitudes, war, terrorism, political trends, governmental leadership, taxes, and government structures.

It is recognised that political stability, democratisation and empowerment of stakeholders, legislative and institutional frameworks, constitutional review process and changing local governments through local government reforms and other government reforms are critical success or failure factors for any council. 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.

Our assessment of the political made us to believe that peace and stability in Tanzania will continue. However, terrorism will continue to threaten global tranquillity. The ongoing Local Government Reforms will continue to enhance Local Authorities' capacities. These trends may pose both opportunities and risks in our operations. Possible opportunities may include conducive working conditions for our staff. With economically strong Councils there are possibilities of forging better working relationships with the local authorities.

The above notwithstanding threats could include increased demand for resources for maintenance of peace and order under multipartism system,

Economic trends/factors

Economic includes economic growth trends, taxation, government spending levels, disposable income, job growth/unemployment, exchange rates, tariffs, inflation, consumer confidence index, import/export ratios, and production levels

Within the economic arena, we have identified several closely related trends: the Tanzanian economy is growing, government revenues are increasing, unpredictable exchange rates, escalating energy and food costs, high inflation rates, uncertain monetary and fiscal policies, international tourist, inequitable distribution of wealth, growing private sector, unemployment and underemployment are all real factors to be considered and noted. Each of these trends presents a series of associated opportunities and threats. We anticipate that our economy and revenue from own source will continue to grow, within the planning period 2015/16-2020/21 the business activities will increase due increase of academic institution and improved attraction in Ruaha National parks. The outcome of these prospects is increased council own source and intergovernmental transfers.

Sociological trends/factors

Sociological includes demographics (age, gender, race, family size, etc.), lifestyle changes, population shifts, education, trends, fads, diversity, immigration/emigration, health, living standards, housing trends, fashion, attitudes to work, leisure activities, occupations, and earning capacity

The demographic changes and urbanisation, changing consumption trends and patterns, increasing and high poverty levels, changes in land use patterns, empowerment of communities are all vital factors to be taken cognizance of. Equally important are factors to do with wide income disparities, ethnic challenges, differences in social values, corruption and emerging and re-emerging disease incidents.

During our strategic planning effort, we identified two sociological trends that may impact our work namely: 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 both 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. Accordingly, the Iringa Municipal Council is not an exception to the negative impact of HIV/AIDS. It is envisaged that the pandemic will continue to downsize the Tanzania population including our qualified staff, thus threatening our capacity to deliver quality service

Technological trends/factors

Technological means inventions, new discoveries, research, energy uses/sources/fuels, communications, rates of obsolescence, health (pharmaceutical, equipment, etc.), manufacturing advances, information technology, internet, transportation, bio-tech, genetics, agri-tech, waste removal/recycling, and so on.

Development in ICT, emerging technologies, E-commerce and the internet, combined with Biotechnology are factors which influence positively or otherwise the realisation of the strategic plan.

Technology will continue to provide an important tool for improving 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). Similarly, in order to improve effectiveness and efficiency as well as attract and retain talented staff, our working environments will need to improve. However, financial constraints will continue to make it harder to improve our facilities and equipment, as modern technology is expensive.

Legal trends/factors.

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 Regional Administration Act, 1997, Public Procurement Act, 2004, Public Service Act, 2002 International Public Sector Accounting Standards (IPSASs) and public regulations

Ecological trend.

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, lack of council environmental policy challenge in implementation of National Environmental Act.

The trends mentioned above can be assessed in the following matrix:

THE EXTERNAL ENVIRONMENT		
Trends	Opportunities	Challenges/Threats
Political Trends	<ul style="list-style-type: none"> • Stable political climate • On-going reforms e.g. LGA, PSRP, social reform and financial reforms • Increased awareness on Human Rights Issues • Increased democratisation 	<ul style="list-style-type: none"> • Involving politics in enhancing development initiatives. • Unknown outcomes of national election • Interference of council management with politician. • Improper allocation of council resource, depend on political grounds • Instability of political condition e.g unstable leadership statements
Economic trends	<ul style="list-style-type: none"> • Presence of infrastructure e.g. Passable roads, electricity, water, airport, railway. • Agricultural potential in peri-urban area. • Presence of development partners • Presence of contract farming • Expansion of the e-business 	<ul style="list-style-type: none"> • Unfair criteria used to allocate central government fund • Price fluctuations on agricultural produce. • Inadequate of sources of local revenue • Local revenue avoidance and evasion • Low understanding of the community on their responsibility to pay lawful levies. • Good will with development partners, NGOs, CSOs, FBOs. • High dependency on intergovernmental transfers • High poverty levels that may impede participation of local communities in economic development • High expectation from the local communities • Inadequate infrastructure in the council to stimulate socio-economic growth • Over-reliance on traditional markets • Slow growth in local employment opportunities • Unstable global fuel prices

THE EXTERNAL ENVIRONMENT

Trends	Opportunities	Challenges/Threats
		<ul style="list-style-type: none"> • Poverty and insecurity • Brain drain • Current economic recession in the traditional source markets • Intense competition • Incomplete projects due to shortage of fund
Sociological trends	<ul style="list-style-type: none"> • Availability of government policies supporting sports and games. • Existence of social welfare e.g NGOs, CBOs, and other institutions • HIV/AIDS Strategic plan in place and implemented. • Rapidly growing labour force • Increased protection of women and children • Increase in population • Increase in number of universities • Increase of financial institutions • Good partnership with NGOs and private sectors 	<ul style="list-style-type: none"> • Inadequate budgets allocation • Loss of manpower due to HIV/AIDS Epidemic • Inadequate full community participations • Low per capita income of the citizens • Excessive alcohol drinking • Inadequate encouragement of entrepreneurship and employment creation opportunity in the council • Growing unemployment • Increase spread of infectious diseases • Cultural degradation due to global cultural influences • High infant and maternal mortality rate • Rapid increase in population • Meagre resource allocated to the council.
Technological trends	<ul style="list-style-type: none"> • Existence of resource centre • Trained manpower • Media(TV and Radio station) • Growing use of ICT and E-business • Growing adoption of computer and ICT business 	<ul style="list-style-type: none"> • Unreliable source of power - electricity supply. • Insufficient technical personnel • High cost of soft and hardware • Enhance website and local area network in place • Poor technological innovation • Lack of technological institution • Rapid change in technology • Growing digital divide

THE EXTERNAL ENVIRONMENT

Trends	Opportunities	Challenges/Threats
		<ul style="list-style-type: none"> • Data insecurity due to virus, e-crime and internet terrorism • Reduced need for workers due to automation
Legal trends	<ul style="list-style-type: none"> • Availability of Procurement Act • Public Service Regulations • Standing order • Code of Ethics • Public Finance Act • Availability of Regional Administration Act, Law government Acts and other supportive Act • Public Service Act 	<ul style="list-style-type: none"> • Conflicting laws and policies towards implementation • Inaccessibility of laws and policies • Change of Regulations • Inefficient of law enforcements • Long procedure of enacting by laws • Low awareness of community to council by laws • Most of the community are not aware of laws and regulation • Lack of laws documents for public consumption
Ecological/Environment	<ul style="list-style-type: none"> • Availability of renewable energy e.g. solar power, energy saving stoves. • Existence of by-laws on environmental protection. • Insufficient technical person • Topographical variety • Increased involvement of environmentalists and NGOs in service delivery • Increasing regional cooperation in environmental issues • Environmental impact assessment becoming legal requirement • NGOs becoming useful partners in information dissemination 	<ul style="list-style-type: none"> • Deforestation • Mismanagement of natural resource eg. Forests, water sources • Poor infrastructure • Curtailing of certain development activities through environmental action groups • Seasonal rains affecting different areas interchangeably per year • Increased environmental problems due to polluting technologies and poor waste management systems • Infertility of land • Cultivation around the source of water • Adverse Climate change <ul style="list-style-type: none"> ○ Drought ○ Floods

After the key trends have been identified, the next step was to analyse the potential each trend has to disrupt the way the council does business. The council is able to determine the changes needed to exploit the opportunities, and blunt the threats

2.5 Key Issues:

After the organisational scan, the following have been identified as areas of improvement in the next planning and budgeting cycle:

1. Shortage of staff houses
2. Inadequate teaching and learning material
3. Shortage of teachers in science subjects
4. Lack of school infrastructures
5. Poor working environment
6. Incomplete projects
7. Deforestation
8. Unplanned training
9. Inadequate Performance Management System
10. Problems of cross-cutting issues such as HIV/AIDS, disasters, environment, corruption etc
11. inadequate quality social service delivery
12. In-sufficient peace and tranquillity
13. Inadequate leadership and managerial skills (enhancing Human Resource management)
14. Inadequate coordination of various or units line items in MTEF.
15. Low productivity among youths in the communities
16. Weak implementation of Human Resource Plan (e.g. staff of health facilities, succession plan e.t.c.)
17. Weak coordination public-private partners
18. Low promotion of tourism industry in the district.
19. Inadequate national policies dissemination
20. Inadequate mobilisation on social protection to farmers
21. Inadequate local savings mobilization
22. Poor physical infrastructure
23. Inadequate health staff and infrastructures,
24. Poor sanitation,
25. Poor management of road by the community and council.

CHAPTER THREE

3.0 OPERATIONAL PLAN FOR 2016/17-2021/21

3.1 Strategic Objectives

- A. Improve services and reduce HIV/AIDS
- B. Enhance, sustain and effective implementation of the National anti-corruption strategy
- C. Improve access, quality and equitable social services delivery
- D. Increase quantity and quality of social services and infrastructure
- E. Enhance good governance and administration services
- F. Improve social welfare, gender and community empowerment
- G. Improve emergency and disaster management
- H. Production, productivity, food security and income generation
- I. Management of natural resources and environment sustained

Table 21: IMC Strategic Action Plan Matrix for Implementation of IMC Strategic Plan

1. MANAGEMENT AND ADMINISTRATION				
Strategic objective	Targets	Activities	Key Performance indicators	Responsible Person
Improve services and reduce HIV/AIDS infection	Services improved and HIV/AIDS infections reduced by June 2021	To facilitate provision of nutrition food to staff living with HIV/AIDS annually.	Number of staff provided with nutritional food	HoD
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	Council integrity Committee capacitated by June 2021	To conduct four integrity committee meeting annually	Number of meetings and minutes	
	In house training on petty	To conduct one	Training	

	and grand corruption to 150 employees enhanced by June 2021	awareness meeting on petty and grand corruption to 30 employees in the administration department annually	manual and number of trainees	
Improve access, quality and equitable social services delivery	Administrative service delivery enhanced by 100% by June 2021	To provide sufficient stationary and furniture annually To facilitate ALAT (M) contribution annually To facilitate council Auditing Committee annually To facilitate workers Council meeting annually	Number of equipment provided ALAT contribution facilitated Workers' council meeting minutes	
Increase quantity and Quality of social services and Infrastructure	Provision of council social services and infrastructures improved by June 2021	To support construction of 6 ward offices (Isakalilo, Mshindo, Mtwivila, Mkwawa Igumbilo and kitanzini) by June 2021. To support construction of 10 Mitaa offices by June 2021. To facilitate procurement of council generator by June 2018 To support construction of Kihesa ward investment Building by 2021 Rehabilitation of Ruaha and Nduli Ward offices	Number of Ward offices constructed Generator procured Kihesa investment building in place Number of offices rehabilitated Mivinjeni Ward office completed.	

		To support completion of Mivinjeni ward office by 2018		
Enhance Good Governance and Administrative Services	Institutional /Social and economic services and resource mobilization enhanced by 100% by June 2021	To facilitate and enhance council activities and statutory meeting annually To facilitate council recruitment board meeting annually To facilitate contribution To facilitate construction To enhance council publicity annually. To facilitate training of 5 Council committee members on good governance issues annually	Minutes of statutory meetings Recruitment meeting minutes LAN to all Council Dispensaries and health centres in place Website updated, radio programmes in place. Training reports and number of members trained.	
2. PLANNING, MONITORING AND STATISTICS DEPARTMENT				
Enhance Good Governance and Administrative Services	Participatory planning, Implementation and Monitoring of development plans ensured by June, 2021	To coordinate planning process through O&OD Approach from LLG to HLG annually To facilitate Monitoring, follow-up and Supervision on the Implementation of the Government annually To facilitate disaster management activities at 18 wards by June 2019	HLG approach in place Monitoring, and supervision reports Disaster management facilitation reports	HoD
	Performance capacity of seven staffs in the department improved by June, 2021	To facilitate long term training to two staffs of the Planning, Statistics and Follow up department by 2021. To facilitate Staff benefits payment in the	Number of staff trained Number of	

		<p>Planning, Statistics Department annually</p> <p>To facilitate 2 department short term training and workshops annually</p>	<p>staff benefits</p> <p>Number of trainings</p>	
	<p>Higher and lower level 18 Government staff capacitated on data base management by June, 2021</p>	<p>To facilitate training to 13 HOD and 5 Head of Sections on the use of PLANREP Software annually</p> <p>To facilitate short term training to three Statisticians on database formation and management annually</p>	<p>Number of trainings and reports to HoDs and Heads of sections</p> <p>Number of statisticians trained</p>	
	<p>Coordination of the Council development activities improved by June, 2021</p>	<p>To facilitate Council contribution of 39,000,000/= to Local Government Loans Board Funds annually</p> <p>To facilitate council loan repayments of 300 million annually</p> <p>To facilitate 20% of own source revenue released to LLG annually</p> <p>To facilitate Council contribution to higher and lower development projects annually</p> <p>To implement 3 strategic projects/investment within the Municipality by 2021</p> <p>To follow up and supervise development projects annually</p> <p>To maintain 1 vehicle, 3 motorcycles and</p>	<p>Amount of money contributed to Local Government Loans Board contribution facilitation reports</p> <p>Loan and repayment reports</p> <p>% of own source revenue release to LLG</p> <p>Council's Development projects facilitation reports</p> <p>Number of Strategic</p>	

		<p>office facilities annually</p> <p>To coordinate preparation and submission of the Council Plan and Budget for financial year annually</p> <p>To conduct 1 capacity building seminar to CCDF Funds committee annually</p> <p>To conduct monthly follow up and monitoring of the activities under UNICEF support in 18 wards annually</p> <p>To conduct Council annual evaluation meeting to Staffs undertaking activities under UNICEF annually</p>	<p>projects/investment implementation reports</p> <p>Monitoring and evaluation reports</p> <p>Maintenance reports</p>	
Enhance, sustain and effective implementation of the National Anti-corruption Strategy				
3. HEALTH AND SOCIAL WELFARE DEPARTMENT				
Improve services and reduce HIV/AIDS infection	-HIV Commodities at health facilities increased from 80% to 90% by June 2021	To facilitate availability of 10 penile and pelvic model to FRELIMO providing STI and Key population Services by annually	-Number of penile and pelvic models provided to FRELIMO hospital annually	HoD
	- New TB case detection rate increased from 52% to 60% by June 2021	- To procure TB Laboratory supplies and commodities by annually	-Laboratory supplies and commodities in place and in use	
			-Percentage of Detection rate of TB	

			cases	
	- Prevalence rate of HIV/AIDS among OPD case reduced from 10% to 8.5% by June 2021	- To conduct 2 days Advocacy meeting on ASRH issues to 10 key council decision makers on ASRH and HIV/AIDS annually	-Number of Advocacy meeting -Number of key council decision makers attendees biannual meetings	
	AIDS related mortality reduced from (32%) to 27% by June 2021	To orient 20 HCWs on Job aids for paediatric nutrition status assessment nutrition counselling and treatment annually - To conduct on job training and mentoring of 20 health care providers on nutrition assessments and counselling (NACS) in all hospital ,health centre and dispensary by annually	Number of HCWs oriented on Job aids for paediatric nutrition status assessment nutrition counselling and treatment - Number of health care providers received on job training on NACS	
	Prevalence rate of Malaria case reduced from 26.4% to 20% by June 2021	-To conduct quarterly ordering of 6,000 doses of quality assured anti-malaria doses to 10 public health facilities annually	- Number of quality assured anti-malaria doses issued annually - Number of public health facilities received anti-malaria doses annually	
	Prevalence STIs related diseases from 2.4% to 0.5% by 2021	- To procure 500 sets of medicine for STI for FRELIMO Hospital annually	-Number of sets of medicine procured	

		-To train 5 health staff on quality STI syndrome management annually	-Number of health staff trained	
	All health facilities implement standard package of HBC and support services by 2021	To procure 100 sets of medicine and supplies for HBC services annually -To facilitate 15 health facilities to implement standard package of HBC	-Number of sets procured for HBC services -Number of health facilities facilitated and implementing standard package of HBC	
	Capacity building on gender inequities to HIV committee members improved in all wards by 2021	To conduct two gender inequities sensitization meetings to committee members in 18 wards annually	Number of meetings sensitization conducted	
	Programs to fight the spread of HIV/AIDS infection at work place developed and implemented by 2021	To conduct sensitisation meetings to all staff on HIV at work place annually.	-Number of Meetings on HIV at work place conducted to -Sensitisation reports -Number of staff attended meetings -Staff meeting minutes	
	All staff infected with HIV counselled and provided with medications by 2021	To sensitise staff members living with HIV to expose themselves for support. To provide counselling services and medications to all staff with HIV infections annually	Number of sensitisation meetings. Number of staff provided with counselling services and medications	
Enhance, sustain and effective implementation of the National Anti-	-Health Staff trained on anti-corruption measures in all health facilities by 2021	To train 390 health staff on anti-corruption measures in all health facilities annually	Number of Health Staff trained on anti-corruption measures in	

corruption Strategy			Training reports	
	-Patients attitudes assessment towards corruption on health service delivery conducted by June 2021.	<p>-To prepare and distribute service attitudinal assessment forms to 100 patients in each health faculty every year</p> <p>-To make monthly follow up, monthly surprise check-ups, collection of information from suggestion boxes conducted in all health facilities weekly</p> <p>-Sensitize the community to use suggestion boxes in 15 health facilities</p>	<p>-Number of patients assessed</p> <p>-Assessment reports</p> <p>-Number of surprise check-ups conducted</p> <p>-Complaint and suggestion register</p>	
Improve access, quality and equitable social services delivery	Shortage of medicines, medical equipment and diagnostic supplies reduced from 15% to 5% by June 2021	<p>To conduct quarterly medicine auditing to improve availability of health commodities and storage facilities at 10 health facilities annually</p> <p>To conduct effective disposal of expired medicines in 32 health facilities annually.</p> <p>To conduct maintenance and repair of medical equipment for 10 health facilities annually</p> <p>To equip the MMOH office with a medical supplies for First Aid on quarterly basis</p> <p>To procure medicines medical equipment and diagnostic supplies for 10 health facilities</p>	<p>-Number of health facilities audited</p> <p>-Auditing report</p> <p>-Number of waste disposal conducted</p> <p>-quarterly reports</p> <p>Number of health facilities maintained and repaired medical equipment</p> <p>Number of health facilities supplied with medicines medical equipment and</p>	

		quarterly.	diagnostic supplies	
	Maternal mortality rate reduced from 195 to 190 per 100,000 live birth by June 2021	<p>To conduct quarterly maternal and perinatal death auditing review and meeting to assess contributing factors</p> <p>To mobilize and collect 4000 blood units from voluntary non remunerated repeat blood donors by 2021</p> <p>To reward 15 CHMT members based on P4P (Result based Bonus) Benchmark annually</p> <p>To procure 2 ambulance cars for Ipogoro and Ngome Health Centres by June 2021.</p>	<p>Quarterly reports</p> <p>Number of units collected</p> <p>Number of CHMT members rewarded</p> <p>Number of ambulance cars procured.</p>	
	Under five mortality rate reduced from 6/1000 to 4/100	<p>To conduct Annual African Vaccination commemoration week</p> <p>To conduct bi-annual Vitamin 'A' supplementation and deworming to 22,598 children annually</p>	<p>Vaccination commemoration conducted</p> <p>Number of children supplemented and dewormed</p>	
	Prevalence rate of Anaemia& Nutritional disorders reduced from 2.7% to 1.9% by June 2021	To conduct 2 days training on Anaemia& Nutritional disorders rehabilitative service to 31 health providers from health facilities annually	Number of clients trained	
	Prevalence rate of Diabetes mellitus reduced from 2% to 1% by June 2021	-To conduct 5 days training on proper management of NCDs to 36 health workers from Health facilities annually	Number of health workers trained	

		-Sensitize community on NCDs in 192 mitaa meetings	Number of mitaa sensitized Meeting minutes	
	Incidence of Schistosomiasis reduced from 1.2% to 0.5% by June 2021	To conduct 3 days mass treatment campaign on schistosomiasis in 51 primary school annually	Number of schools involved in the campaign	
	Professional skills and statutory benefits of health workers improved by 2021	<p>To provide support to 30 health staff undergoing long term training by annually</p> <p>To support 20 health care providers to attend health professional annual meetings of different cadres within the Country annually</p> <p>To facilitate award for best 6 performing health employee during May day annually</p> <p>To provide uniform to 80 health care providers in all Dispensaries annually</p> <p>To conduct 3 days orientation on OPRAS to 390 health staff annually.</p> <p>To provide statutory benefits to 390 employees in the department annually</p>	<p>-Number of health staff supported to undergo long term training</p> <p>- Number of health care providers to attend health professional annual meetings</p> <p>-Number of health care staff redistributed</p> <p>-Number of best employees awarded</p> <p>-Number of health providers provided with staffs uniform</p> <p>-Number of health staff orientated on OPRAS design contracts</p> <p>-Number of employees provided with</p>	

			statutory benefits	
	Organization structures and institutional/management at all levels strengthened from 65% to 70% by 2021	<p>To re-establish CHSB and 10 HFGC by June 2020</p> <p>To perform quarterly Plan Preventive Maintenances (PPM) annually and repair of 3 vehicles and 5 motorcycles from 10 HFS annually.</p> <p>To conduct 7 routes for supportive supervision for 5 days in 31 HFs visited on quarterly basis by 20 CHMT annually</p> <p>To conduct monthly meeting of Council Health Technical Team CHTT (CHMT & Co-opted Members) to 30 CHTT annually</p> <p>To conduct quarterly statutory CHSBs meeting annually</p> <p>To conduct CCHP Planning meeting with 30 Stakeholders who support health in the Council CHMT annually</p> <p>To conduct Pre-Planning meeting and CCHP Planning meeting with 20 CHMT members and 10 HFs 1/Cs from all HFs 30 Stakeholders who support Health in the Council 20 CHMT/Co-opted members and 10 HFs 1/Cs from all HFs annually</p>	<p>Number of HFGC and CHSB re-established</p> <p>Frequency of Preventive Maintenances , number of vehicles and motorcycles repaired,</p> <p>Number of routes, number of HFs visited and visit reports</p> <p>Number of meetings conducted and number of Meeting minutes</p> <p>Number of meetings conducted and meeting minutes</p> <p>Number of meetings conducted and meeting minutes</p> <p>Number of CHMT and stakeholders attended meetings and meeting minutes</p>	

		<p>To conduct feedback meeting on approved Health facility plans with 10 Health Facility in charges and members of the HFGCs annually</p> <p>To procure one computer set (Laptop), one printer and one internet modem with annual internet bundle for connectivity to enhance the ordering and reporting to MSD through ELMS by 2019</p> <p>To conduct quarterly data review and analysis by 20 CHMT and 10 HFs in charge meeting annually</p> <p>To conduct orientation on NHIF issues to 20 HFs in charges by June 2019</p> <p>To conduct quarterly sensitization campaign on Tiba kwa Kadi (TIKA) enrolment to 192mitaa by June 2021</p> <p>To conduct health facility rating assessments by CHMTs/RMTs to 31 health facilities annually</p> <p>To prepare midyear and annual health facility implementation reports annually</p> <p>To conduct quarterly screening on scabies, oral and eye condition to all primary school</p>	<p>Number of HF in charges attended meetings and meeting minutes</p> <p>Logistics provided in place and in use</p> <p>Number of laptop, printer and modems procured</p> <p>Reviewed data in place and number of CHMT and HF in charges involved</p> <p>Number of HF in charges involved</p> <p>Number of mitaa sensitized</p> <p>Specific improvement</p>	
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		<p>pupils to initiate hygiene diagnosis by 2021</p> <p>To provide 24 hours emergence services after normal working hours at FRELIMO hospital, 2 health centres and 3 dispensaries annually.</p> <p>To procure 400 financial management tools (registers, receipt books) annually (statistics)</p> <p>To conduct monthly HMT meeting at FRELIMO Hospital by annually</p> <p>To conduct statutory HFGC Meetings quarterly and 2 emergence meetings for FRELIMO Hospital annually.</p> <p>To conduct monthly Staff meeting at FRELIMO Hospital annually</p> <p>To conduct one review meeting of Hospital annual plans for FYs annually.</p> <p>To conduct distribution of medicines, vaccines, medical equipment and medical supplies to 18 health facilities monthly annually.</p> <p>To produce 1000 HMIS books for all HFs annually.</p>	<p>plans in place, number of CHMT and health facility staff involved</p> <p>Health facility rating assessment reports and number of health facilities involved</p> <p>Implementation reports in place</p> <p>Number of pupils screened</p> <p>Number of financial management tools procured</p> <p>Number of meetings conducted and meeting minutes</p> <p>Meeting minutes</p> <p>Meeting minutes</p> <p>Administrative logistics</p>	
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		<p>To distribute 900 TIKAs and 500 RCH books for 2 HCs annually</p> <p>To conduct monthly health facility Management Meeting at 2 HCs annually</p> <p>To carry out minor rehabilitation of Ipogolo and Ngome Health centres seven (7) Dispensaries by 2021</p>	<p>provided and used</p> <p>Budget set aside for monthly utility bills</p> <p>Number of HFs provided with medical supplies and equipment</p> <p>Number of HMIS books produced</p> <p>Number of forms and books distributed</p> <p>Meeting minutes</p> <p>Number of health centres and dispensaries rehabilitated</p>	
	<p>Community participation and involvement in Health Promotion actions to be strengthened from 40% to 50% by June 2021</p>	<p>To conduct quarterly inspection of 610 food storage premises in all wards within the Municipality annually</p> <p>To conduct one day sensitization campaign on hygiene and sanitation practices in 192 mitaa annually</p> <p>To conduct one hygiene sensitization meeting to food vendors biannually</p>	<p>Number of inspections conducted and number of wards involved</p> <p>Number of inspections conducted and number of restaurants involved</p> <p>Number of stakeholders mapped</p> <p>Number of mitaa</p>	

			involved in the campaign	
			Number of food vendors sensitized	
	Rate of patient with complications associated with traditional medicine and alternative healing practices reduced from 10% to 6% by June 2021	<p>To conduct mapping and registration of 70 traditional and alternative health practitioners in the Council by June 2019</p> <p>To identify and remove all un required traditional medicine advertisement posts in the Council annually.</p> <p>To conduct one community sensitization meeting on proper disease diagnosis and proper use of medication an 192mitaa annually</p> <p>To conduct one seminar to all traditional and alternative health practitioners on regulations and conduct guiding them annually</p>	<p>Number of traditional and alternative health mapped and registered</p> <p>Number of un required advertisement posts identified and removed</p> <p>Number of mitaa sensitized</p> <p>Number traditional and alternative health practitioner involved in the seminar</p>	
	Infant mortality rate reduced from 4/1,000 to 2/1,000 live birth by June 2021	<p>To refill and distribute 32 full LPG cylinders for 4 health facilities as a backup energy source bi-annually annually</p> <p>To conduct monthly outreach and mobile services to hard to reach communities annually</p> <p>To launchbOPV new vaccine campaign to under one year</p>	<p>Number of LPG cylinders and backup energy sources distributed</p> <p>Number of outreaches conducted</p> <p>Number of mitaa</p>	

		<p>children by June 2018</p> <p>To conduct one day sensitization meeting on the routine vaccine use in 192 mitaa annually</p>	involved in the vaccine campaign	
	Physical infrastructures in health facilities increased from 55% to 61% by June 2021	<p>To perform emergence rehabilitation of 10 health facilities annually.</p> <p>To construct one Diagnostic unit, two wards and mortuary at FRELIMO Hospital by 2021</p> <p>To construct two wards at Itamba dispensary by 2021</p> <p>To support completion of staff house at Nduli and Njiapanda Dispensaries by 2018</p> <p>To construct 1 patients modern toilet (WC) at Kitanzini dispensary 2018</p> <p>To install an electronic revenue collection system in 7 Dispensaries by 2021.</p> <p>To construct fence at Itamba, and Nduli dispensaries and Ipogoro health centre by 2021</p> <p>To construct rain water harvesting tanks at 5 peri-urban dispensaries by 2021</p> <p>To upgrade 2 dispensaries to Health Centres (Igumbilo and Itamba) by June 2021.</p>	<p>Number of health facilities rehabilitated</p> <p>Diagnostic unit in place</p> <p>Number of wards constructed</p> <p>Completed staff house at Nduli in place</p> <p>1 patient modern toilet (WC) at Kitanzini dispensary in place</p> <p>Number of dispensaries installed with electronic revenue collection systems</p> <p>Constructed fence in place</p> <p>Number of rain water harvesting tanks constructed</p>	

		<p>To construct 1 staff house at Kitwiru dispensary and 3 at FRELIMO hospital by June 2021.</p> <p>To construct 5 dispensaries (Kipururu, Mkoga, Ugele, Mkimbizi and Msisina) by June 2021.</p> <p>To construct elderly residence centre and a Club by June 2021.</p>		
	<p>The prevalence of stunting in children aged from 0-59 months reduced from 41.6 to 35.6 by June 2021</p>	<p>To conduct two trainings to 250 HSP (nurses, Midwives and Clinicians) from all Health facilities on MIYCAN, WASH, ECD 2021</p> <p>To conduct two trainings to 250 health provider from all health facilities on child growth monitoring by 2021</p> <p>To conduct quarterly meetings of Municipal to 18 nutrition steering committees annually</p> <p>To conduct quarterly supportive supervision, mentoring and coaching on nutrition interventions to 4 nutritionists annually</p> <p>To conduct bi annual joint 30 Municipal stakeholders review meetings on nutrition interventions for data validation annually</p> <p>To promote community</p>	<p>Number of nurses, Midwives and Clinicians trained</p> <p>Number of health provider trained</p> <p>Number of meetings conducted and meeting minutes</p> <p>Number of nutritionist Coached and mentored</p> <p>Meeting minutes</p> <p>Number of wards participated</p> <p>Number of primary</p>	

		<p>based school feeding programs in 51 primary schools by 2021</p> <p>To facilitate World Breastfeeding Week (1-7th August) advocating appropriate IYCF practices in all wards annually</p> <p>To conduct training to 20 CHWS on control and prevention of anaemia in pregnant women, adolescent girls and children under five including the use of FEFO annually</p> <p>To conduct training to 18 ward extension officers to increase production and consumption of diverse range of nutritious food at community level annually</p> <p>To conduct milk drinking campaign in 51 primary school annually</p> <p>To conduct training to 50 small scale fish farmers for domestic consumption in Nduli by 2018</p> <p>To promote food safety and quality in peri-urban Wards to reduce the level of aflatoxin in cereals crops by June</p> <p>To support 5 water user committees in advocating community members on sanitation and hygiene practices annually</p>	<p>schools involved in the promotion</p> <p>Number of wards facilitated</p> <p>Number of CHWS trained</p> <p>Number of ward extension officers trained</p> <p>Number of primary schools involved in the campaign</p> <p>Number of small scale fish farmers trained</p> <p>Number of peri-urban mitaa involved in the campaign</p> <p>Number of water user committees supported</p> <p>Number of children under five years supplemente, dewormed and screened</p>	
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		<p>To conduct Vitamin A supplementation, deforming and MUAC screening to all children under five years bi-annually</p> <p>To conduct quarterly inspection of iodized salt in shops and markets in 18 wards annually.</p>	<p>Number of wards inspected</p>	
	<p>Under five birth registration increased from 94% to 100% by June 2021</p>	<p>To ensure availability of Birth registration materials in 52 registration centres annually</p> <p>To conduct BR sensitization campaign in 192 mitaa annually.</p> <p>To perform quarterly Maintenance ICT equipment in 52 registration centres annually</p> <p>To facilitate BR quarterly monitoring and supportive supervision to 52 BR centres annually</p>	<p>Number of registration centres provided with birth registration materials</p> <p>Number of mitaa sensitized</p> <p>Number of birth registration centres involved</p> <p>Number of birth registration centres supported and monitored</p>	
	<p>Strengthen child protection system structure in all levels by June 2021</p>	<p>To conduct training to 30 health service providers on child protection Modules annually</p> <p>To conduct quarterly meetings with 80 Social welfare</p>	<p>Number of health service providers trained</p> <p>Number of Social welfare stakeholders participated in</p>	

		<p>stakeholders on proper social welfare service annually.</p> <p>To conduct quarterly inspection to 10 children homes annually</p> <p>To identify and register all Day care Centres for legal operation and good social services annually.</p>	<p>meetings and meeting minutes</p> <p>Number of children homes inspected</p> <p>Number of Day care Centres identified and registered</p>	
	Ensured Community Health Insurance in all 18 wards by June 2021	<p>To conduct sensitization and mobilization meeting in 18 wards on TIKA services by annually.</p> <p>To support 1,000 people from vulnerable groups with TIKA contribution for treatment annually</p> <p>To procure 2 digital cameras and 2 photo printers for preparing TIKA Cards by June 2018</p>	<p>Number of wards sensitized</p> <p>Number of people with disabilities supported</p> <p>Number of digital cameras and photo printers procured</p>	
	Access to Social welfare to women and disadvantage groups is improved by June 2021	<p>To conduct Entrepreneurship training on income generating activities to 100 people with disabilities (Women and youth) annually</p> <p>To conduct family reunification to 100 street children and 50 beggars by June 2019</p> <p>To facilitate 8 elderly and 8 people with disability to attend National festival annually</p>	<p>Number of people with disabilities trained</p> <p>Number street children and beggars reunified</p> <p>Number of elderly and people with disabilities facilitated</p>	
	Prevalence rate of acute and chronic respiratory	To procure essential	Chronic respiratory	

	diseases reduced from 16.2% to 14% by June 2021	equipment and supplies for screening for risk factors of NCDs (Diabetes Mellitus, acute & chronic respiratory diseases) to all health centres by June 2018 To conduct sensitization campaigns on NCDs in 192 mitaa annually	diseases reduction rate (%) Number of mitaa sensitized	
	Prevalence rate of oral diseases among OPD cases reduced from 7.5% to 5% and eye disease among OPD cases reduced from 2.8% to 2.0% by 2021	To procure dental equipment instruments, material and supplies for 2 Health Centres for proper management of cases and complication by June 2018 To conduct sensitization campaigns on oral diseases in 192 mitaa annually To conduct one day orientation on eye to 20 health care providers (Clinicians and nurses) by June 2018	OPD Oral and eye diseases cases reduction rate (%) Equipment procured in place Number of mitaa sensitized Number of health care provider oriented	
	Prevalence rate of Neglected Tropical Diseases (NTD) reduced from 2.1% to 1.0% by June 2020			
	Capacity on management of emergency disaster preparedness and response strengthened from 25% to 45% by June 2021	To procure 1 kits/tin of buffer stocks and medical supplies for emergency preparedness and response annually	Kits/tins of buffer stocks in place	
	Healthcare waste management improved at facility from 60% to 90% by June 2021	To procure essential equipment for waste segregation (colour coded bins and bin liners, safety boxes) collection storage, transportation	Number of HCs dispensaries provided with essential equipment for waste	

		and facility cleanliness for 2 HCs and all Dispensaries by June 2021	segregation	
4. COMMUNITY DEVELOPMENT DEPARTMENT				
Improve services and reduce HIV/AIDS infection	HIV/AIDS related stigma and discrimination among community members reduced by June 2021.	To conduct 2 trainings on HIV/AIDS, stigma and gender based violence to 192 MEOS annually To conduct 2 trainings on HIV/AIDS, stigma and gender based violence to 29 Councillors, Mps and DC annually To conduct 2 training on HIV/AIDS, stigma and gender based violence to 48 WEOS and CDOS annually To conduct 2 training on HIV/AIDS, stigma and gender based violence to 60 disabled people annually To conduct 2 training on HIV/AIDS to students of higher learning Institutions annually To conduct 1 awareness creation meeting on HIV/AIDS to 30 Faith leaders annually To facilitate 1 cultural group to perform on HIV/AIDS prevention mobilization show in 18 wards annually.	Number of trainings Training reports Number of people showing up for testing	HoD
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	Number of stakeholders capacitated in corruption; petty and grand corruption by June 2021	To conduct 1 day awareness training to department staff on petty and grand corruption annually.	Number of awareness trainings conducted	
Improve social	Facilitation of community and development	To provide working tools and equipment to	Number of staff provided	

welfare, gender and community empowerment	activities enhanced by June 2021	31 community development department staff annually To facilitate on job training to 6 staff annually To conduct quarterly department meetings annually To conduct 2 training to 20 economic development groups annually.	with tools Number of staff trained Minutes of the meetings Number of trainings conducted	
	Access to social welfare by gender and disadvantaged groups improved by 100% by June 2021.	To conduct quarterly capacity building training and supervision to 192 MITAA CHILDREN BARAZA in 18 wards annually. To conduct 2 day education campaign on nutrition for children in 192 Mitaa annually	Number of MITAA CHILDREN BARAZA trained and supervised Number of mitaa trained Number of nutrition awareness conducted	
	Coordination and mobilization of activities enhanced by 100% by June 2021.	To facilitate participation of 2 staff and 1 economic group for Nane Nane exhibition annually To facilitate Trade fair participation to 20 IGAs groups annually. To conduct quarterly monitoring of IGA groups in 18 wards annually To facilitate 100 IGA groups in accessing credits in 18 wards annually. To facilitate implementation of TASAF III activities by June 2021	Number of staff and groups Facilitation report Quarterly Monitoring reports Number of groups facilitated TASAF implementation reports	
5. PRIMARY EDUCATION DEPARTMENT				
Improve	Schools gender	To provide financial	Number of	HoD

<p>services and reduce HIV/AIDS infection</p>	<p>sensitivity, sexual reproductive health and HIV/AIDS to 51 primary schools strengthened by 2021</p>	<p>support to 10 workers living with HIV/AIDS for food annually</p> <p>To conduct sensitization meetings to 200 primary school teachers on HIV/AIDS annually.</p> <p>To conduct one sensitization meetings to 51 primary school pupils on reproductive health and HIV/AIDS annually.</p>	<p>workers provided with financial support</p> <p>Number primary schools teachers sensitized</p> <p>Number schools sensitised</p>	
<p>Enhance, sustain and effective implementation of the National Anti-corruption Strategy</p>	<p>Measures to combat petty and grand corruption in 51 primary schools strengthened by June 2021</p>	<p>To conduct 1 day training to 51 head teachers and 18 WECs on effects of petty and grand corruption by annually</p> <p>To conduct 1sensitization meeting on petty and grand corruption in 51 primary schools annually</p>	<p>Number of teachers and WECs trained</p> <p>Number primary schools teachers sensitized</p>	
<p>Improve access, quality and equitable social services delivery</p>	<p>Working environment of education staffs improved by June 2021</p>	<p>To facilitate availability of working tools education staff (computer, scanner and printers) annually</p> <p>To maintain one vehicle annually</p> <p>To provide prizes to ten best primary schools annually</p>	<p>working tools available</p> <p>Car Maintenance report</p> <p>Number of best schools provided with prizes</p>	
	<p>Adults Illiteracy rate reduced from 7% to 3% by 2021</p>	<p>To conduct 4 day training on COBET,ICBAE and ODL annually</p> <p>To facilitate adult education national festival in 18 wards</p>	<p>Number of training conducted</p> <p>Number of wards conducted the festival</p>	

		<p>annually</p> <p>To provide office equipment to 16 WECs annually</p> <p>To sensitise parents on the importance of nutrition programme to pupils in 51 primary schools annually</p>	<p>Number Wes provided with office equipment</p> <p>Number of primary schools supported</p>	
	Cultural and sports activities in the Municipality Improved by June 2021	<p>To conduct sports and games competition (UMITASHUMTA) involving 51 Primary Schools annually</p> <p>To provide sports and games materials to 51 primary schools by annually</p> <p>To conduct awareness campaign on the importance of sports in 192 mitaa</p>	<p>Number of Primary Schools involved in competition</p> <p>Number of Primary Schools provided with sports and games materials</p> <p>Number of mitaa involved</p>	
	Standard one enrolment rate (100%) maintained by 2021	<p>To coordinate and compile TSA, TMW, and TSM I&2 annually</p> <p>To conduct inspection of 51 primary schools annually</p> <p>To conduct sensitization on pupil enrolment campaign in 192 mitaa annually</p>	<p>TSA, TMW, and TSM I&2 annual report</p> <p>Number of schoolsinspected</p> <p>Annual inspection report</p> <p>Number of mitaa sensitized</p>	
	Managerial skills to education staff and schools supervisors increased by 2021	<p>To distribute capitation grants to 25,095 pupils in 43 primary schools annually</p> <p>To facilitate leave expenses to 400 teachers annually</p>	<p>Number of pupils provided with capitation grants</p> <p>Number of teachers provided with</p>	

		To facilitate training to 10 teachers on special education courses 2021	leave expenses Number of teachers trained	
	Pass rate in STD VII national examination increased from 87% to 100% by June 2021	To improve benefits 794 primary school teachers by June 2021 To conduct primary schools leaving examination (PSLE) and standard four national assessment (SFNA) in 51 primary schools annually To provide prizes to five best performers education staffs during May day festival annually To conduct mass communication training to 51 Head Teachers, 16 WECs and 50 teachers on promoting education to children with disabilities annually	Number of teachers provided with improved benefits Number of schools involved in PSLE and SFNA Number of staff education staffs provided with prizes Number of Head Teachers, WECs and teachers trained	
	Special education requirement increased by 2021	To facilitate 100% operation of special school (Mtwivila Viziwi) by 2021	Rate of improvement (%)	
Increase quantity and Quality of social services and Infrastructure	Schools building and infrastructures increased from 415 to 460 by 2021	To support construction of 20 classrooms annually by 2021 To support rehabilitation of playing grounds of 4 schools (Mlandege, Igumbiro, Ngome and Mkimbizi primary schools) By 2019 To support rehabilitation of toilets 3 schools (Mlandege,	Number of classrooms constructed Number of playing grounds rehabilitated Number of toilets rehabilitated	HoD

		Mlangali and Muungano primary schools) By 2019 To support completion of 4 teachers house and 2 by 2018 To support completion of Mahaginursery Schools By June 2020 To support construction of 100 toilets by June 2021 To conduct emergency rehabilitation at 43 schools annually.	Number of teachers houses and classrooms completed Nursery school completed Number of toilets completed	
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6. SECONDARY EDUCATION DEPARTMENT

Improve Services and HIV/AIDS Infection	Workplace HIV/AIDS program developed by June 2021	To conduct sensitization meeting to 124 secondary school teachers on Youth Friendly Services (YSF) and reproductive health and right (SRHR) annually. To provide special diet to 2 workers living with HIV/AIDS annually To conduct training to 60 peer educators on Youth Friendly Services (YSF) and reproductive health and right annually.	Number of secondary schools involved Number of workers provided with special diet Number of peer educators trained	HoD
Enhance, sustain and effective implementation of National Anti-corruption Strategy	Measure to combat petty and grand corruption in 14 secondary schools staff developed by June 2021	To conduct 1 awareness meeting to 18 secondary schools staff on the effect of petty and grand corruption annually.	Number of schools involved	
Improve access, quality, and	Working environment of education staff improved by 2021.	To facilitate education staff to attend nanenane exhibition in	Number of staff attended nanenane	

<p>equitable social services delivery</p>		<p>Mbeya annually To facilitate office requirements in the department annually.</p> <p>To facilitate motor car repair and service annually</p> <p>To facilitate 10 education staff to attend professional annually</p> <p>To improve social welfare of 681 secondary school staff by 2021</p> <p>To improve social welfare of 4 retired staff annually</p> <p>To facilitate management of environmental hygiene and sanitation in all schools annually</p> <p>To provide responsibility allowances to 14 heads of secondary schools monthly</p> <p>To provide responsibility allowances to 7 wards coordinators monthly</p>	<p>exhibition</p> <p>Office requirements in place and in use</p> <p>Motor car repaired, served, and in use</p> <p>Number of staff trained</p> <p>Number of staff with improved social welfare</p> <p>Number of retired staff with improved social welfare</p> <p>Number schools facilitated</p> <p>Number of heads of SS provided with allowances</p> <p>Number of wards coordinators provided with allowances</p>	
	<p>Culture and sports activities improved in 29 secondary schools</p>	<p>To conduct sports and games (UMISETA) competition in 29 schools annually</p>	<p>Number of secondary schools participated in competition</p>	
	<p>Secondary education completion rate increased from 95% to 100% by</p>	<p>To facilitate timely capitation grant to 14 government schools</p>	<p>Number of schools received</p>	

	2021	<p>annually</p> <p>To prepare quarterly performance and SEDP II report annually</p> <p>To conduct the performance of ELIMU DAY annually</p> <p>To support 10 orphans and most vulnerable students annually</p> <p>To maintain the operation of TSS data base for all secondary schools</p> <p>To facilitate the expenses of form two, form four, and form six National Examination photo entries.</p> <p>To provide prizes to 4 secondary school staff during Mei Mosi annually</p> <p>To collect data using TSS and self-forms annually</p>	<p>capitation grant timely</p> <p>Quarterly performance and SEDP II report in place</p> <p>Performance report</p> <p>Number of orphans and most vulnerable students supported</p> <p>TSS data base in place and maintained</p> <p>Expenses for the examinations facilitated</p> <p>Number of staff provided with prizes</p> <p>Data collected in place</p>	
	Teaching and learning environment in secondary schools improved	To support all A' Level schools with running expenses annually	Number of schools supported	
Increase Quantity of Social services and infrastructure	Infrastructures in 14 secondary schools improved in June 2020	<p>To support completion of 20 laboratories in secondary schools by 2019</p> <p>To support rehabilitation of sewage system at Lugalo secondary school by 2018</p> <p>To support completion of toilet at Mivinjeni secondary school by 2018</p>	<p>Number of laboratories completed</p> <p>Sewage system rehabilitated and in use</p> <p>Toilet completed and in use</p>	

		<p>To support completion staff house at Kihesa secondary school by 2018</p> <p>To support construction of kitchen at Tagamenda secondary school by 2018</p> <p>To support construction of bathroom and toilet at Mawelewele secondary school by 2019</p> <p>To support construction of three classrooms at Mivinjeni, Nduli and kihesa secondary schools and four classrooms at Mlandege secondary school by 2019</p>	<p>Staff house completed and in use</p> <p>Kitchen constructed and in use</p> <p>bathroom and toilet constructed and in use</p> <p>Number of classrooms constructed</p>	
Improve Emergency and Disaster Management	Safety and rescue services all secondary schools improved by 2021	To facilitate purchases of fire extinguishers for 14 secondary schools annually	Number of schools provided with fire extinguishers	
7. WATER DEPARTMENT				
Improve services and reduce HIV/AIDS infection	Work place and water users HIV/AIDS education, awareness and prevention improved by June, 2021	<p>To conduct one day training on HIV/AIDS infections to four staff two annually.</p> <p>To conduct one day training on HIV/AIDS infections to COWSOs annually</p>	<p>Number of staff trained and report</p> <p>Number of COWSOs trained</p>	HoD
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	Corruption awareness creation enhanced by June, 2021	To conduct quarterly departmental meetings on Anti-Corruption strategy annually	Minutes of the meetings	
Improve access, quality and equitable	Water service delivery to peri-Urban Communities improved by June, 2021	To support welfare services and working environment to 4 water	Number of attendants to annual	

<p>social services delivery</p>		<p>department staff by June, 2018</p> <p>To facilitate attendance of two staff to annual Engineers meeting annually</p> <p>To facilitate water quality analysis at water mapping points annually</p> <p>To maintain of water infrastructures annually</p> <p>To facilitate 1 staff to participate in Nanenane exhibition annually</p>	<p>engineers meetings</p> <p>Water quality reports</p> <p>Maintenance reports</p> <p>Nanenane festival Participation reports</p>	
	<p>Peri-urban Communities with access to clean, affordable and safe water supply within 400m increased from 92% to 94% by June, 2021</p>	<p>To implement piped/Boreholes water supply and sanitation project Ulonge-Kigungawe, Ugele and MosiMitaa by June, 2018</p> <p>To facilitate consultancy supervision during construction of piped/Boreholes water supply and sanitation project Ulonge-Kigungawe, Ugele and MosiMitaa by June, 2020</p>	<p>Piped/Boreholes water supply and sanitation project implementation report</p> <p>Consultancy reports</p>	
	<p>Supervision and monitoring of Rural water supply and sanitation programme (RWSSP) enhanced by June, 2021</p>	<p>To facilitate Council Water and Sanitation Team (CWST) to monitor, supervise and follow up Rural water supply and sanitation programme by 100% by June, 2018</p> <p>To maintain one Vehicle and two</p>	<p>Council Water and Sanitation Team (CWST) Monitoring reports</p> <p>Maintenance</p>	

		<p>motorcycles annually</p> <p>To conduct 1 training to Council Water and Sanitation Team (CWST) annually</p> <p>To conduct 1 training to Council Water department staff annually</p> <p>To conduct 1 training to Community Owned Water Supply Organizations annually</p>	<p>reports</p> <p>Training reports</p> <p>Training reports</p> <p>Training reports</p>	
Increase quantity and Quality of social services and Infrastructure	Schools with access to sufficient toilets and hand washing facilities improved by 100% by June,2021	<p>To establish school water and sanitation (SWASH) clubs in 51 schools by 2021.</p> <p>To conduct 1 cleanliness competition at 51 primary schools by June, 2021</p> <p>To conduct quarterly water inspection to 27 secondary schools annually</p>	<p>SWASH establishment reports</p> <p>Competition reports</p> <p>Water Inspection reports</p>	
Improve Emergency and Disaster Management	Management of environmental health, hygiene practices and sanitation increased from 80% to 88% by June, 2021	<p>To conduct baseline environmental health and sanitation survey in 49 mitaa from 4 wards of Kihesa, Mtwivila, Mkimbizi and Kitwiru by June, 2018</p> <p>To conduct environmental health and sanitation interventions in 49 Mitaa from 4 wards annually</p> <p>To conduct 1 cleanliness competition involving 192 mitaa and 18 wards in the council annually</p> <p>To conduct follow up and supervision of the NSC activities in 49 mitaa from 4 wards annually</p>	<p>Baseline survey report</p> <p>Intervention reports</p> <p>Competition Report.</p> <p>NSC Follow up and supervision reports</p>	

8. FINANCE AND TRADE DEPARTMENT

<p>Improve services and reduce HIV/AIDS infection</p>	<p>Work place HIV/AIDS programme developed in council by June,2021</p>	<p>To conduct two days sensitization meeting on HIV/AIDS to 25 Finance staff annually.</p> <p>To sensitize 50 revenue collectors and agents on HIV/AIDs annually</p>	<p>Number of staff sensitized</p> <p>Number revenue collectors and argents sensitized</p>	
<p>Enhance, sustain and effective implementation of the National Anti-corruption Strategy</p>	<p>Work place Ant - corruption Programme developed in council by June,2021</p>	<p>To conduct two days awareness to 25 finance Staff on the effect of petty and grand corruption by annually</p> <p>To sensitize 50 revenue collectors and argents on the effect of petty and grand corruption annually</p>	<p>Number of staff sensitized</p> <p>Number revenue collectors and argents sensitized</p>	
<p>Enhance Good Governance and Administrative Services</p>	<p>Government financial accounting procedure adhered to and strengthened by June, 2021</p>	<p>To facilitate long term training programme for 2 Finance Staff annually</p> <p>To conduct short course to 25 workers on Law, Regulations and seculars annually</p> <p>To facilitate short term training and EPICOR and revenue collection to 25 finance Staff by 2021.</p> <p>To facilitate training on preparation of council financial statements IPSAS standards and IFRS to 20 Finance Staff by June 2021.</p> <p>To improve working tools and Social Welfare to 25 Finance Staff annually</p> <p>To transfer 20% GPG</p>	<p>Number of staff trained</p> <p>Number of staff provided with improved working tools</p> <p>Percentage of GPG funds transferred to all wards</p> <p>Monthly bank reconciliation report</p> <p>Annual expenditure estimates reports in place</p>	

		funds to of 18 wards annually Prepare revenue and Expenditure estimate of annually		
	Own Source revenue increased from 4.3 b to 5.3b by June,2021	To improve Tax payers database source and identify new revenue sources annually To make close follow - up and monitor all Revenue sources annually To conduct quarterly awareness campaign on tax matters to the Public annually To conduct training to 50 revenue collectors of POS devices by June 2021.	Improved tax payers data base and list of identified new sources in place Annual follow up and monitoring reports in place	
	Services delivery to Iringa Municipal Trade section improved by 2021	To conduct short course to two workers on Law, Regulations and seculars annually To issue and inspect Business Licence & Liquor Licence to all 18 Wards annually To conduct training all business people on business skills and regulations in 18 wards annually	Number of workers trained Number of wards inspected and issued with Business & Liquor Licence Number of trainings conducted	
9. AGRICULTURE IRRIGATION AND COOPERATIVE DEPARTMENT				
Improve services and reduce HIV/AIDS infection	Continuum and care to 70 PLW AIDS/HIV improved by June 2021 Work place HIV/AIDS education and awareness improved by June 2021	To facilitate establishment of 4 farmers field school on mushroom and Soya beans to PLW AIDS/HIV annually To conduct sensitization meeting on HIV/AIDS to 27 extension staff in 18 wards by 2019	Number of farmers field schools established Number of extension staff sensitized	HoD

<p>Enhance, sustain and effective implementation of the National Anti-corruption Strategy</p>	<p>120 staff capacitated in combating petty and grand corruption by June 2021</p> <p>Farmers sensitized on petty and grand corruption by June 2021</p>	<p>To conduct training to 27 staff on the effect of petty and grand corruption annually.</p> <p>To conduct sensitization campaign to 5 peri urban wards to farmers on the effect of petty and grand corruption in 18 wards by 2021</p>	<p>Number of staff trained</p> <p>Number of wards sensitized</p>	<p>HoD</p>
<p>Improve Emergency and Disaster Management</p>	<p>Capacity building on disaster preparedness and management in 18 wards increased by June 2021</p>	<p>To conduct sensitization meetings on disaster management and mitigation measure in 18 wards annually.</p>	<p>Number of wards sensitised</p>	
<p>Improve production, productivity, food security and income generation</p>	<p>Conducive working environment to 120 staff enhanced by 2021</p>	<p>To facilitate departmental administrative logistics annually.</p> <p>To provide employment benefits to 27 staff annually</p>	<p>Departmental expenses in place and supervision report</p> <p>Number of staff provided with benefits and working tools</p>	
	<p>Extension services delivery to 9,400 farmers improved by June 2021</p>	<p>To facilitate semi-annual public-private partnership forum on agricultural technology to 80 participants annually.</p> <p>To promote food safety and quality to 5 peri – urban farmers to reduce aflatoxin in cereals annually</p> <p>To facilitate establishment of 7 farmers field schools for soya bean and</p>	<p>Number of farmers participated in promotions</p> <p>Number of farmers field schools established</p> <p>Number of staff facilitated</p>	

		sunflower in Municipal out skirt by June 2019 To facilitate 18 extension staff to participate in National festival exhibition and celebration annually		
	Farmers capacity to produce high nutritive value crops increased by 2021	To conduct training to 26 agricultural officers on production of orange fleshed sweet potatoes in 16 wards by 2019 To conduct 5 FFS in 16 wards by 2019 To establish one demonstration plot on vegetable production in 16 wards by 2021 To conduct training to 18 ward extension officers on food diversification to improve nutrition at community level by 2018. To conduct training to 27 agricultural extension officers on adoption and application of new technologies (Pesticides, fungicides, fertilizers etc) annually.	Number of agricultural officers trained Number of FFS conducted and number of wards involved Number of plots established and number of wards involved Number of extension officers trained Number of extension officers trained	
	Business and management skills to 50 co-operative societies strengthened by June 2021.	To facilitate inspection and follow-up of existing 45 primary co-operative societies annually. To facilitate short term training to 2 co-operative officers by 2021 To facilitate 2 co-	Number of primary co-operative societies inspected and followed up Number of co-operative officers trained	

		operative staff to participate in National festival annually To train 60 SACCOS' Loan and supervisory committee members on management skills by 2019	Number of cooperative officers facilitated Number of committee members trained	
	Community Bank established by June 2021.	To provide 80 million financial contributions to establishment of community bank by June 2021 To conduct 1 sensitisation to SACCOS on the importance of buying shares annually.	Amount of money contributed Sensitisation meetings minutes	
	Agricultural infrastructures in 4 mitaa improved by 2021	To construct 3000m (3km) of main canal in Kisaula-Mtwivila (Mkoga) irrigation scheme by June 2021 To construct 1500m of Kitwiru traditional irrigation scheme by June 2021.	Number of km rehabilitated	
10. LIVESTOCK AND FISHING DEPARTMENT				
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	65 staff capacitated in combating petty and grand corruption by June 2021	To conduct sensitization meeting to 13 staff on the effects of petty and grand corruption annually	Number of staff sensitized Number of mitaa sensitized	
Improve Emergency and Disaster Management	Capacity building on disaster preparedness and management in 18 wards increased by June 2021	To conduct three sensitization meetings on disaster management and mitigation measure in 18 wards annually.	Number of sensitization meetings and wards sensitized	
Improve production, productivity, food security and income generation	Livestock extension services in 18 wards improved by 2020	To identify and select best livestock keepers in each ward to participate in local and national exhibition annually	Number of best livestock keeper selected Number of livestock	

		<p>To conduct training to 50 livestock keepers and 16 livestock officers on animal breeding and animal husbandry in 2018</p> <p>To conduct mass vaccination of 40,000 local chickens against New castle in 18 wards annually</p> <p>To conduct TB and Brucellosis testing in 247 to 1000 dairy cattle by 2019</p> <p>To conduct anti- rabies vaccination to 2500 dogs in 18 wards annually.</p> <p>To conduct 2sensitisation campaign against rabies annually.</p> <p>To conduct 2 weeks training to 450 livestock keepers on management of indigenous poultry, rabbits, and pigs to 5 peri-urban wards annually</p> <p>To support piggery production to 24 women in 5 peri-urban ward by 2021</p>	<p>keepers and livestock officers trained</p> <p>Number of local chickens vaccinated</p> <p>Number of wards involved</p> <p>Number of cattle tested</p> <p>Number of dogs vaccinated</p> <p>Number of livestock keepers, number of wards involved, and</p> <p>Number of women supported</p>	

	Hides and skin quality in 10 groups of primary of turning improved by 2020	<p>To construct 1 hides and skin drying shed and storage facilities annually</p> <p>To conduct quarterly monitoring and evaluation for hides and skin sector annually</p> <p>To conduct one sensitisation campaign to promote use of modern abattoir, and hides and skin preparation in 18 wards annually</p> <p>To facilitate 4 staff to attend seminar and short courses annually.</p>	<p>Maintenance report</p> <p>Monitoring and evaluation report</p> <p>Number of wards involved in promotion modern abattoir in use</p> <p>Number of staff attended seminar and short courses</p>	
	Livestock infrastructures improved by 2021	<p>To acquire land of 40ha of Ngerewala abattoir, in 2018</p> <p>To facilitate rehabilitation of 3 slaughter houses by 2020</p> <p>To construct feedlot system at Ngerewala abattoir by 2021</p>	<p>Number of Ha acquired</p> <p>Number of slaughter houses rehabilitated</p> <p>Ngerewala abattoir constructed</p>	
	Fish ponds increased from 12 to 100 by 2021	<p>To conduct training to 240 people on fish farming in 18 wards annually.</p> <p>To distribute 4,000 fingerings to 100 low income earner households annually.</p> <p>To conduct quarterly inspection to 17 fish shops, 5 cold box lorries and 5 markets annually</p> <p>To train 10 project teachers from 10 primary schools on fish</p>	<p>Number of people trained</p> <p>Number of fingerings distributed and number of households provided with fingerings</p> <p>Number shops, cold box lorries and markets inspected</p> <p>Inspection</p>	

		farming technology To facilitate 1 field tour 30 fish farmers to Ruvu fish farm by June 2019.	report Number of teachers trained Tour report	
11. LAND AND URBAN PLANNING DEPARTMENT				
Improve services and reduce HIV/AIDS infection	HIV/AIDS awareness to Urban Planning Department staffs enhanced by June 2021	To conduct 1 training on HIV/AIDS to 30 staffs of Urban Planning Department annually	Training report	HoD
Enhance, sustain and effective implementatio n of the National Anti- corruption Strategy	National anti-corruption strategy is adopted to urban planning department staffs by June 2021	To conduct 1 training on National anti- corruption strategy to 30 urban planning department staff annually	Training report Number of staff	
Improve access, quality and equitable social services delivery	Welfare of Urban Planning Department Staffs improved by June 2021	To facilitate 6 Department staffs to attend annual Regional and Ministerial meetings annually To provide 15 staffs wit fringe benefits annually To provide incentive prize to one staff during World Workers day annually(every department) To facilitate participation of 4 TACINE meetings annually To conduct 12	Meeting agenda/reports Number of staff paid leave expenses Name of the person awarded prize TACINE meetings minutes Meeting minutes Number of meetings	

		meetings of issuing of building permits annually		
	Working conditions for Land Management staffs improved by June 2021	To facilitate good working environment through procurement of office equipment (furniture) and consumables annually	Office furniture and consumable in place. Inventory register	
Improve access, quality and equitable social services delivery	Ensure Iringa Urban growth control ensured by June 2021	To acquire 500 acres of land by annually To facilitate negotiation process with Iringa Municipal council for IMC boundary Expansion To survey 2000 plots in collaboration with community members annually To recover plot boundaries of 2000 plots annually To facilitate submission of different documents zonal office plans annually To survey and provide right of occupancy for all government institutions by 2021	Number of acres acquired Negotiation report Number of plots surveyed Number of boundaries recovered Right of occupancy	
	Collection of Land rent increased from 700M to 1.5B by June 2021	To collect Tshs. 1 billion of land rent annually To conduct 4 meetings for plot allocation committee annually To prepare 2000 title deeds annually		

		<p>To update Land management Database by June 2021</p> <p>To create public awareness campaign in 192 mitaa conduct awareness through media</p>	<p>Updated database in place</p> <p>Number of meetings</p>	
	Land complains reduced	<p>To establish land complains register</p> <p>To conduct 1 land complains meetings in 5 wards quarterly</p> <p>Create 1 awareness campaigns 192 annually</p>	<p>complains register in place</p> <p>Number of meetings</p> <p>Number of meeting</p>	
12. MANGEMENT OF NATUTAL RSEOURCES AND ENVIRONMENT SUSTAINED				
	Solid waste collection and disposal increased from 82% to 90% by June 2021	<p>To facilitate procurement of 20 sets waste collection materials for refuse collection annually</p> <p>To facilitate 18 health officers to supervise environmental cleanliness in 18 wards annually</p>	<p>Number of sets</p> <p>Number of HOs</p>	
	Development and sustainability of tourism management improved by June 2021	<p>To facilitate 2 tourism staff to participation in tourism fair annually</p> <p>To update tourist information database annually</p> <p>To promote tourism attractions annually</p> <p>To identify and</p>	<p>Number of staff</p> <p>Updated database in place</p> <p>Promotion materials available and in use</p> <p>Number of attraction</p>	

		demarcate tourist attraction sites by 2021 To facilitate establishment of 1 zoo by 2021 To facilitate marketing of cultural products from cultural groups	sites identified and demarcated 1 zoo in place and in operation	
	Development and sustainability of forestry mgt improved by 2021	To raise 150,000 tree seedlings annually Toplant and maintain 150,000 trees annually To conduct sensitization campaign to 18 ward on the importance of water source conservation annually To facilitate environmental management act and M/by law enforcement in all levels bay 2021	No of seedlings No. Of campaigns Environmental committees, in mitaa, Number of projects with environmental certificates	
	Development and sustainability of bee keeping improved by June 2021	To conduct training to 15 bee keeping groups on the best practices of bee keeping annually To establish 1 demonstration apiary by 2018 To facilitate 2 bee keepers to attend nanenane exhibition annually	No of groups trained Training report demonstration apiary No of bee keepers	
13. ENVIRONMENTS CLEANSING DEAPRTMENT				
Increase quantity and Quality of social services and Infrastructure	Proportional of solid waste Management increased from 82% to 90% by 2021	To collection and transport of 40880 tonnes of solid waste annually To facilitate National	-Amount of solid wastes collected and transported - National environmental	

		<p>environmental sanitation competition activities annually</p> <p>To facilitate 8 employees to participate commemoration of World Environmental Day annually</p> <p>Conduct annual inter-mitaa(192) competition on SWM annually</p> <p>To facilitate bi-annual procurement and maintenance of sanitary tools and PPE of 40 workers involving in solid waste management Annually</p> <p>To facilitate maintenance of 4 motor vehicles and 1 plant 192 skip buckets annually</p> <p>-To facilitate procurement of 2 skip loaders by 2021 and 20 skip buckets annually</p> <p>To provide statutory benefits to 24 staff annually</p> <p>To facilitate land acquisition in 2017/18 and construct 1 land fill by 2021</p> <p>To sensitize community and private sector on proper waste management, by laws in 192 mitaa annually</p>	<p>sanitation competition conducted</p> <p>Number of employees participated</p> <p>Number of mitaa involved in competition</p> <p>Number of workers</p> <p>Number of motor vehicles and skip buckets maintained</p> <p>Number of skip loaders and skip buckets procured</p> <p>Number of staff provided with statutory benefits</p> <p>-Land for land fill construction acquired</p> <p>-Land fill in place and in use</p> <p>Number of mitaa involved in community sensitization</p>	
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14. WORKS DEPARTMENT				
Improve services and reduce HIV/AIDS infection	Work place HIV/AIDS education and awareness improved by June 2021	To create awareness on HIV/AIDS in all Civil works construction projects by advertising on sign boards annually To discuss HIV/AIDS matters in quarterly departmental meetings	Advertising signboards in place Meeting minutes	
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	To implement the National Ant Corruption Strategies enhanced, sustained and effective by 2021	To conduct sensitization meeting to 26 construction stakeholders on the effect of petty and grand corruption annually	Number of construction stakeholders sensitized	
Increase quantity and Quality of social services and Infrastructure	Conducting working environment to 15 Road works staffs by June 2020	To provide benefit to 30 Road work staffs by June 2019 To facilitate transport running cost to three motor vehicles by June 2018 To prepare 2018/2019 MTEF and other Quarterly reports annually To provide incentive package to one works Department staff during the National Worker's Day annually To Provide employment benefits to Nine (9) building section staffs by June 2018	Number of staff provided with benefits MTEF document and other reports in place Number of staff provided with incentive package Number of staff provided with employment benefits	
	Capacity building of six (6) Road staffs to attend training by June 2020	To train 2 road staff annually by 2020	Number of staff trained	
	Road drainage and structural works	To employ Ten (10) casual labourers to	Number of casual	

	maintained annually	maintain minor road works annually	labourers employed	
	35Km to 41Km of Paved roads, 150Km to 180Km of Gravel roads and 215km to 305km of Earth roads improved by June 2020	<p>To carry out Rehabilitation works of 5 Km Mtwivlla-Darajani road to Tamarc (DSD) by June 2021</p> <p>To Maintain 1 Km Hill Top roads by June 2019</p> <p>To Maintain (1Km) Titi and (0.4Km) Open University roads to Tamarc by June 2019</p> <p>To carry out Periodic Maintenance works of 5.3Km Mawelewele roads annually</p> <p>To carry out Periodic Maintenance works of 1.95Km Mkimbizi-Bima annually</p> <p>To carry out Periodic Maintenance works of 3.0km SIP road in Kitwiru ward annually</p> <p>To carry out Periodic Maintenance works of 8.5Km Mgongo-Msisina roads annually</p> <p>To carry out Spot Improvement works of 70 Km roads by June 2019</p> <p>To carry out Routine Maintenance works of 127.44 Km roads annually</p> <p>To construct Three (3) Bridge at Ruaha, Kitwiru and Isakalilo</p>	<p>Number of km rehabilitated</p> <p>Number of km maintained</p> <p>Number of km maintained</p> <p>Number of km maintained</p> <p>Number of km maintained</p> <p>Number of km maintained</p> <p>Number of km maintained</p> <p>Number of km improved</p> <p>Number of km maintained</p> <p>Number of bridges constructed</p> <p>Number of km maintained</p> <p>Number of km maintained</p>	

		wards by June 2018 To carry out Emergency road maintenance work of 10Km within Municipality annually To facilitate maintenance works of 150 Km in 18 wards of Municipality by June 2019		
	Supervision and Monitoring of Civil Works enhanced by June 2020	To facilitate Supervision and monitoring of road works/projects within Municipality annually To facilitate operation and maintenance of one (1) vehicle annually To facilitate Tender advertisement and evaluation of road works/projects annually To prepare Quarterly reports and other documents reports annually To facilitate operation and maintenance of one (1) grader by June 2018	Monitoring reports Vehicle maintained and in use, maintenance report Annual evaluation reports Quarterly reports and other documents in place	
	175Km to 190Km of storm water drains are improved by June 2020	To construct 5 storm water drains (along Kibarabara road in Mwangata ward, Mwaikasu road in Mkimbizi ward, Kichenge road in Mtwivila, DonBosco - Majitaka road in Mkwawa ward, and Mtwivila-Darajani in Mtwivila ward) by 2018 To rehabilitate all storm	Number of storm water constructed Number of storm water rehabilitated	

		water drains in the Municipality by 2021		
	Quality, Durability and Safety of Building within Municipality ensured by June 2020	To supervise, monitor and provide technical services to building projects carried out within Municipality annually	Monitoring and supervision report	
	Capacity building of nine (10) building section staffs ensured by June 2020	To train two (2) Technicians of Building section on professional short course annually	Number of staff trained annually	
	Municipal buildings infrastructures constructed /maintained by June 2020	To construct Iringa Municipal office block (Phase II and phase III) by June 2019		
	Urban Local Government Strengthening Programme (ULGSP) Projects constructed and supervised by June 2020	To construct Mlandege and Kihesa modern markets 2019	Number of markets constructed	
	Vehicles, plants and motor cycles ppm and general services maintained by June 2020	To provide employment benefits to Four (4) Mechanical and Electrical section staffs by June 2018 To carry out maintenance of Municipal vehicles and motorcycles annually	Number of employees provided with terminal benefits Maintenance report	
	Capacity building of Four (4) mechanical and Electrical section staffs by June	To train two (2) Technicians by June 2018 and two (2) Technicians by June 2019 on mechanical and automobile technique	Number of technicians trained	
	Street lights services in Municipality maintained by June 2020	To replace forty (40) worn out street lights within Municipality annually	Number of street lights replaced	
LEGAL UNIT				
Improve services and reduce HIV/AIDS infection	Services improved and HIV/AIDS awareness enhanced to staff by June 2021.	To conduct one sensitization meeting on HIV/AIDS issues to 10 staff annually	Number of staff sensitized, meeting minutes	
Enhance Good Governance	Implementation of by-laws within the	To enact and amend three by laws by June	Number of by-laws	

and Administrative Services	Municipality ensured by June 2021	2018 To handle security services, law breakers annually To conduct one sensitization meeting on legal issues in 192 mitaa by 2021 To raise awareness to community on the council by laws via local media bi annually	amended Number of mitaasensitized Number of media presentations	
	Dispute resolution in the Municipality ensured by June 2021	To attend and handle all cases which involve the Municipal council annually	Number of cases handled	
	Working environment and welfare of the staff in legal unit enhanced by June 2021.	To facilitate provision of statutory benefits to staff in legal unit annually	Number of staff provided with benefits	
INTERNAL AUDIT UNIT				
Enhance, sustain and effective implementation of the National Anti-corruption Strategy	Auditors capacitated on combating Corruption by June 2021	To conduct in house training to 4 auditors on effect of petty cash and grand corruption annually	Number of auditors trained Number of training conducted	HoD/Head of Unit
Enhance Good Governance and Administrative Services	Unqualified audit report attained every year	To make follow up of the observation raised by assurance providers annually To conduct sensitization meetings to 4 auditors on proper auditing and procedures annually	Follow up reports Number of auditors sensitized	
	Internal audit working environment and welfare attained by June 2021	To facilitate availability of working tools annually To facilitate benefits to 4 staff	Working tools in place and in use Number of staff	
	Existing procurement, financial laws and regulations are adhered	To conduct quarterly and annual audit	Quarterly and annual audit reports	

	by June 2021			
	Performance capacity of 4 staffs in the internal audit section enhanced by June 2021	To facilitate internal auditors to attend career and professional training annually To make follow up of the observation raised by assurance providers annually	Number of internal auditors trained Follow up reports	
ICT AND PUBLIC RELATIONS UNIT				
Enhance Good Governance and Administrative Services	IMC E-governance infrastructure improved by June 2021	To conduct training to 12 staffs on the use of different software programs and systems annually To facilitate smooth operation of software equipment in 13 departments and 5 units in the Municipality annually To facilitate provision of fringe benefits to 7 ICT and PR staff annually To facilitate the IM TV operation and management To maintain and update IMC website To facilitate availability of working tools	Number of staff trained Number of department facilitated Number of staff provided with fringe benefits IMTV in operation Website updated and maintained Tools available and in use	HoD/Head of Unit
PROCUREMENT UNIT				
Enhance Good Governance and Administrative Services	Iringa Municipal Council Procurement of works, services and Supplies enhanced by June 2021	To facilitate preparation of tender board meetings and tender board documents annually To facilitate availability of working tools annually	Tender board documents in place Working tools provided to all procurement staff Number of staff provided	HoD/ Head of Unit

		<p>To provide fringe benefits to 10 staff annually</p> <p>To facilitate training of 10 procurement staff on PMIS and EPICOR system annually</p> <p>To facilitate training of tender 12 board members on tendering procedures annually.</p>	<p>with fringe benefits</p> <p>Number of staff trained</p> <p>Number of body members trained</p>	
ELECTION UNIT				
Enhance Good Governance and Administrative Services	Coordination and implementation and good governance activities enhanced by June 2021	<p>To facilitate provision of fringe benefit to 1 staff in election unit annually</p> <p>To facilitate elections in 21 hamlets (mitaa) by 2018</p> <p>To facilitate general and local government elections in 192 hamlets (mitaa) by 2021</p> <p>To facilitate 3 staff to attend short term training annually</p> <p>To conduct one sensitization meeting on election issues in 192 mitaa annually</p> <p>To facilitate voter registration and register updates in 192 mitaa</p> <p>Conduct awareness campaign on civic education to 192 mitaa</p>	<p>Number of staff provided with fringe benefits</p> <p>Number of mitaa facilitated</p> <p>Number of mitaa facilitated</p> <p>Number of staff trained</p> <p>Number of mitaa sensitized</p> <p>Number of voters registered and updated</p> <p>Number of mitaa educated</p>	HoD/ Head of Unit

CHAPTER FOUR

OVERVIEW OF INDUSTRIAL VILLAGE IN IRINGA MUNICIPALITY AND ITS POTENTIAL INVESTMENT

4.0 INTRODUCTION

Iringa municipal council is among of the 5 council which are within Iringa Regional. Administratively, Iringa municipality has one Division, 18 Wards and 192 Mitaa. Iringa municipality as like any other council which is growing in Tanzania has been affected by increasing drastically by the number of various Industries, Industrial sector is very important in the economy, it is a foreign exchange earner and the main source of employment especially in urban areas, The distribution of Industry activities share by District in Iringa Regional shows that, Iringa Municipality had 44 percent for the year 2008 being the highest contribution among the four districts in the regional,

small and medium industries mostly involved in Welding and Metal fabrication, carpentry and food processing are emerging

4.1 THE FUTURE DREAM OF INDUSTRIAL DEVELOPMENT IN IRINGA MUNICIPALITY

Iringa municipality has a dream to establish Industrialization village/industrial cluster which will base on interconnection firm in a particular field with links to related institutions, at this firm it may include Financial providers, services vendors, driving institute, cluster of unique opportunity so as to promote both competition and collaboration which will stimulates the potential for leaning and innovation, Also the presence of this cluster will provide cooperation between Government and private sector

The presence of Industrial clusters will enable related economic activities to be exploited in a good manner as the result it will create a strong economic base.

4.3 THE EXPECTED TYPE OF BUSINESS AT INDUSTRIAL VILLAGE/CLUSTER

- (i) industries which have a backward linkage with agriculture and related activities
 - graining milling
 - Bakery
 - Dairy production
 - Fish preservation
 - fruit canning
- (ii) Industries which produce a varieties of consumer goods needed in both rural and urban areas
 - Soap production
 - Foot wear
 - clothing
 - House hold utensils
- (iii) Industries which produce non-farm durable goods notably for construction
 - Bricks Tiles
 - Black smithery
 - Repair tools for transport equipment
 - Flooring materials
- (iv) Establishment of basic Industries such as Iron, steel, coal, chemicals and constructions
- (v) Establishment and promoting of industries which are flexible, easily to establish and use of simple technology
- (vi) Industries which are labour intensive base on traditional skills and technology
 - Leather product

- Embroidery
 - Handcrafts
 - Other artistic work
 - Shoes maker
- (vii) Industries which have a forward linkage with Agriculture
- Farm implements tools
 - Irrigation tools
 - Insecticide/Fertilizer
- (viii) The establishment of Industry to produce consumer and finished capital

4.4 SUSTAINABLE INDUSTRIAL DEVELOPMENT POLICY IN IRINGA MUNICIPALITY

Industrial policies are the sets of practices, rules, principles and guides which are established at government or political level and govern the establishment, operation and development of manufacturing entities within the economy

Iringa municipality has emphasizes on the promotion of Industrial village by encouraging informal sector businesses to grow and formalize and on encouraging indigenous entrepreneurs woman, Youth and People with disabilities to take more active part in economic development, In order to achieve this, the Iringa municipality will need to create more positive business environment, improve access to credit and develop appropriate business and technical skills.

In order to accomplish this plan, IMC has allocated land use plan for Industrial cluster at different wards in which 345Hs has been allocated for this purpose

4.5 IRINGA MUNICIPAL STRATEGIES IN PROMOTING INDUSTRIALIZATION VILLAGE

- To initiate, plan, promote and coordinate villagilization industry activities within the economy
- To identify and promote entrepreneurs
- To give technical advice to entrepreneurs
- To assist in Market exploration and
- To provide training facilities needed for the development of medium and large industry

NOTE: Industrial Development strategies concerns itself with the establishment of long-range goals and objectives of Industrialization and with evaluation of available resources and means that would make it possible to reach the objective of Tanzania Millennium goal which based on Semi-Industrialized country by 2025, Thus, Industrial development in itself is largely an implementation stage of the industrial planning process

4.6 THE ROLES OF DIFFERENT STAKEHOLDERS TO UPGRADE INDUSTRIAL VILLAGE

- LGAs shall provide plots and sheds
- MITM shall provides guidance and supervision
- SIDO shall provides technical and Management services
- MMEs shall form association for Management

7.0 ADVANTAGES OF PROMOTING INDUSTRIALIZATION VILLAGE IN IRINGA MUNICIPALITY

- It will ensure sound economic Management
- It will promote sustainable and broad-based growth
- It will improve food availability and accessibility
- It will reduce income poverty of both Men and Women in Urban and rural areas
- It will provide reliable and affordable energy to consumers
- It will enable to get a large order by sharing one job among several members
- It will enable to share the space taking and or acquisition of expensive tools and members
- The further expansion of industrial employment and training opportunities
- To maximize backward and forward linkages between agriculture and industry

- To develop and upgrade indigenous technologies and skills

4.7 CONCLUSION

Iringa Municipality in collaboration with other stakeholders will continue to work together so as to ensure Iringa municipality is growing in the model of Industrialization village

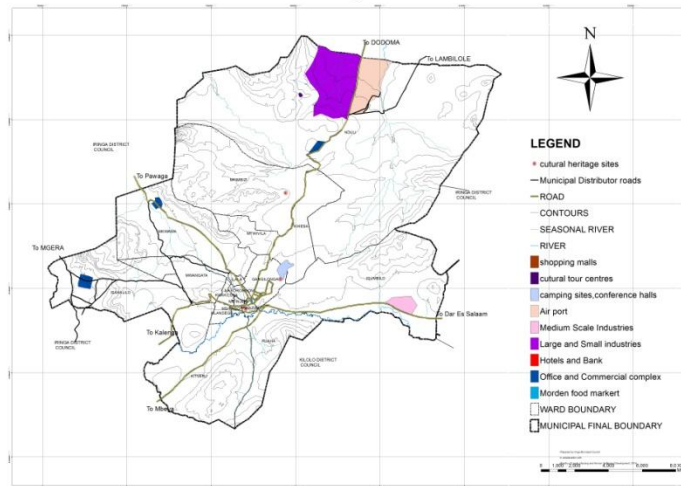
POTENTIAL INVESTMENT OPPORTUNITIES

AN OVERVIEW

Iringa Municipal Council is determined to grow its economy and increase its contribution to the National Gross Domestic Product. It also envisions to substantially improving service provision to the citizens and contributing to poverty reduction. This can be attained through accelerated investments thus creating more jobs and increased Municipal revenue through taxes and levies so as to improve service delivery to the citizens. It is on this premise that the Municipality has identified the potential investment opportunities for the purpose of exposing them to promising investors. The potential investment areas in the Municipality include trade, industrial manufacturing, tourism, agriculture, livestock, economic infrastructure and provision of social services. The investment potentials are expected to be exploited by both local and foreign investors, small and large investors; and through Public Private Partnership as may be appropriate.

MAP: The areas earmarked for investment in the Municipality are indicated in figure below

IRINGA MUNICIPAL COUNCIL ;AREAS FOR INVESTMENT.



TRADE SECTOR

The economic system of Iringa Municipality based on Trade. Most of the trading activities are carried out in the Central Business District (CBD) that covers Mlandege, Kitanzini, Mshindo, and part of Kihesa wards. This sub-sector employs and generates income for more than 31.4% of the Municipal population. The existing trade facilities are limited relative to the increase in population which leads to increase in demand. In addition, the rising middle class demands modern and expanded trade facilities. This calls for improvement of existing market structures and construction of more convenient shopping facilities.





Potential investment opportunities in trade sector

Potential Investment Opportunities	Location
Construction of modern food markets	Mlandege, Kihesa and Central
Construction of shopping malls	Community Center at Kitanzini
Construction of office and commercial complex	Plot Na. 161 Block III Zone II Gangilonga ward
Construction of <i>Machinga</i> trading centres	Iringa Municipal Council Servant quarters at Mlandege ward
Construction of modern supermarkets	Plot Na. 161 Block III Zone II Gangilonga with an area 4774 m ² at Gangilonga ward.
Establishment of wholesale businesses	Plot Na. 92 Block "M"
Establishment of businesses and construction of hotels, banks and super markets	Mgongo with area of 330.04 acra, Mkoga 73.9 acra and Itamba 60.88 acra
Construction of warehouses	Plot Na. 22 at Kibwabwa located at industrial area Kitwiru ward
Construction of Logistic Centre house	Igumbilo area and Nduli airport
Construction of the Re Export Centre	Igumbilo area and Nduli airport

4.8 INDUSTRIAL MANUFACTURING SECTOR

Iringa Municipal Council has small and medium scale industries. Most of the medium scale industries in Iringa Municipality are located in Ruaha ward. The closure of government owned industries has had an adverse effect on the Municipality in terms of employment and Gross Domestic Product (GDP). The manufacturing sector in the Municipality remains largely untapped especially in medium and large scale industries thus the council calls for investors.





Potential investment opportunities in industrial manufacturing sector.

Potential investment opportunities	Location
Construction of small and large scale industries	Nduli with total area of 1752.4 acra
Construction of medium scale industries	Ulonge with area of 302.5 acra, Kitwiru 229.9 acra and Kibwabwa 448.5 acra

4.9 TOURISM SECTOR

Iringa Municipal Council is obliged to implement the National Tourism Policy of 1999, which aims at economic development and improved livelihood of the people through encouraging development of sustainable and quality tourism, which is culturally and socially acceptable, ecological friendly, environmentally sound and economically viable. The policy put trust in the

private sector and intends to increase investment opportunities and promote private entrepreneurship.

Tourism industry in Iringa Municipal is growing fast in recent years due to the presence of diverse tourism attractions and tourism infrastructure which encourage different tourism companies to invest. However its location and unique tourist attractions make it potential area for investment, as for now there are four tour operators, eleven tourist hotels and five tourism colleges as well as one bureau de change, moreover Nduli airport is now in the process of being expanded to the international airport.

Available products are not enough to cater the increased number of tourists in the coming years hence there is a need to increase investment rate in the tourism industry.



Gangilonga Rock (Talking stone).

Igeleke Paintings



Potential investment opportunities in tourism sector

Potential investment opportunities	Location
Establishment of reputable tour operations	Gangilonga, Ruaha, Kihesa
Establishment of Wildlife sanctuary(Zoo)	Nduli Ward with the area of 50 ha. and Isakalilo ward with the area of 15 ha
Renovation and restoration of cultural Heritage sites	Gangilonga rock with the total area of 2ha Igeleke rock with the total area 4 ha. And Kitanzini hanging site with 0.001 ha.
Establishment of modern restaurants, cafes and night clubs	Nduli, Mkoga (proposed satellite towns) Igumbilo and Gangilonga
Establishment of international standard Hotels, camping sites and conference halls	The area of 741.1 ha set aside for conference Halls at Mafifi area, also there are other plots for international hotels at the same area with the size of 197.9.ha, 147.7 ha, 124.7 ha. and 9142 square metre. Apart from that the area of ... has set aside for tourism purposes at Kihesa Kilolo
Establishment of cultural tours centres	Kitwiru, Isakalilo , Kihesa Kilolo and Nduli
Establishment of tented campsite and camping sites	Tungamalenga village with the total area of 71 acres

4.9.1 WATER SECTOR

Provision of clean and safe water is of primary importance to ensure the well being of the people. Iringa Urban Water and Sanitation Authority (IRUWASA) is the main supplier of clean and safe water in the Municipality. The sources of water are natural springs, rivers, boreholes and rain water. The main source of water in the Municipality is little Ruaha river which receives water from two streams of Hoho and Kigonzile. The current daily water production of IRUWASA is 7,280 cubic metres which is used for domestic, industrial and commercial activities and the coverage is 95% in urban areas. However, due to climate changes water sources have greatly been affected to the extent that there is low water supply during the dry season. The increase in population and human activities continues to exert pressure on demand for water. This calls for investment in alternative sources of water supply.



Ruaha River is the main source of water supply to the Municipal for domestic usage

Intake structure and conventional treatment plan at Ndiuka



Potential investment opportunities in water

Potential investment opportunities	Location
Construction of 6 water tanks	Kitwiru, Mtwivila Secondary, Mafifi, Isakalilo, Ndiuka, Mkoga and Lundamatwe of each an area of 2500m ² each.
Rain water harvesting(at institutional and household level)	All wards
Construction of boreholes	
Recycling of waste water	
Increase water supply services in per-urban wards	

4.9.2 SOLID AND LIQUID WASTE SECTOR

Iringa Municipal produces a total amount of 134 metric tons of solid waste daily. The Municipality manages to collect and dispose of only 92 metric tons of waste daily. The remaining waste is burnt, buried, used as composite, animal feed and indiscriminately disposed which is hazardous. The Municipality has allocated 68 skip buckets in areas with high generation of waste. Solid waste is disposed of at Kihesa Kilolo dumping site which occupies 15 acres. However, Kihesa Kilolo dumping site needs modernization.



Liquid waste is disposed of through the central sewerage system, pit latrines and septic tanks. The central sewerage system is spread over 30% of the Municipal area. The central sewerage system is old and overloaded to cope up with the increased volume of liquid waste. There is an oxidation pond at Mkwawa ward which is inadequate to cope with the increased volume of liquid waste.



Waste water stabilization ponds

Potential investment opportunities in solid and liquid waste

Potential investment opportunities	Location
Construction of liquid waste oxidation ponds	Kigonzile, Kitwiro and Pawaga road with the total area of 75 ha.
Construction of sanitary landfill	Isakalilo, Nduli and Kitwiro with the total area of 75 ha.
Construction of incineration plant	
Modern waste management equipment such as self-loading trucks, mixers and sorters.	All Wards

4.9.3 HEALTH SECTOR

The Municipality provides both curative and preventive health services. These services are provided by Government, Non-Government Organizations (NGOs) and Private sector.

Currently, the Municipality has a total of 40 health facilities which most of them are skewed towards Gangilonga and Kitanzini wards. 3 Hospitals, 4 Health centers and 24 Dispensaries as well as 9 Mobile Clinics. Also there are 9 Pharmacies and 1 Medical store department (MSD) that facilitate the smooth provision of health instruments/drugs. Classification by ownership shows that, out of the total health facilities, 21 (52.5 percent) are owned by the public and 19 (47.5 percent) are privately owned.

Iringa Municipal Council has achieved to have a hospital known as FRELIMO hospital. The Municipality in association with several stakeholders has continued to pursue improvements on availability along with the standards of health services. Reproductive and child health services are among the key priority areas with an intention to reduce maternal and child mortality rate. Besides the achievements made; there are still some areas that need further improvements such as Diagnostic unit, sterilization unit, laundry, Mortuary, wards ambulance, number of health care facilities, skilled health care workforce, health equipments and drugs, corridor to join the OPD and maternity ward. For those who wish to invest or give a hand into the health care sector, there are numerous opportunities.



Frelimo Hospital Maternity block and OPD

Potential investment opportunities in health sector

Potential Investment Opportunities	Location
Construction of a well equipped specialized hospital for Cancer, Orthopedics, Organ failure and Mental health.	Iringa Municipality
Construction of Diagnostic centre for CT-Scan, MRI, X-Ray, ECHO, Electroencephalogram (EEG), Electrocardiogram and Ultrasound facilities provision	Iringa Municipality
Establishment of health clinics and clubs	Iringa Municipality
Establishment of modern Pharmacy shops	Iringa Municipality
Establishment of Mortuary	Frelimo Hospital
Providing resources to facilitate the construction of wards at Frelimo hospital	Frelimo Hospital
Establishment of teaching hospital to address the issue of shortage of human resource for health.	Mkoga at Isakalilo ward with the total area of 300acres

4.9.4 EDUCATION SECTOR

The Municipality has 50 primary schools (43 public and 7 private), 29 secondary schools (14 public and 15 private), one special school for children with special needs, four universities (two

public and two private), one teachers training college, one health institute, one community development training institute and three vocational training centres/colleges (one public and two private). The government of Tanzania has initiated a program to expand enrolment in both primary and secondary education to ensure that every school going child is enrolled. As a result the existing education facilities are congested and inadequate to cater for the expanded17 enrolment. Despite the large number of schools and colleges the Municipality is ill-equipped to meet the expanding educational needs.



Mlandege Secondary school



Lugalo Primary School



Ruaha Catholic University (RUCU)

Potential Investment Opportunity in Education

Potential Investment Opportunities	Location
Construction of hostel facilities	Mlandege servant quarter
Establishment of technical training institutions	Itamba
Establishment of educational materials shops	Iringa Municipal Center
Provision of students commuter bus services	Iringa Municipal center
Establishment of cafeteria services	Iringa Municipal center
Establishment of nursery and primary teachers colleges	Nduli ward
Establishment of English Medium Primary Schools	Ulonge

4.9.5 AGRICULTURAL AND LIVESTOCK SECTOR

Agriculture at Iringa Municipal is practiced mostly in the peri-urban wards that are Nduli, Isakalilo, Mkwawa, Kitwiru and Ruaha.

The total land used for agriculture is 6411.4 hectares of which maize is grown on 5642 hectares, beans 509 hectares, sunflowers 127 hectares, vegetable 64 hectares, sweet potatoes 36 hectares and tomatoes 32 hectares.

Apart from growing crops people also practice livestock keeping as an alternative source of income.

The livestock kept are cattle, poultry, pigs, goats, cats, dogs and turkeys. There is modern Abattoir at Mwangata ward that needs *operator* while in other wards people use slaughter slabs. However, the sector is faced by a number of challenges including decline in productivity, poor marketing infrastructure, high incidence of diseases and low quality products. This calls for improvements through appropriate investments that will develop meat production and packaging so as to meet service level and supply chain at international level.

4.9.6 FISHING

Fishing is not a common economic activity in Iringa Municipal Council due to a limited number of water bodies. However, most of the fish consumed in the municipality are imported from Mtera dam, Dar es Salaam, Mwanza, Ifakara and Ludewa. Small scale fishing is carried out in several Wards in Municipality including Mtwivila, Gangilonga, Isakalilo (Mkoga Village), Mkwawa and Kitwiru by individuals who are organized in groups and establish a small fishing pond projects. Fish production and activities contributes about 0.02 percent of the main economic activities in Iringa Municipal.



Fish pond at Kitwiru village



Potential investment in Agriculture and livestock

Potential Investment Opportunities	Location
Production of commercial livestock feeds	Iringa Center
Large scale horticultural crops production	Mkoga in Isakalilo ward, Kitwiru
Establishment of veterinary shops	Iringa Municipal Center
Establishment of hatchery plant	Kitwiru
Establishment of artificial insemination Centre	Mkoga in Isakalilo ward, Itamba
Establishment of hatchery centre (ponds) for fingerings production.	Mkoga in Isakalilo ward, Kitwiru
Establishment of agricultural implement of equipment centre.	Iringa Municipal Center
Establishment of hatcheries for both layers and broilers	Kitwiru Ward and Itamba Ward
Processing of hides and skins	Mwangata Ward

Provision of livestock extension services	Iringa Municipal Center
Establishment of poultry meat dressing plant	Mlandege Ward
Construction of cold storage facilities for storing perishable Products	Iringa Municipal Centre

4.9.7 INFRASTRUCTURE

The Iringa Municipal has all necessary infrastructures to complement and support needed economic investments. It forms a hinterland to the commercial, industrial and administrative centre of Iringa region and is located astride the main road connections from Morogoro town to the other well-populated regions such as Mbeya and Dodoma. The Municipal has a good road network, well developed telecommunications and electricity supply. Postal and banking services are also available. The social infrastructure includes health services, education services and water supply. This chapter outlines the infrastructures in Iringa Municipal.

4.9.8 TRANSPORTATION

3.9.1.1 ROAD

The movement of people and goods in the Iringa Municipal relies on roads. A total of 493.611 Km. of roads exist in the Council of which 56.89 km are tarmac, 108.697 km are covered with gravel and 328.024km are earth roads.

Iringa Municipality is served by a variety of modes of transport. Most of the means of transport are owned and operated by licensed private operators. With the increasing number of vehicles there is inadequate parking space in the central Business Area.



The tarmac road high way from mbeya to Morogoro via Iringa town

4.9.8 AIR TRANSPORT

The Municipality is well served with one Airport which is Nduli Airport located at Nduli Ward. The airport of Nduli is connected to tarmac road of Iringa-Dodoma road which is potential to social economic services like education, industrial areas, health institutions, hotels and others. Currently, the airport lacks necessary facilities to service a big number of airplanes.



Potential investment opportunities in transportation.

Potential investment opportunities	Location
Construction and expansion of Nduli airport	Nduli with 500 Ha
Construction of international bus terminal	Igumbilo
Introduction of modern inter district coaches bus stands (points)	Kitanzini, Igumbilo, Mlandege Kihesa,
Construction of parking points for Lorries	Mlandege, Nduli, Ruaha/Kitwiru and Mkwawa
Construction of tarmac road in peripheral areas	Mkwawa, Isakalilo, Nduli, Mwangata Igumbilo Kitwiru
Construction of modern public bus terminals	Kihesa kilolo, Nduli, Kitwiru, Igumbilo, Itamba, Kitasengwa, Mawelewele and Isakalilo.
Establishment of parking towers/ Slotes through PPP. "Vertical parking buildings/towers"	Gangilonga, Kitanzini, Mshindo and Makorongoni.
Establishment of car show rooms	Ruaha, Ndiuka, Mlandege, Gangilonga, Mshindo and Kitanzini
Establishment of modern car wash centers	All wards
Establishment of improved and modernized spare parts centres	Ruaha, Mshindo/Mlandege, Kitanzini and Kihesa
Establishment of improved road	All tarmac road constructed ward
Walking reserve/spaces	

4.9.9 COMMUNICATION

Communication sector has expanded to a large extent in most of the urban areas of Tanzania. Communication services available in Iringa Municipal include postal services, telephones, private carriers and internet. Postal services that include handling of cargo and mail, money transfers, sale of postage stamps and Expected Mail Services (EMS) are handled by the Tanzania Postal Corporation (TPC). Internet cafes are provided by TPC and other private providers. There are seven local radio stations namely Ebony, Country FM, Nuru FM, Redio

furaha, Overcomers FM, Quibraten and Hope FM. Telephone services are provided by Tanzania Telecommunication Company (TTCL), Vodacom, Tigo, Aitel, Zantel and Halotel. Some of Municipality institutions are connected to the National Fibre Optic Network.



Potential investment opportunities in Communication

Potential investment opportunities	Location
Establishment of mobile phone CBDservicing centres	CBD AREAS
Establishment of commercial television station	
Establishment of computer servicing centres	



4.9.1.1 REAL ESTATE

Iringa Municipal Council has been experiencing the increase of urban population due to movement of people to urban area seeking for jobs and better life. The increase of urban population is faster than the supply of descent living homes for urban dwellers. Therefore, there is a high demand of modern residential and commercial housing facilities. The Municipality encourages the construction of high-rise buildings for residential and commercial purposes.



Potential investment opportunities in Real estate

Potential investment opportunity	Location
Construction of a modern conference Centre	Community Center at Kitanzini ward with 6600 m ²
Construction of a residential apartments and housing estates	Servant quarter at Mlandege ward
Construction of commercial complexes	Plot Na. 161 Block III zone II Gangilonga with an area 4774 m ² at Gangilonga ward. Plot Na. 92 Block "M" Miyomboni



4.9.1.2 FINANCIAL INSTITUTIONS

Iringa Municipal Council has financial institutions which provide services in the area these are commercial banks, co-operative bank, non-bank financial institutions, financial NGOs, insurance companies, SACCOS and Rotating Savings and Credit Schemes. The large number of financial institutions is associated with financial literacy and the expanding business activities. The wide range of financial institutions makes it easier to meet the diverse financial needs of small, medium and large scale businesses. The ever increasing business activities in the Municipality demands expansion, modernization and diversification of financial services.

Potential Investment opportunities in finance

Potential Investment Opportunities	Location
Branch network expansion of existing financial institutions	Mgongo and Mkoga areas
New financial products development	Iringa Municipal Center
Introduction of a development bank	Iringa Municipal Center

4.9.1.3 SPORTS AND RECREATION

Sports and Recreation has been recognized worldwide for their contribution to a healthy community. Sports and recreation facilities available in the Municipality include Samora stadium owned by political party CCM, Mtwivila FIFA ground owned by NGO which is IDYDC, Central garden owned by IMC and several pitches located in various schools and colleges. There are only three centres for gymnasium. However, the potential of most of sports and recreation facilities has not been fully exploited and are not up to the required national and international standards. Therefore, this area of sports and recreation is potential for investments.



FIFA Football ground - Mtwivila

Potential investment opportunities in Sports and recreation

Potential Investment Opportunities	Location
Construction of sports centre	Nduli Ward
Construction of Multipurpose stadium	Kitasengwa at Isakalilo ward, Nyamuhanga at Ruaha Ward
Establishment of recreation facilities	Igumbilo ward.
Establishment of gymnasium	Central Business District
Establishment of modern sports equipment shops	Central Business District
Construction of international standard golf centre	Mkwawa and Igumbilo Wards
Establishment of children entertainment centre	Peripheral wards

4.9.1.4 ENERGY

Energy in the Municipality is used for domestic, commercial, institutional and industrial purposes. The types of energy commonly used are charcoal, firewood, gas, electricity, solar and few use biogas. Electricity supply is drawn from the national grid system. About 35 Percent of the households in the Municipality use electricity of lighting while the rest use kerosene and solar. 88 Percent of the households use firewood and charcoal as a based source of energy for cooking, 8.4 percent use kerosene, while a small proportion of 4 percent of the households use electricity and bottled gas as the source of energy for cooking. The demand for electricity in the municipality remains unmet. Furthermore increase in the use of firewood and charcoal is detrimental to the environment. This calls for introduction of affordable and environmentally friendly sources of energy.

Potential investment opportunities in energy

Potential investment opportunities	Location
Manufacturing of energy saving stoves	All wards
Generation of solar energy	All wards
Production of biogas from human wastes	Mkwawa, Gangilonga, Kihesa Kilolo and Kigonzi Wards
Briquettes making industries	All wards

CONCLUSION

Iringa Municipal Council is eagerly waiting for local and foreign, small, medium and large investors. The Municipality efforts to promote investment are in line with the National policies and laws and in particular Tanzania investment Act of 1997, the Public Private Partnership Policy of 2010.

The Municipality recognizes the role of Private sector in bringing about socio-economic development through investment. So we welcome developments and encourage all investors to invest on potential areas of trade, industrial manufacturing, tourism, agriculture, livestock, economic infrastructure and provision of social services.

The location of the Iringa Municipal astride the major transportation, telecommunication and power supply corridors linking to National grid and other commercial, industrial and administrative centers of the well populated Dar-es salaam, Morogoro and Mbeya Regions and also Iringa Municipal is market to three region which connect border to Zambia, Malawi and Mozambique makes the council a very favorable location for investments. The council is also well endowed with fertile soils, good weather and labour supplies. The landscapes, climate and hospitality of the people also make Iringa Municipality a good living and working area.

Therefore, for those with the spirit to aspire, to believe and to work, Iringa is an encouraging council.

CHAPTER FIVE

5.0 MONITORING, EVALUATION, REVIEW AND REPORTING PLANS

It is envisaged that the Municipal Economic Planning Unit will be responsible for the Monitoring and Evaluation function. One of the key elements of a Strategic Plan is the process for monitoring and evaluating performance. By having a systematic way for comparing actual performance to planned performance, the effectiveness of the actions is determined. The M&E System, which will work in tandem with the Implementation process to ensure the establishment of clear reporting schedules, channels and feedback mechanisms on an on-going process requiring time and commitment of all responsible individuals. Therefore, this subsection details the Monitoring Plan, Reviews and Evaluation for the period covering the five strategic plan cycle.

5.1 Monitoring Plan

Monitoring involves a process of making close follow-up/tracking down the progress of implementation of a plan. The main objective of monitoring is to ensure that all the planned targets and activities in the plan are implemented according to the plan. The monitoring plan consists of indicators and indicators description, baseline for each indicator; indicator target values and the officers who will be responsible for data collection, analysis and reporting. During monitoring the outcome indicators will be reported on annual basis, but tracking of the indicators will be made on quarterly basis as described below:

5.1.1 Quarterly Progress Reports

Quarterly Reports on cumulative targets and expenditures, against the annual plan and budget. These will be prepared by the implementing departments and be undertaken regularly or in agreement with the basis of budgetary cycles. The Economic Planning Unit will act as the internal consultant to assist the departments in completing and coordinating the reports prior to presentation. The reports will describe activities undertaken by departments toward achieving specific targets/outcomes and strategies of the plan and may comprise costs, benefits, performance measures, highlights of major achievements and progress to the date ending the quarter of the year.

5.1.2 Mid-Year Progress Report

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 the mid-year basis.

5.1.3 Quarter 3 Progress Report

Reports will describe activities undertaken by departments toward achieving specific targets/outcome and strategies of the plan and all the aspects included in the mid ye and may include costs, benefits, performance measures and progress to date.

5.1.4 Quarter 4 (Annual) Performance Report

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 realising its outcomes and in improving its service delivery. The Performance is also measured on the basis of the activities undertaken by departments for the whole year.

5.2 Evaluation

Evaluation is a critical and objective assessment of the overall planning process in the form of specific milestones of achievements as compared to the original planned objectives and expectations. This is usually done at the end of the cycle of the plan, and in this case at the end of the fifth year of the plan. Therefore this will require a production of a Five - Year Outcome Evaluation Report. A five-Year outcome Evaluation Report against medium term Strategic Plan objectives and outcomes should be prepared at the end of the Strategic Planning cycle. It 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 goals and the planned operational targets.

5.3 Reviews Plan

The plan is aimed at carrying out annual review for a total of a five (5) Strategic Plan Cycle. The reviews will be tracking progress on implementation of the targets on annual

basis. Annual targets will be tracked during the period of three years. The description of the specific planned reviews, targets timeframes and the responsible head/Units are detailed below:

Table 22: Review Plan Framework

S/No	Year of review	Description of the review	Responsible person
1	<p>During the first year of the five year strategic planning cycle, one formal annual review will be conducted. The first review will be conducted in June 2017.</p> <p>The review will focus on determining whether the planned activities are strategically carried on towards achieving the annual targets. Whether they are on track, off track, unknown or at risk.</p> <p>The review will also assess challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives.</p> <p>The review findings will be used to adjust implementation strategies whenever necessary.</p>	<p>Quarter 1 Progress Report, summarizing implementation during Quarter 1</p> <p>Mid-Year Progress Report, summarizing cumulative implementation (Quarter 1 + Quarter 2) together with a focus on budget variations</p> <p>Quarter 3 Progress Report, summarizing cumulative implementation (Quarter 1 + Quarter 2 + Quarter 3)</p> <p>Quarter 4 (Annual) Performance Report</p> <p>The report should be prepared and submitted to MoFEA and PMO-RALG by the 1st of October following the completion of each financial year</p>	Mecon/HoD
2	<p>The second year annual review will be conducted in July 2018. The review will focus on</p>	<p>Quarter 1 Progress Report, summarizing implementation during Quarter 1</p>	Mecon/HoD

S/No	Year of review	Description of the review	Responsible person
	<p>determining whether the planned activities are strategically carried on towards achieving the annual targets. Whether they are on track, off track, unknown or at risk.</p> <p>The review will also assess challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives.</p> <p>The review findings will be used to adjust implementation strategies whenever necessary.</p> <p>The reviews will form the basis for third annual report.</p>	<p>Mid-Year Progress Report, summarizing cumulative implementation (Quarter 1 + Quarter 2) together with a focus on budget variations</p> <p>Quarter 3 Progress Report, summarizing cumulative implementation (Quarter 1 + Quarter 2 + Quarter 3)</p> <p>Quarter 4 ,Annual Performance Report</p> <p>The report should be prepared and submitted to MoFEA and PMO-RALG by the 1st of October following the completion of each financial year</p>	
3	<p>During the third year of the three years strategic planning cycle one formal annual review will be conducted. The third review will be conducted in June 2019.</p> <p>The review focuses on determining whether the planned activities are moving towards achieving the annual targets. Whether they are on track, off track, unknown or at risk.</p> <p>The review will also assess success, challenges and lessons learnt over the year and to what extent the outputs delivered are</p>	<p>Quarter 1 Progress Report, summarizing implementation during Quarter 1</p> <p>Mid-Year Progress Report, summarizing cumulative implementation (Quarter 1 + Quarter 2) together with a focus on budget variations</p> <p>Quarter 3 Progress Report, summarizing cumulative implementation (Quarter 1 + Quarter 2 + Quarter 3) Quarter 4</p>	Mecon/HoD

S/No	Year of review	Description of the review	Responsible person
	contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary.	,Annual Performance Report The report should be prepared and submitted to MoFEA and PMO-RALG by the 1st of October following the completion of each financial year	
4	<p>During the fourth year of the forth years strategic planning cycle one formal annual review will be conducted. The forth review will be conducted in June 2020. The review focuses on determining whether the planned activities are carried onwards achieving the annual targets. Whether they are on track, off track, unknown or at risk.</p> <p>The review will also assess success; challenges and lessons learnt over the year and to what extent the outputs delivered are contributing onwards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary.</p>	<p>Quarter 1 Progress Report, summarizing implementation during Quarter 1</p> <p>Mid-Year Progress Report, summarizing cumulative implementation (Quarter 1 + Quarter 2) together with a focus on budget variations</p> <p>Quarter 3 Progress Report, summarizing cumulative implementation (Quarter 1 + Quarter 2 + Quarter 3)</p> <p>Quarter 4 ,Annual Performance Report</p> <p>The report should be prepared and submitted to MoFEA and PMO-RALG by the 1st of October following the completion of each financial year</p>	Mecon/HoD
5	During the Fifth and the final year of the five years strategic planning cycle the normal two annual reviews will be conducted. The fifth review will be conducted in	<p>5 Year Outcome Report: Assessment of Progress in Meeting each objective</p> <ul style="list-style-type: none"> • Should be undertaken as a 	Mecon/HoD

S/No	Year of review	Description of the review	Responsible person
	<p>June 2021. On top of reviewing the planned targets for the fifth year, the review will also focus on determining whether the planned outputs over the five year period have been implemented and achieved against the indicators, and if not what could be the reasons for the under achievement.</p> <p>All the five years outputs and milestones will be reviewed to determine whether there were any changes in outputs implemented and what were the alternative outputs, success, challenges and lessons learnt over the five years period, and to what extent the achieved targets have contributed towards achievement of five year outcomes. The review will form the basis of preparation of the next five year Strategic Plan.</p>	<p>series of evaluations, reviews, or analytical studies.</p> <ul style="list-style-type: none"> • Comparing indicators values before and after • Comparing targeted indicator values to actual indicator values. <p>The report should be submitted to MoFEA and PMO-RALG by the 1st of October following the completion of the Strategic Planning cycle.</p>	

5.4 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 contains both the internal and external reporting.

5.4.1 Internal Reporting Plan

This plan will involve preparation of all types of reports as per requirements e.g. departments/units quarterly progress reports and annual reports. These reports will be submitted to various internal stakeholders including DCC, MD, and Departmental Heads. The reports will be prepared on weekly, monthly, quarterly, annually or on

demand basis as may be required from time to time. The Reporting framework is outlined below:

Table 23: Internal Reporting Plan Framework

S/no	Type of Report	Recipient	Frequency	Responsible person
1	Monthly management reports	MD, CMT, Finance Committee	Monthly	Heads of department, sections and units
2	Quarterly reports	Finance Committee and Full Council	Quarterly	Heads of department, sections and units
3	Human resource management Reports	MD	Mid yearly	Administration and Human resource department
4	Internal audit reports	MD, Finance Committee	Quarterly	Municipal Internal Auditor
5	Open Performance Review and Appraisal Report	CD	Mid yearly and annually	Head of departments and Administration and Human resource department
6	Council Development reports	MD, Finance Committee	Quarterly	MECON
7	Financial management reports	MD,CMT, Finance Committee	Monthly and Quarterly	MT

5.4.2 External Reporting Plan

The reporting plan will also be in accordance to the statutory requirements as directed, 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 POM- RALG, Controller and Auditor General, Development Partners, the Local Authorities Accounting Parliament Committee and the General Public. The reports will be prepared on quarterly, annually or on demand basis from time to time.

Table 24: Internal Reporting Plan Framework

S/no	Type of Report	Recipient	Frequency	Responsible person
1	Progress report for other Charges and Council Development	PMO-RALG	Quarterly	Mecon
2	Election Manifesto Progress report	PMO- RALG, CCM District Office	Bi-Annually and Annually	Mecon
3	Financial Statements	Controller and Auditor	Annually	MD,MT
4	Procurement reports	General	Annually	MD,MT
5	Council Financial reports	PMO-RALG	Quarterly	MD, MT
6	Annual Reports	PMO- RALG and Sector Ministries	Annually	Heads of respective Department
7	Human resource Management report	POPSM	Annually	Head of Administration and Human resource department

DEVELOPMENT PHASE I

Project budgeting and financing for development phase 1 (2016/17 – 2020/21)

S/N	PROJECT NAME	LOCATION	COST (TSH. 000,000)	SOURCE OF FUNDS	RESPONSIBLE PERSONAL	REMARK
1	Awareness creation to Iringa Municipality master plan.	Iringa Municipality	35.5	<ul style="list-style-type: none">• Own Source• Development partners• ULGSP	Municipal Director	
2	Trees planting along major roads, residential area, hills, and other proposed green belt areas.	Iringa Municipality	60	<ul style="list-style-type: none">• Own source• Development partners• Other stake holders	Municipal Director	Miombo ecosystem will be conserved.

3	To upgrade 12.2 kms roads to tarmac level and drainage work (bridge, culvet and storm water drainage)	<ul style="list-style-type: none"> • Veta to Frelimo hospital • Mkwawa to zizi through Mawelwele • Sambala to mama siovele pub • From Gangilonga to Kihesa transforma • Tagamenda bridge 	22,000	<ul style="list-style-type: none"> • Own Source • ULGSP 	Municipal Director	
4	Rehabilitation of markets infrastructure	<ul style="list-style-type: none"> • Malandege market • Kihesa market 	4,000	<ul style="list-style-type: none"> • ULGSP 		
5	Establishment of proposed satellite towns at Nduli and Ulonge <ul style="list-style-type: none"> • Land acquisition • Land survey 	Nduli and Ulonge	3,440	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partners 	Municipal Director	

6	Extension of water supply system to 50 km in Iringa Municipality	<ul style="list-style-type: none"> • Igumbilo • Kitwiru • Ugele • Ulonge • Mawelewele 	1,200	<ul style="list-style-type: none"> • IRUWASA • Iringa Municipal Council(RWSSP) • Development partner 	<ul style="list-style-type: none"> • Managing Director – IRUWASA • Iringa Municipal Director 	
7	Extension of sewerage system by 33km within central business district	CBD area	55	<ul style="list-style-type: none"> • IRUWASA • Development partner 	<ul style="list-style-type: none"> • Managing Director – IRUWASA 	
8	Construction of sanitary landfill	Mkoga sanitary landfill	600	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partner 		
9	To acquire 400ha of land for planning and survey 5,000 new development plots.	<ul style="list-style-type: none"> • Ugele • Itamba • Ulonge • Igumbilo 	3,300	<ul style="list-style-type: none"> • Development partner • Iringa Municipal Council 	Iringa Municipal Director	
10	Construction of a proposed bus stand at Igumbilo ward.	Igumbilo	4,000	<ul style="list-style-type: none"> • Iringa Municipal Council • ULGSP 	Iringa Municipal Director	
11	Establishment of 2 Cultural Tourism Centers at Satellite towns	Mkoga Nduli	20	<ul style="list-style-type: none"> • Developemt partners • Iringa Municipal Council 	Iringa Municipal Director	

12	Construction of proposed truck/lorry park terminal at Igumbilo	Igumbilo	750	<ul style="list-style-type: none"> • Development partner • Iringa Municipal Council 	Iringa Municipal Director	
13	Upgrading of unplanned settlements at Mtwivila Lukosi and Igumbilo.	Don bosco and Makanyagio, Mtwivila Lukosi	300	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partners 	Iringa Municipal Director	
14	To construct the proposed 10 km by pass trunk road from Dodoma road to TANZAM road through Iringa University.	Tumaini to Igumbilo	7,000	<ul style="list-style-type: none"> • TANROAD • Iringa Municipal • Development partner 	<ul style="list-style-type: none"> • Managing Director • TANROD • Iringa Municipal Director 	
15	To acquire 10 ha of Land for landfill construction at Usambusa.	Nduli	600	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partners 	• Iringa Municipal Director	
16	Rehabilitation of 10 primary schools and construction of one primary school at Mgongo.	Ilala, Wilolesi, Nyumbatatu, Ndiuka, Mlangali, Igumbilo, Azimio, Mtwivila, Kihesa, Mgongo and Mkoga	1,800	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partners 	• Iringa Municipal Director	

17	Upgrading of Itamba dispensary to be health center	Itamba	250	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partners 	<ul style="list-style-type: none"> • Iringa Municipal Director 	
18	Completion of Flerimo Council's hospital construction	Flerimo	10,000	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partners 	<ul style="list-style-type: none"> • Iringa Municipal Director 	
19	To improve irrigation canal at Kisaula- Mtwivila and Kitwiru schemes.	Mkoga Kitwiru	1,800	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partners 	<ul style="list-style-type: none"> • Iringa Municipal Director 	
20	Completion of Ngelewala Abattoir Construction.		1,700	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partners 	<ul style="list-style-type: none"> • Iringa Municipal Director 	
21	To demarcate two Tourism attraction sites	Gangilonga heritage, Igeleke painting	70	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partners 	<ul style="list-style-type: none"> • Iringa Municipal Director 	
22	Establishment of Tourism Information Center	IMC Central garden	13	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partners 	<ul style="list-style-type: none"> • Iringa Municipal Director 	

23	Construction of Municipal head office	Municipality HQ	800	<ul style="list-style-type: none"> • Iringa Municipal Council 	<ul style="list-style-type: none"> • Iringa Municipal Director 	
24	Upgrading of Nduli airport <ul style="list-style-type: none"> • Land acquisition • Compensation • Improvement of airport infrastructures 	Nduli airport	7,000	<ul style="list-style-type: none"> • Iringa Municipal Council • Development partners 	<ul style="list-style-type: none"> • Iringa Municipal Director 	
25	Reviewing and extension of CBD boundary	<ul style="list-style-type: none"> • Kitanzini • Mshindo • Makorongoni • Kwakilosa • Mivinjeni • Gangilonga • Ilala • Mlandege 	25	<ul style="list-style-type: none"> • Development partner • Iringa Municipal Council • MLHSD 	<ul style="list-style-type: none"> • Iringa Municipal Director 	
26	To construct a new primary school at Mgongo and building classrooms in the existing schools to increase enrollment capacity.	<ul style="list-style-type: none"> • Mgongo 	800	<ul style="list-style-type: none"> • Development partner • Iringa Municipal Council 	<ul style="list-style-type: none"> • Municipal Director 	
27	To construct a new English	<ul style="list-style-type: none"> • Itamba 	1,200	<ul style="list-style-type: none"> • Development partner 	<ul style="list-style-type: none"> • Municipal Director 	

	medium primary school at Itamba and building classrooms in the existing schools to increase enrollment capacity.			<ul style="list-style-type: none"> • Iringa Municipal Council 		
28	Establishment of 3 mobile campsites at recreation area.	<ul style="list-style-type: none"> • Wilolesi • Gangilonga • Mwembetogwa 	45	<ul style="list-style-type: none"> • Development partner • Iringa Municipal Council 	Municipal Director	
29	Establishment of climbing infrastructure at Mkimbizi, Mapanda and Kitwiru hills.(Stair, view points).	<ul style="list-style-type: none"> • Mkimbizi • Nduli • Kitwiru 	50	<ul style="list-style-type: none"> • Development partner • Iringa Municipal Council 	Municipal Director	
30	Establishment of 1 cultural tourism centre at Nduli area.	<ul style="list-style-type: none"> • Nduli 	300	<ul style="list-style-type: none"> • Development partner • Iringa Municipal Council 	Municipal Director	
31	Constructions of tented camp at Igumbilo check point.	<ul style="list-style-type: none"> • Igumbilo 	750	<ul style="list-style-type: none"> • Development partner • Iringa Municipal Council 	Municipal Director	

32	Constructions of 3 tented camps at Tungamalenga area reserved for Iringa Municipal.	<ul style="list-style-type: none"> Tungamalenga a 	2500	<ul style="list-style-type: none"> Development partner Iringa Municipal Council 	Municipal Director	
	SUB TOTAL		76,463.5			

		Actual 2015/16	Approved Budget Estimates 2016/17	Annual Budget Estimates 2017/18	Forward Budget Estimates 2018/19	Forward Budget Estimates 2019/20
		2	3	4	5	6
Government grant		34,866,634	39,762,828	39,734,810	41,721,551	43,807,628
Own source		4,329,816	4,532,854	4,180,827	4,389,868	4,609,362
other sources					-	-
		39,196,450	44,295,682	43,915,637	46,111,419	48,835,990
					-	-
PE	PE for Vote proper	24,310,272	26,662,527	29,131,436	30,588,008	32,117,408
	PE Subvention	-			-	-
Total PE		24,310,272	26,662,527	29,131,436	30,588,008	32,117,408
OC	OC for Vote proper	3,687,891	1,918,722	2,125,577	2,231,856	2,343,449
	OC for own source		1,813,141	1,672,331	1,755,948	1,843,745
	OC Subvention	-			-	-
Total OC		3,687,891	3,731,863	3,797,908	3,987,803	4,187,194
		27,998,163	30,394,390	32,929,344	31,914,109	33,509,815

Govt. Funds		2,705,353	3,935,157	2,730,984	2,867,533	3,010,910
Foreign Funds		6,150,004	7,246,422	5,746,813	6,034,154	6,335,861
Other Funds	(ownsorce)	2,342,929	2,719,713	2,508,496	2,633,921	2,765,617
		11,198,286	13,901,292	10,986,293	11,535,608	15,326,175
					-	-
		39,196,449	44,295,682	43,915,637	46,111,419	48,835,990

**NOTE : Total revenue =Total
Expenditure**

Total Expenditure =Total Recurrent + Total development
expenditure

Total recurrent expenditure = total PE + Total
OC

Total PE = PE for vote proper + PE
subvention

Total OC = OC for vote proper + oc
subvention

Total dev = govt.Fund + Foreign Fund + Other
Funds.

Other funds = Community contribution, ppp funds from private sector,etc.

IRINGA MUNICIPAL COUNCIL ORGANIZATION STRUCTURE

