

THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



BUKOMBE DISTRICT COUNCIL'S STRATEGIC PLAN FOR THE PERIOD OF 2016-2021



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PREFACE

Bukombe District Council is one of the Local Government Authorities (LGAs) in Tanzania. The Council key role is to be a competent institution in facilitation and provision of adequate and reliable socio-economic services to the people.

To realise this dream, the Council since its establishment in 1995, has been to facilitate an effective provision and acquisition of sustainable quality socio-economic services to the people in collaboration with all stakeholders through optimal utilisation of available opportunities and resources by adhering to principles of equity and good governance.

This Document aims at improving the Council performance on service delivery to the people. This Strategic Plan has taken into consideration the National Five Years Development Plan (FYDP), Sustainable Development Goals (SDGs), the Ruling Part Manifesto, Development Vision 2025 as well as the District Socio-Economic priorities.

This Five Years Strategic Plan (2016 - 2021) will use the Medium Term Expenditure Framework (MTEF) as its tool to realise the pre determined long-term Objectives of the Plan.

The Plan has considered all pro-poor sectors of the economy in order to eradicate income and non income poverty to the people. With more emphasis on pro poor sectors, it's expectations of this Strategic Plan that the well being of Bukombe people will be improved. More resources will be allocated to Education sector whereby with more and more people being educated, poverty will be reduced hence attainment of sustainable development.

It gives emphasis on improving agricultural sector through allocating more resources on extension services, agricultural inputs as well as increasing productivity all aiming at ensuring there is sustainability of food security in the district.

Other priority areas during the period of this Strategic Plan include Financial Management and Accountability, Human Capital Development, provisions of conducive

working environment to the employees in order to ensure Quality Social Services delivery as well as adherence to principles of Good Governance and rule of law.

In addition, Bukombe District Council has been allocating much effort into implementing cross cutting issues such as environment, gender empowerment, Child protection and HIV/AIDS through community sensitization, awareness creation and conducive environment creation to women and Youth groups and all marginalised groups in the society.

The document combines a number of key issues ranging from District Profile, Situation Analysis of the District, Vision Statement of the Council, Mission Statement and Long term Objectives of the Council. It also indicates Strategic Areas of the Plan, Target Indicators and Strategies. It also explains Implementation Framework of the Plan, Budgeting and Financial Framework. Finally this plan shows how Monitoring, reporting system and evaluation processes will be undertaken.

The Council extends its acknowledgement to all Council Technical Staff for their contribution to the successful accomplishment of this document.

It is my sincere hope that the 2016-2021 Strategic Plan will bring about considerable achievement in our District Socially, Culturally, Economically and Politically.

I **Hon. Safari Nicas Mayala**, the Chairperson of Bukombe District Council, under the powers entrusted to me by Act No.9 of 1982 Subsection 43(1) and Local Government Financial Regulations No. 33 (Revised) I hereby approve the proposed Five Year Strategic Plan for 2016 - 2021.

Signature..... Date

Hon. Safari Nicas Mayala
Council Chairperson

BUKOMBE DISTRICT COUNCIL

EXECUTIVE SUMMARY

The preparation of Bukombe District Council Strategic Plan 2016 - 2021, has been prepared in compliance with the national policies and Guidelines on the improvement of Socio-Economic service delivery to the people.

The Plan has been prepared in consideration to the National Vision 2025, Sustainable Development Goals 2030, Five Years Development plan II, Ruling Party Election Manifesto 2015-2020 and Bukombe predetermined priorities.

The main focus during preparation of this Strategic Plan has been guided by the ongoing socio-economic reforms all aiming at achieving about micro and macroeconomic stability, industrial society through predetermined long term objectives.

Chapter One of the document tries to analyses the district situation. Main emphasis in this chapter is to give a clear picture of district socio-economic priorities of different sectors as well as SWOC analysis.

Chapter Two consists of the Vision, Mission and Long-term objectives. The District council's Vision Statement states that; **“To be a competent institution in facilitation and provision of adequate and reliable socio-economic services to the people”**

To realise the Vision, the Council's Mission Statement states that; **“To facilitate an effective provision and acquisition of sustainable quality socio-economic services to the people in collaboration with all stakeholders through optimal utilization of available opportunities and resources by adhering to principles of equity and good governance”**

To achieve the Council's Mission, Seven Long term Objectives have been identified. These are:-

- A. Social services improved and HIV/AIDS infection reduced
- B. An effective implementation of the National Anti corruption strategy enhanced and sustained

- C. Quantity and quality of social services and economic infrastructures improved
- D. Good governance and administrative services enhanced
- E. Social welfare, gender and community empowerment improved
- F. Emergency preparedness and disaster management improved
- G. Natural resources and environmental management sustained

Chapter Three of the document gives out the Strategic Areas, Targets, Indicators and Strategies which have been derived from the agreed Strategic Objectives.

Chapter Four indicates means of implementation framework of this Strategic Plan.

Chapter Five is all about Budgeting and Financial Framework of this Strategic Plan. It shows expected sources of Funds and how the Funds will be spent to achieve the Targets indicated in this SP.

The last chapter shows the Monitoring, Reporting and Evaluation processes of this SP. Monitoring, evaluation and recommendation are indicated in this Chapter.

In order to implement this Plan, close teamwork will be required. The Council's Objectives and targets cut across Departmental and Units/Sectional boundaries. Given that Local Governments Authorities are vital pillars to the Government's effort on poverty eradication and improvement of people's livelihood, Bukombe people rely on us on this battle against poverty. Let's Work together as a team. If we want to get far, let's walk together. Failure should not be an option.

Lastly but not least, I would like to express my sincere gratitude to all stakeholders who participated in preparation of this Strategic Plan for 2016-2021.

Signature..... Date.....

Dionis Maternus Myinga
District Executive Director
BUKOMBE DISTRICT COUNCIL

CHAPTER ONE

SITUATIONAL ANALYSIS

1.0 Overview

The focus of this chapter is to present the existing situation of Bukombe District Council. The analysis has considered the sectoral alignments; the Strengths, Weaknesses, Challenges and Opportunities for each Sector. The Stakeholder's analysis and the community satisfaction survey findings are made part of this Situational Analysis.

1.2 District History

Bukombe Districts Council was established by the Government of Tanzania in July 1995. It is one of the five (5) districts constituting newly established Geita region and one of the six (6) Local Government Authorities in the region. Other Districts are Mbogwe, Nyang'wale, Chato and Geita.

The District was separated from Kahama District after it had experienced a number of administrative and Development challenges. Such constraints included the vast area of the then Kahama District which had an area of 19,943km², leading to inaccessible topography, rapid population increase, poor communication networks and the thinly dispersed distribution patterns of human settlement within its area of jurisdiction.

The unfavorable conditions resulted into failure to monitor development activities and effectively led to quality services delivery to the people. This led to poor performance of routine administrative tasks including revenue collection and utilization.

This Strategic Plan (SP) intends to disclose important Sectoral details and information for internal and external users. It's believed that having made this clear to various stakeholders, the Bukombe District Council expect that different development partners and stakeholders will accordingly make their plans in favor of solving basic challenges and problems facing the District.

The SP will provide sufficient Statistical Information necessary for proper allocations of scarce district resources aiming at poverty reduction to Bukombe dwellers. It will as well inculcate potential areas of public interest of which anybody can have a clear picture of the real situation of Bukombe District

Table 1: District Statistical Data

No	Information	Descriptions
1	Location	The District is It lies between 2°8 to 3°28 South of the Equator and 32°45 to 37° East of Greenwich
2	Boundaries	Bukombe District lies in the Southern apex of Geita region. It borders Chato district to the North West. To the North East, East and South East it borders Mbogwe District. To the South the district borders Urambo District in Tabora region. To the South west there is Kibondo District in Kigoma region while to the West the district borders Biharamulo district in Kagera region respectively.
3	Land coverage	8,055.59 Km ² which is 20.6 percent of the 50,781 km ² total Region land coverage.
4	Settlement, Agricultural and Livestock keeping land.	1,766.59 km ² equivalent to 22 percent of the total district area
5	Reserved, forestry and wildlife conserved areas	6,289 km ² equivalent to 78 percent of the total District area
6	Population	According the 2012 population and housing Census, the District is having 224,542 people. Population growth rate is 5.9 percent per annum. According to the National Bureau of Statistics (NBS) the district population is projected to be 258,405 people by the year 2017. The factors for population growth are births and migration. The population density is 27 people per km ² . The district population is uneven distributed.
7	Productive people	83,006 people aging between 15-64 years are said to be productive which is equivalent to 47 percent of the total population.
8	Administration	The District is divided into three (3) divisions (Bukombe, Ushirombo and Siloka), 17 wards, 52 villages and 184 sub-villages. Ushirombo Township has 97 mitaa.
9	Climate	The district is experiencing tropical type of climate with the average 22 ⁰ C annual range of temperature. And the annual range of rainfall ranges between 900mm – 1200mm.
10	District Economy	84 percent of the district population depends much on agricultural activities. The average per capita income is estimated to be Tshs. 750,000.00. Also other sources of income to Bukombe dwellers include animal husbandry, gold mining, petty businesses and formal sector employment.
11	Water Resources	The main source of water in Bukombe District is underground water. There are 243 shallow wells scattered in all villages in the district and 7 piped water schemes. Among seven piped scheme, 2 are in Ushirombo town.

Table 2: Soil Types

Type of Soil	Where Found (Wards)	Economic Importance
Eutric Rhodic Cambsols	Ushirombo	Sorghum, Millet, Sunflower, Cotton, Groundnuts, Sweet potatoes, Rice, Maize – Early maturity varieties and Cassava
Chronic Ferralic Cambsols	Iyogelo, Bugelenga	Cotton, Groundnuts, Sweet potatoes, Rice, Maize – Early maturity varieties and Cassava
Rhodic Ferralic Cambsols	Runzewe West, Runzewe East and Namonge	Mangoes, Maize, Millet, Banana, Wheat, Rice, Finger Millet, Beans – Canadian variety, Passion fruits, Cotton, Sisal, Sunflower, Cassava, Tobacco and Jatropha
Chronic Ferralic Cambsols	Uyovu, Busonzo	Banana , Coffee, Cassava, Sweet potatoes, Maize – Early maturity variety, Beans – Canadian variety, Passion fruits, Macadamia nuts, Jatropha, Sunflower, Tobacco, Pyrethrum and Sisal
Eutric Rhodic Cambsols	Katente, Igulwa	Sorghum, Millet, Sunflower, Cotton, Groundnuts, Sweet potatoes, Rice, Maize – Early maturity varieties and Cassava
Eutric Rhodic Cambsols	Bulangwa, Katome	Sorghum, Millet, Sunflower, Cotton, Groundnuts, Sweet potatoes, Rice, Maize – Early maturity varieties and Cassava
Eutric Rhodic Cambsols	Bulega	Sorghum, Millet, Sunflower, Cotton, Groundnuts, Sweet potatoes, Rice, Maize and Cassava
Cambsols Eutric Rhodic	Ng’anzo, Butinzya	Sorghum, Millet, Sunflower, Cotton, Groundnuts, Sweet potatoes, Rice and Cassava
Chronic Ferralic Cambsols	Bukombe	Sorghum, Millet, Sunflower, Cotton, Groundnuts, Sweet potatoes, Rice, Maize and Cassava
Chronic Ferralic Cambsols	Lyambamgongo	Sorghum, Millet, Sunflower, Cotton, Groundnuts, Sweet potatoes, Rice, Maize and Cassava

Source: DAICO Office-Bukombe

1.3 Council Standing Committees

1.3.1 The Full Council

Its main duty is to approve or disapprove agendas forwarded by standing Committees and provide necessary advice where applicable for the benefit of the community at large.

1.3.2 Finance, Management and Planning Committee

The main duties and roles of this Committee is to ensure effective collection of the Council revenues and control of public expenditure

1.3.3 Education, Health and Water Committee

The main duties of this committee is to deal with all matters pertaining to Education, Health and Water in the District, including ensuring effective involvement of people at all levels with respect to improvement of social services.

1.3.4 Economics, Works and Environment Committee

Generally committee is responsible for the development of production activities in the District including Agriculture, Livestock, Industries, and Trade etc. Similarly, it also deals with infrastructure and issues of Land and Environment development.

1.3.5 Council Multi-sectoral HIV/AIDS Committee (CMAC)

The committee is responsible in dealing with HIV/AIDS matters e.g. supporting people living with HIV and taking preventive measures to the community through provision of condoms, ARVs and dissemination of HIV/AIDS education to the general population in the district

1.4 ECONOMIC ACTIVITIES

1.4.1 Agriculture

Agricultural sector comprises both crops and livestock production. The major food crops grown include; Maize, Rice, Cassava, Beans, Sweet Potatoes, while Cotton, Sunflower and Tobacco are cash crops of most important.

Agricultural sector contributes more than **75%** of the District GDP and more than **80%** of the district Labor force depends on Agriculture for their earning. It should not be forgotten that out of **48%** of Poverty result from lack of basic needs, **31%** results from lack of food.

The following are the bottlenecks in Agricultural sector development

- i. Existence and prevailing of contagious diseases such as foot and mouth diseases, CBPP, Lumpy skin disease, these diseases mostly affect Bovine species (Cattle), while New castle diseases affect avian species (Chicken). Intermittent dipping of livestock result to existence of tick borne diseases in the district. The diseases include; East coast fever, Anaplasmosis, Babesiosis and Heart water, these diseases affect ruminant animals (cattle). Worms infestations such as Fascioliasis,

- Roundworms and Tapeworms affect both ruminant (cattle, goat & sheep) and non-ruminant animals (pigs & dogs).
- ii. Lack of reliable market and accessible roads to the market and poor transportation facilities for farm produce from field to the marketing place.
 - iii. Poor market information (inadequate agricultural information to the farmers).
 - iv. Poor crop production methods, about 65 percent of peasants in the district use traditional ways of farming through hand hoe, 30 percent use animal power, while 5 percent use tractors.
 - v. Poor participation of crop producers in price setting for their agricultural products especially for cash crops.
 - vi. High crop losses during and after harvest due to lack of storage facilities.
 - vii. Selling of raw products at a low price, most of farmers have no ability to add value for their produce, example, sunflower, cotton and horticultural crops.
 - viii. Production cost is higher than selling price.
 - ix. Inadequacy of extension services

1.4.2 Livestock Sector

The livestock and fisheries sector plays an important role in building strong socio economic livelihood to rural development by increasing incomes, ensuring food security and provision of employment opportunities while nurturing available natural resources.

Despite these positive contributions to the socio economic development, many livestock keepers and fish producers have failed to meet their objective of poverty eradication and animal production is increasingly being viewed far more critically in three aspects:-

- i. Increasing ruminant numbers are being linked with environmental degradation.
- ii. Livestock development is said to favour the richer segments of society - both producers and consumers - rather than the most vulnerable;
- iii. Livestock are thought to compete directly with humans for resources thereby causing conflicts between land users.

This strategic plan explains the intention of all stakeholders to overcome challenges facing the Livestock and fisheries sector that forms a major capital reserve of households and, enhance the economic viability and sustainability of a farming system.

The task ahead is to establish suitable environment where opportunities for higher incomes and employment are created. To achieve these, five major goals shall be implemented for the period of five years (2016-2021): -

- i. To enhance knowledge and development of commercially oriented competitive livestock and fisheries industry.
- ii. To conserve livestock and fisheries resources for sustainable development
- iii. To support emergence of successful small holder livestock and fisheries producers enterprises using modern husbandry techniques.
- iv. To put efficient use of available resources in order to increase both livestock and fish production.
- v. To improve livestock and fisheries products utilization and marketability.

1.4.3 Objectives of the Livestock and fisheries in Strategic Plan

The main objective of this Strategic Plan is to develop a competitive and more efficient livestock and fisheries industry that contributes to the improvement of the livelihoods.

The animals kept in the district so far are as indicated in the following Table 2 .

Table 3: Livestock Population

2015/2016		
No	Types of animal kept	Number of cattle
1	Cattle (local)	130,750
2	Cattle (exotic)	75
3	Goats	93,400
4	Sheep	21,500
5	Pigs	7,631
6	Donkey	1,770
7	Dogs	2,720
8	Chicken (local)	314,600
9	Chicken (exotic)	1,350,000

Source: DLFO, 2016

Table 4: Human resources requirements in Livestock Sector

S/N	POSITION	REQUIREMENTS	AVAILABLE	DEFICIT
1	DLFO / HEAD OF DEPT	1	1	0
2	LIVESTOCK OFFICERS	4	2	2
3	VETERINARY OFFICER	1	1	0
4	LIVESTOCK FIELD OFFICERS	72	17	55
5	FISHERIES OFFICER	1	0	1
6	FISHERIES FIELD OFFICER	17	0	17
	TOTAL	96	21	75

Source: DLFO, 2016

1.4.4 Livestock Infrastructures Requirements

Table 5: Livestock infrastructures

S/N	Infrastructures	Requirements	Available	Deficit
1	Livestock markets	3	2	1
2	Cattle crashes	17	5	12
3	Water troughs	17	4	13
4	Slaughter houses	3	3	0
5	Slaughter slabs	14	1	13
6	Hides/Skins sheds	3	0	3
7	Bore hole	3	2	1
8	Dip tanks	17	5	12
9	Chaco dams	17	7	10
10	Fish ponds	17	0	17
11	Holding ground	3	1	2
12	Artificial Insemination Centres	2	2	0
13	Surgical kits	4	0	4
14	Motorcycles	21	5	16
15	Vehicle	1	0	1
16	Laptops	10	2	8
16	Refrigerators	3	1	2
17	Office furniture (Set)	3	1	2
18	Laboratory set	1	0	1

Source: DLFO, 2016

Table 6: Existing infrastructures requiring renovation

S/N	INFRASTRUCTURES	Nos	DESCRIPTION
1	Livestock markets	2	Busonzo & Bukombe (under construction)
2	Cattle crashes	5	Namongo, Msasa, Ikuzi, Shilabela & Bugelenga
3	Water troughs	4	Katente, Ituga, Iyogelo and Bukombe
4	Slaughter houses	3	Ushirombo, Uyovu and Katente
5	Bore holes	2	Mwalo and Katente
6	Dip tanks	5	Musasa, Ituga, Bukombe, Bugando and Msonga
7	Chaco dams	7	Bukombe, Katente, Bugando, Mjimwema, Ituga, Iyogelo & Katome
8	Holding ground	1	Ushirombo

Source: DLFO, 2016

Table 7: Number of cattle sold for the past 3 years

Year	Number	Average price	Value
2013/2014	15,387	420,000	6,462,540,000
2014/2015	15,759	440,000	6,933,960,000
2015/2016	16,224	450,000	7,300,800,000
Total	47,370		20,697,300,000

Source: DLFO, 2016

1.4.5 Rationale for Livestock and Fisheries Development Strategic Plan

This Strategic Plan is an operational tool that spells out actionable interventions required to meet the livestock and fisheries sectors development. It provides a framework for formulation of District Development Budget for implementation of programmes and investment plans in the livestock/fisheries value chains in ways that will define the roadmap for the sector for five years to come. It will also facilitate coordination of the development interventions and actions by various stakeholders in a more focused and coherent manner that plays a significant role in the livelihoods of the local population and has therefore great potential for poverty reducing impacts

The following are the bottlenecks in Livestock and Fisheries sector development

- i. Existence and prevailing of various livestock diseases that interfere with livestock productivity and contribute to public health threat
- ii. Inadequate grazing land that leads to conflict between livestock keepers with other land users
- iii. Poor genetic makeup of our breeds that hinders productivity
- iv. Inadequate extension staff
- v. Lack of immunization program

Table 8: Land use for Agriculture

Category	Ha
Area Suitable for Cultivation	277,483
Area under Cultivation	208,000
Area suitable for Irrigation	1,850
Area under irrigation	-
Area Suitable for Livestock husbandry	836
Area Covered with Water	105,000
Natural Forest	598,200
Protected Forest	4,716,750
Artificial Forest	

Source: *DAICO Office - Bukombe*

1.5 Trade & Industries

Existence of trade in Bukombe district is mainly a function of development of small and Large – scale-mining activities, which attract a great number of emigrants; however some emigrants purposely come for trading activities of different kinds.

Similarly, there is a diversity of activities ranging from Petty Businesses run by informal sector to limited companies run by big companies such as National Microfinance Bank (**NMB**).

The district has a District Business Council with the aim of facilitating business activities within the district. It was formed in **2008** comprising of **40** members of whom **20** are from public service and the rest are from private sector.

Table 9: Statistics on Industries and Petty businesses for the year 2016/2017

Item	Year	Type	Number
Large scale industries	2016/2017	Nil	Nil
Medium scale industries	2016/2017	Cotton mills	1
Small scale industries	2016/2017	Milling Machines	104
Petty Businesses	2016/2017	LIQUOR LICENCES	
		Night Clubs	Nil
		On License Bar	70
		Off License Grocery	14
		Sub whole sale	5
		BUSINESS	
		Retail shops	1700
		Sub whole sale	14
		Guest Houses	130
		Stationeries	15
		Butcheries	31
		Restaurants	4
		Garages	3
		Other Businesses	109
		BIG BUSINESS AVAILABLE (NO & TYPE)	
		Min Super market	3
		Hotel	Nil
		Petrol station	7
		Bank	2
		Whole sale Beer & Soda	4
Cotton Buyers	7		

1.6 Industrial Development

The district has limited number of Industries Developed. The main significant Industries are cereal milling machines which process rice and maize; others include mining exploration industries run by Large Mining Companies (**TANKAN/TANZAM**) and small scale Industries under indigenous people.

Factors which Contribute to poor Development of Industries in the district is attributed by lack of capital, knowledge and proper technology especially in mining sector.

1.7 Tourism

The district has some areas for tourism, one of the most famous area is the Miyowosi/Kigosi which is found in the West part of Bukombe. The Miyowosi reserve is the National park which is under the control of **TANAPA**. Within the reserve there are various animals such as Elephants, Crocodiles, Hippos, Giraffes, Statunga, Bushbucks, Otters, different types of snakes, Baboons, Black rhinos, Roan antelopes, Chimpanzees,

Black and white colobus, Suni and Grey parrots. Various people from abroad and within the country come to visit the place.

Forest produce includes charcoal, poles, fuel wood, Honey, Beeswax, Fodder game, Streams, Poor quality and small quantity of Timber. These resources are exploited from unprotected areas as well as from reserved forests through encroachment and illegal harvesting.

1.8 SOCIAL SERVICES

1.8.1 Health Sector

In the district there are 1 Hospital, 2 Health Centers, and 6 dispensaries owned by the District Council and which are operating, other 3 dispensaries and 1 Health centre at Musasani, Bufanka and Miyenze respectively are at the finishing stage. Also, it has 8 private dispensaries and 1 Faith Based Dispensaries.

Table 10: Bukombe district health facilities

<i>Health services</i>	<i>Total</i>	<i>Government</i>	<i>Private</i>	<i>Religious institutions</i>
Hospitals	1	1	-	-
Health centers	2	2	-	-
Dispensaries	15	6	8	1

Source: DMO's office – Bukombe.

The Health status of the Bukombe community can be shown by some few indicators below:

Table 11: Vital Health Indicators

Indicators	National	Council
Growth rate	2.9%	5.9
Births rate	4.6%	4.6
Children < 1 year	4.0%	4.9
Children < 5 years	21%	18
Women: 15 – 49 years	18%	19.1
Young people (10-24)	32.4%	20
Maternal Mortality ratio	454/100,000	427/100,000
Prenatal Mortality Rate	9	12
Neonatal Mortality Rate	26/1,000	3.5

Infant Mortality Rate	51/1,000	3/1,000
Under Five Mortality	81/1,000	7.2/1,000
Number of elderly aged 60+ (1.4%)	5,308	5,704
MVC of < 18 years (10-12%)	3,236	3,428
Permanent Toilet	47%	62

Source: DMO's office – Bukombe

Table 12: Important Primary Indicators of Health Status DHS 2021

Indicator	No of death in health facility	No of death in the Community	Total
Maternal mortality rate	23	0	23
Neonatal deaths rate	16	0	16
Infant mortality rate	19	0	19
Under Five mortality rate	40	0	40

Source: DMO's office – Bukombe

Table 13: Main OPD Diagnoses (list the top 10 diseases)

Diagnosis	< 5 years			5+ years		
	M	F	Total	M	F	Total
Malaria	6,170	7,272	13,442	6,406	8,464	14,870
Other diagnosis	1,195	1,454	2,649	1,931	3,475	5,406
Intestinal worms	869	938	1,803	1,146	1,426	2,572
ARI	1,126	1,208	2,334	1,067	1,386	2,453
Diarrhoea Diseases	2,127	2,584	4,711	599	763	1,362
Anaemia	1,165	1,350	2,515	549	665	1,214
Pneumonia	1,382	1,465	2,847	524	530	1,054
Skin diseases	491	525	1,016	416	628	1,044
PID	0	0	0	0	830	830
Cardiovascular Disorders	3	0	3	357	419	776

Source: DMO's office – Bukombe.

Table 14: Inpatient Admissions and Deaths per Diagnosis

Diagnosis	< 5 years				5+ years				Total				CF R in %.
	Adminiss ions		Death s		Adminissio ns		Death s		Adminissio ns		Deaths		
	M	F	M	F	M	F	M	F	M	F	M	F	
Normal deliveries	0	0	0	0	0	5146	0	23		5146	0	23	0.45
Malaria severe	442	622	38	53	419	431	11	27	861	1,053	49	80	6.74
Anaemia	427	416	8	11	188	259	1	1	615	675	9	12	1.63
Diarrhoea Diseases	127	112	4	4	47	57	0	0	174	169	4	4	2.33
Pneumonia	79	83	3	2	32	58	0	0	111	141	3	2	1.98
Prematurity/Low birth weights	87	76	3	4	0	0	0	0	87	76	3	4	4.29
Other injuries	7	2	2	1	85	42	6	4	92	44	8	5	9.56
Clinical AIDS	2	2	1	0	34	62	3	2	36	64	4	2	6.00
Other diagnosis	0	1	0	0	25	56	9	6	25	57	9	6	18.29
PID	0	0	0	0	0	59	0	0	0	59	0	0	0.00

Table 15: Summary of important HMIS Indicators showing the trend

S/N	Indicator	2013	2014	2015
1	OPD attendances (persons attending)	87306	88,532	81,569
2	Outpatient attendance per health worker ratio	2,030	2,059	1,599
3	ANC new attendance rate (in %)	79	21	93
4	ANC clients receiving TT2+ (in %)	69	50	57
5	IPT 2 (in %)	12	11	32
6	OPV 0 (in %)	45	71	54
7	DPT-HB-HIB3 immunization < 1 year (in %)-Pentavent 3	67	83	92
8	BCG (%)	100	93	92
9	Measles (%)	87	79	81
10	Vitamin A Supplementation (in %)	100	77	81
11	Family Planning New Acceptance Rate (in %)	52	26	28
12	Percentage Births attended at health facility (%)	48	35	54
13	Percentage Community delivery (%)	52	65	46

16	Caesarean Sections per expected births (in %)	2	8	8
17	Number of maternal death per year (give full number)	16	16	23
18	Emergency surgeries as percentage of general Surgeries recorded	14	12	16
19	Number of TB cases diagnosed in the last 12 months	486	580	438
20	Percentage TB cases treated successfully (%)	82	100	100
21	Percentage of TB cases cure rate (%)	88	98	98
22	Percentage of TB patient offered HIV testing (%)	78	94	95
23	Percentage of PLHIV screened for TB (%)	90	82	95
24	Percentage of under 5 deaths due to malaria (%)	4	5	0
25	Severe malnutrition rate (in %)	0	0	0
26	Moderate malnutrition rate (in %)	0	1	1
27	Percentage of low birth weight (in %)	11	1	4
28	No. of PLHIV cases recorded	1,055	1,573	1,895
29	No of PLHIV patients on ARVs	847	1,423	1,601
30	HIV Prevalence among Pregnant women (PMTCT)	4	3	3
31	Prevalence of HIV among people tested through VCT	21	10	7
32	Prevalence of HIV among people tested through PITC	9	6	8
33	Prevalence of HIV among blood donors	8	8	6

Source: DMO's office – Bukombe

Table 16 (a): Status of Health Facilities and ownership (Dispensaries, Health Centers and Hospitals)

HF (Name)	HF Code	Ward	Type	Ownership	Population	Physical State
Ushirombo	003	Ushirombo	C	Government	22,955	B
Ikuzi	004	Runzewe	D	Government	21,177	B
Uyovu	007	Uyovu	C	Government	83,618	B
Bugando	010	Iyogelo	D	Government	3,221	B
Bugelenga	020	Iyogelo	D	Government	6,413	B
Bukombe	011	Bukombe	D	Government	20,236	B
Bulega	023	Bulega	C	Government	15,842	B
Iyogelo	015	Iyogelo	D	Government	5,560	B
BDH	019	Ushirombo	H	Government	266,777	B
Menonite Kabuhima	024	Uyovu	D	Non-Government	2,869s	B
Msonga Wazazi	025	Ushirombo	D	Non-Government	2,444	B
Huruma BakwataUsh irombo	029	Uyovu	D	Non-Government	2,520	B
St. Pio Maganzo	031	Bulangwa	D	Faith Based Organization	9,340	B
Wazazi Dillu	030	Katente	D	Non-Government	5,958	B
Wazazi Nkomo	026	Katente	D	Non-Government	2,844	B
Wazazi St. Paul	027	Katente	D	Non-Government	2,844	B
TMRC Lyobahika	032	Uyovu	D	Non-Government	35,521	B
Butinzya KMT	031	Butinzya	D	Non-Government	8,540	B

Source; DMO Office – Bukombe

Table 17: District Top 10 Diseases (2011)

<i>No</i>	<i>Diseases</i>	<i>Number of Death</i>		
		<i><5</i>	<i>>5</i>	<i>Total</i>
1.	Normal deliveries	0	23	23
2.	Malaria severe	91	38	129
3.	Anaemia	19	2	21
4.	Diarrhoea Diseases	8	0	8
5.	Pneumonia	5	0	5
6.	Prematurity/Low birth weights	7	0	7
7.	Other injuries	3	10	13
8.	Clinical AIDS	1	5	6
9.	Other diagnosis	0	15	15
10.	PID	0	0	0

Source: DMO office – Bukombe

Health services delivery in the district is still below requirement. The government has only 6 dispensaries, 2 health centers (another one is expected to open soon) and 1 district hospital which started preliminary services on March 12th, 2007.

1.8.2 Water Sector

104,000 people (46%) of the District population get clean and safe water from shallow wells, Boreholes and Rainwater harvesting tanks. These shallow wells are owned by Water User Groups (WUGs) and Piped water schemes are Community Owned Water Supply schemes and Rain water harvesting tanks have been constructed at Institutions, these are owned and maintained by Institutions. Likely the practice of User Level Operation and Maintenance (ULOM) and legal framework over the shallow wells ensure sustainability of existing shallow wells.

Regular breakdowns of the existing schemes due to ageing of pipes, hand pumps, engines and lack of constant supply of electricity are experienced. Prominent sources of water supply in the district are as in Table 5.

Table 18: Sources of water supply

Type Of Scheme	Total	Working Schemes	Not Working
Electric motor pumping schemes	7	6	1
Deep wells/ Shallow wells installed with hand pumps	243	129	114
Rain water Harvesting Schemes	28	18	10

Source: DWE, 2016

1.8.3 Education Sectors

➤ Primary Education

The district has a total of 80 primary schools, among which 78 are government primary schools and 2 are private primary schools. There are about 58,493 pupils in all classes as per 2016.

Table 19: Total number of primary schools pupils

Std	I	II	III	IV	V	VI	VII	Total
Male	10670	4547	3928	3043	2710	2515	1907	29320
Female	10340	4428	3963	2973	2679	2705	2055	29173
Total	21010	8975	7921	6616	5389	5220	3962	58493

Source: DEO-P, 2016

The enrolment of standard one pupil has been increasing yearly due to increase in learning facilities such as books, desks and class rooms. The rate ranged from 85 percent in 2010 to 275.7 percent in 2016.

Table 20: Enrolment of Standard One Pupil – 2010-2016

Year	Target		Actual				
	Boys	Girls	1272	Boys	Girls	Total	%
2010	658	614	1239	559	529	1088	85
2011	594	695	1275	606	723	1329	107
2012	675	600	1180	582	670	1252	98
2013	571	609	1430	643	633	1278	108
2014	670	760	1430	670	739	1409	98
2015	3830	3908	7738	4818	4841	9659	100
2016	3892	3728	7620	10670	10340	21010	275.7

Source: DEO-P's office, 2016

Moreover, the district has got considerable number of facilities such as classrooms, stores, chairs, desks and teacher houses. However, there is an acute need for most of these facilities to ensure that the learning and teaching environment become conducive. For instance, the status of primary school teachers stands at 935 teachers out of the

required 1499 teachers thus experiencing a shortage of 566 teachers (see Table 8). Nevertheless there is very remarkable change in provision of teaching materials like text books, where the ratio of book to pupil has improved from 1:3 in year 2012 to 1:2 in year 2016. The target here is to improve the situation as to make it reach a ratio of 1:1 by year 2018.

Table 21: Status of primary school infrastructure

No	Type	Requirement	Actual	Deficit
1.	Class rooms	1465	481	984
2.	T/Houses	1440	131	1309
3.	Desks	19498	18405	1093
4.	Offices	231	78	153
5.	Stores	154	32	122
6.	Latrines	2656	503	2153
7.	Tables	2364	698	1666
8.	Cupboards	1486	185	1301
9.	Chairs	2364	698	2153
10.	Shelves	79	62	17

Source: - DEO P, 2016

The performance in primary schools has been increasing on yearly basis. Thus there is a remarkable increase of pupils who are joining secondary education. The performance ranged from 68.3 percent in 2011 to 75.9 percent in 2016(see Table 9). However, challenges of shortage of teachers, classrooms, desks and books still decelerate the performance.

Table 22: Performance Rate n Primary schools

Year	Expected candidate			Examined candidates			%	Candidate passed			%	Candidate selected			100
	B	G	T	B	G	T		B	G	T		B	G	T	
2007	894	666	1360	688	664	1350	99.2	358	214	572	42.3	358	214	572	100
2008	791	812	1603	783	804	1507	99	394	250	644	42.7	394	250	644	100
2009	725	571	1296	721	570	1291	99.6	505	366	871	67.4	505	366	871	100
2010	534	592	1126	533	590	1123	99.5	374	380	754	67.1	374	380	754	100
2011	608	713	1321	608	708	1316	99.6	417	482	899	68.3	417	482	899	100
2012	4269	4623	8892	4249	4603	8852	99.5	1624	759	2383	26.9	1624	759	2383	100
2013	1933	1957	3890	1885	1915	3800	98	1305	938	2243	57.8	1305	938	2243	100
2014	1797	1935	3732	1782	1907	3689	99	1244	1438	2247	60.9	1244	1003	2247	100
2015	1851	2022	3873	1831	2002	3833	98.6	1438	1109	2547	66.4	1438	1438	2547	100
2016	1913	2062	3975	1899	2054	3953	99.4	1617	1382	2999	75.9	1617	1382	2999	100

Source: DEO-P, 2016

➤ **Secondary Education**

The District has 16 secondary schools namely Bukombe, Bulega, Businda, Busonge, Butinzya, Iyogelo, Katente, Lyambamgongo, Msonga, Musasa, Namonge, Runzewe, Ushiroambo, Uyovu, Goldland and Queen of Apostles. The enrollment rate for all classes in yearly basis has been increasing marginally. In 2015, about 80 percent were enrolled in all forms, while in 2016, about 90 percent of the pupils were enrolled. The enrollment has been low since the performance in secondary school has been increasing marginally.

Table 23: Enrolment of form I-IV pupils for years 2016-2021

Year	Target			Actual			%
	Total	Boys	Gils	Total	Boys	Gils	
2016	7560	3340	4220	7428	4304	3124	98
2017	8917	4570	4347	7555	4306	3249	85
2018	9800	5000	4800	8630	4802	3828	88
2019	10260	6440	3820	9600	5100	4500	94
2020	11670	6835	4835	9800	5300	4500	84
2021	12800	7300	5500	11202	6600	4602	88

Source: DEO-S, 2012

The status of secondary school teachers stands at 660 out of the requirement of 712 teachers thus experiencing a shortage of 52 science teachers. Also, the district experience shortage of learning facilities as well as teaching facilities. Other essential facilities for better provision of secondary education are as in Table 11.

Table 24: Status of secondary schools infrastructures

No	Type	Requirement	Actual	Deficit
1	Class rooms	216	121	101
2	Laboratories	42	42	0
3	Libraries	14	2	12
4	Hostel structures	33	9	24
5	Desks	7560	7010	550
6	Pit latrines improved	199	81	118
7	Teacher Quarters	85	33	52
8	Tables	876	166	710
9	Cupboards	137	40	97
10	Chairs	876	166	710
11	Water tanks	42	10	32

Source: DSEO-S, 2016

The district is also facing shortage of teacher houses. Out of 660 demanded houses, it is only 48 houses available (See Table 12). Little supply of houses to teachers has made

some teachers to refuse to come to BUKOMBE. This has aggravated the shortage of teachers.

Table 25: Availability of Houses

Name of school	Available houses at present	Actual Demand
MSONGA	4	29
UYOVU	4	58
BUTINZYA	4	27
KATENTE	4	71
BUKOMBE	4	39
BULEGA	4	31
LYAMBAMGONGO	1	36
USHIROMBO	4	85
NAMONGE	3	30
IYOGELO	3	30
MUSASA	0	36
BUSINDA	1	58
BUSONGE	1	23
RUNZEWE	10	55
JUMLA	48	608

Source: DSEO, 2016

1.9 Good Governance

There is good collaboration at grass root level (village). Functional village governments involve the village communities in all development matters. This also applies at ward and district level where collaboration with other development actors outside and within the district has been strengthened. All matters in the district are conducted openly e.g. financial matters are advertised to the community, budget and projects to be implemented are also put openly to the community.

1.10 Gender Issues

Gender awareness has been created among the community in the District. The study regarding gender issues was done in 2001 and recommended way towards achieving gender balance development. An active group formed “the Jikwamue Mama” which has been vital in this regard. The role of this group was to conduct sensitization meetings with women throughout the district. Gender activities focused not only on development, but also on issues such as subordination in the house hold, house political affairs and social matters at large. The archive of the gender balance women are now occupying the positions as councilors, head of Departments in council, wards and village executive officers.

1.11 Public Utilities

1.11.1 Electricity

Significance of electricity to any modern development is of prime importance. Through Tanzania Rural Electrification Agency (REA), there is ongoing electrical supply project in the district. This project has already installed electricity into various households and small scale business holdings. According to TANESCO, by the end of 2016/2017 FY, all urban centres of Ushirombo and Uyovu will be fully served by electrical service. This will improve socio-economic activities amongst Bukombe dwellers.

1.11.2 Telephone Services

Tanzania Telecommunication Company Limited (TTCL) extends wireless telephone to the district since 2002. So far there are 11 telephone lines in Ushirombo, and Uyovu (Runzewe). Cellular telephone companies, namely Vodacom, Tigo, Zantel, Halotel and Airtel are currently operating in the district.

1.11.3 Postal Services

Tanzania Postal Corporation has a post office in Ushirombo and Uyovu. The office provides regular postal services including mail services by ordinary mails, EMS and parcels. Money transfer by money fax has also been introduced.

1.11.4 Banking Services

The nearest banking service available in the District are NMB and CRDB banks which started their operational since January 2009 and 2014 respectively.

1.12 Environment Management

Table 26: Environmental management in agriculture sector

No.	Agricultural Activities	Environmental Impact	Mitigation measure
1.	Farming in water catchments area	-Decreasing wildlife habitat -Water catchments area destruction.	-Environmental awareness - reforestation in water catchments area -bylaws to protect water catchments.
2.	Continuous cultivation of the same field over years without fertilizers	Decrease Agricultural land productivity	Crop rotation and conservation agriculture
3.	Clearing forest land for Agriculture	Decreasing of useful forest and wildlife biodiversity	Conservation of communal forest (Ngitiri)
4.	Shifting cultivation near or inside community conservation buffer zone	Inadequate and poor quality water sources during the dry seasons	- Soil conservation practices - Control shifting cultivation. - Crop rotation
5.	Application of inorganic inputs (pesticides, inorganic fertilizers)	- change of pH level of the land - Water pollution	Use of Organic inputs,
6.	Cultivation along the slope/hills	- soil erosion - loss of soil fertility	- Contour farming - Terraces cultivation - Mixed cultivation (agro-forest)

Livestock are one of the major causes of environmental degradation if are not well managed. The table below shows the Environmental impact caused by livestock keeping activities.

Table 27: Environmental management in Livestock Sector

No	Livestock keeping activities	Environmental Impacts	Mitigation measures
1.	Over grazing	Soil erosion	- De - stocking
2.	Bush fire	Deforestations /drought Soil erosion	
3.	Migration in search of water and pasture for livestock	- Soil erosion - Water pollution - Spread of diseases - Deforestation	- Zero grazing - establishing Land use plan
4.	In absence of land use plan	Conflict between Farmers and Livestock keepers	Establish Land use plan and bylaws

1.13 Forestry

The natural forests cover 598,200 ha hence making forestry one of the main sector in district economy through legal timbering, carpentry, charcoal production, construction material, fire woods and beekeeping. It is approximately that more than 50% income of Bukombe is being generated from forestry sector. The District Local government earned Tshs 192,240,000/= and the Central government earned Tshs 770,196,800/= in 2015/2016, therefore making forestry sector the largest source of income in the District.

Due to increase in population and people who are engaged directly and indirectly in forestry activities the forestry resource is being severely depleted. The deforestation rate is 640 Ha per year, The conservation of forestry has been difficult due to several reasons such as illegal utilization of forestry; political sphere; there are unequal distribution of income from forestry among the stakeholders (Community and the Government); inadequate human resources and working tools, tradition and culture, and bush fire.

Table 28: Environmental Impact and Management in Forestry

No	Forestry activities	Environmental Impacts	Mitigation measures
1.	Timber production	- Deforestation	- Patrol - Participatory Forest Management - Aforestation
2.	Charcoal	- Deforestation - Bushfire	- Alternative source of energy/Energy efficiency stoves (Majiko sanifu) - Control bushfire

The other gold rich parts of the district are the area along Kigosi, Nkongga and Nasafwe rivers. Here alluvial gold washed down the rivers over long period is formed and exploited by small scale artisanal miners, these alluvial deposit are Holocene and fossils streams draining into Pletocene/Pliocene lakes. Here the gold is found embedded in heavy clays, sands and un-cemented gravels.

1.14 Mineral Sector

In Bukombe district the main mining activities is the small scale mining of gold. The highest potential for gold mining is found within a belt covers from Northeast corner to Northwest, parts of Katente, Igulwa, Ushirombo, Runzewe East and Uyovu wards. The area is underlying the Kavirondo/Nyanzan system of basement rocks. These are mainly greywacke, shale, slates and schist together with flyschid sediments and their metamorphic equivalents, interspaced with foliated conglomerate and quartzite. The mines department at Geita resident office refers to these has the “gold briefcase belt”.

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Table 29: Environmental Management in Mineral Sector

No	Mining activities	Environmental Impacts	Mitigation measures
1.	Open land	- Deforestation -Open holes	- Refilling of holes - Aforestation
2.	Washing of gold using Mercury	- Water and air pollution	- proper handling of waste water - Alternative methods of extraction of gold - Environmental awareness
3	Underground mining	- Collapse of land resulting into death	- Education on mining methods - Awareness on hazard associated with mining

1.15 Construction Works and Housing Sector

Construction works and housing is inevitable in human life therefore this activity is taking place in Bukombe district. The environmental resources used by construction include stones, aggregates, sand, timbers, poles, bricks, land plot, grass. Unsustainable use of these environmental resources contributes in degradation of the environmental resources. For the case of Bukombe district environmental resources are readily available. The need of resources is high that lead to increasing the rate of environmental resource depletion. The use of trees in construction works, existence of opening where aggregates for making bricks, are amongst environmental concern.

Unplanned settlement and poor housing which are more observed in mining areas leads to environmental problems. These problems are solid waste; poor sanitation which may leads to outbreak of diseases like cholera, diarrhea, as well as Malaria and HIV/AIDS and other communicable diseases.

Table 30: Environmental Impact and Management in Construction and Housing Sector

No	Construction activities	Environmental Impacts	Mitigation measures
1.	Timbers and poles for construction	- Deforestation	- use of iron poles -reuse of poles after construction - Aforestation
2.	Land excavation, borrow pits	- Deforestation - left out open trench -	- land rehabilitation by backfilling of open trench by using solid waste - aforestation

1.16 Water services

Water services in the district are generally fair, 46% of People get water mainly from Boreholes fitted with hand pump, improved traditional wells, shallow wells, Rainwater harvesting and piped water schemes. At present 64,003 people (24%) of the district population get clean and safe water from the sources mentioned above. Operations of these sources are under WUG/WUA, Likely the practice of User Level Operation and Maintenance (ULOM) and legal framework over the shallows wells ensure sustainability of existing shallow wells. At present the District headquarters is served by piped water scheme source at Katente village, approximately 22% of this population is served with water including the district hospital.

Table 31: Environmental Impact and Management in Water sector

No.	Water Sector activities	Environmental Impacts	Mitigation measures
1.	Over extraction of ground water	Lower water table	- Wise use policy - Conservation of water sources
2.	Domestic and industrial use of water, increase population	Increase of liquid waste and solid waste	- Establish laws of proper disposal of waste. - Establishment waste disposal site
3.	Increase of livestock	Land degradation due to increase in livestock	- Carrying capacity for livestock should be established in Ushirombo town - Monitor Herd size - Cattle should move along established path

1.17 Wildlife Sector

Moyowosi-Kigosi ecosystem is the central Government game reserve made of the twin game reserve of Moyowosi and Kigosi that covers part of Tabora, Shinyanga and Kigoma region with a total area of 21403 sqkm of which Kigosi distribution is in three district that is Bukombe (3750sqkm), Urambo (4000sqkm)and Kahama (700sqkm) In this game reserve there are precious animals like Impala, Water back, Buffalo, Elephant, Zebra, Giraffe, Leopards, Hippos and Crocodiles.

Activities undertaken in the game reserve include.

- Anti-poaching
- Offer permit to the villagers around the game reserve to fish or to put beehives after the villagers produces licenses from their appropriate officials.

Table 32: Environmental Impact and Management in Wildlife

No.	Wildlife keeping activities	Environmental Impacts	Mitigation measures
1.	Illegal utilization of the resource	- Migration of wildlife - loss of biodiversity, - change of ecosystem	- Patrol - community based conservation -outreach programmes
2.	Bush fire	- migration of wildlife - loss of biodiversity - loss of pasture and water	- Control bushfire -Establish fire buffer zone
3.	Migration in search of water and pasture for livestock	- Soil erosion - Water pollution - Spread of diseases - Deforestation	- Zero grazing - establishing Land use plan
4.	In absence of land use plan	Conflict between Farmers and Livestock keepers	Establish Land use plan and bylaws

1.18 Beekeeping

Because of favorable climate and forests, beekeeping is widely practiced in Bukombe. There are about 1,481 modern beehives and 170,458 traditional beehives. The areas famous for beekeeping are Moyowosi/Kigosi game reserves, Bukombe forest reserve, However the marketing of this bee - products is not well established in Bukombe.

Table 33: Environmental Impact and Management in Beekeeping

No.	Beekeeping keeping activities	Environmental Impacts	Mitigation measures
1.	Using fire in honey harvesting	- migration of wildlife - loss of biodiversity - loss of pasture and water -Bush fires	- Use environmental friendly method in honey harvesting
2.	Using tree for making beehives	- Deforestation	-Using of modern beehives

1.19 Forestry Resource

1.19.1 Characteristics and Importance

Forestry reserve cover up to 598,200 ha of Bukombe District land which is about 60% of the whole land of Bukombe District. Other forests are owned by community and individuals known as Ngitiri for domestic uses like fuel, construction and medicine. The type of forest includes Miombo woodlands and tropical forestry.

Table 34: Forest reserve in Bukombe District Council

Name of reserve	Size (Ha.)	Date established	Status ownership
Bukombe/Mbogwe	9,000	14 th Feb 1958	Local Government
Ushiroambo	7,600	1 st Jan 1950	Local Government
Nikonga/Kigosi	486,000	24 Sept 1954	Central Government
Biharamulo/Kahama	44,000	17 th Sept 1954	Central Government
Total	546,600		

Source: *District Natural Resource Office*

1.19.2 Forest Resource Use by Activity Sectors

The activity sectors that are using forest products include housing and construction, domestic uses for fuel, medicine and food, as well as beekeeping. Agriculture also depends on forestry due to the fact that forest help in formation of rainfall, soil reservation and shedding and wind breaker for some plants.

1.19.3 Impact of activity Sector on Forestry Resource

The impact of activity sectors on forestry is remarkably high in Bukombe District. These includes:-

- i. Cutting down trees for timbers and post for construction, charcoal and firewood for fuels
- ii. Bushfire for preparing pasture for livestock and honey production.

These activities result into deforestation, soil degradation and eventually cause drought.

1.19.4 Management Arrangement

Forestry resource management is given high priority in Bukombe district and is based in two main activities conserving and protection available forest to ensure sustainable use of the resource and planting new trees. The management of forestry resource is done in collaboration with public sectors, NGO's, CBO's and individuals in planting trees. The Participatory Forestry Management (PFM) is the programme which allows participation of community in conservation of forests.

1.20 Mineral Resources

1.20.1 Characteristics and Importance

Mining activities in Bukombe District is of small scale artisan mining. The data for mineral production is not readily available although it produces income to community in the District does not earn any income from this sector directly. In Tanzania the small scale mining is producing 5-6 tons of gold annually.

1.20.2 Impact of Activity Sectors on Minerals

Mineral extraction and processing have high negative impacts to the environment around the ore. These impacts includes

- i. Land degradation by opening land as well as open pits which are dangerous to human and livestock. The pit which are near roads causes
- ii. Destruction of vegetation covers due to use of forestry products for construction, firewood. The destruction is severe because of the unsure and speculative nature of small scale mining
- iii. The influx of large groups of miners into a village or a new area within a short time places some constrains in social Organisation and administration of the village social utilities like schools, hospital, water, transport etc.
- iv. Health hazard due to leakage of mercury and other chemicals into nearby water wells

1.20.3 Management Arrangement

There is a process of establishing partnership between mining sectors and the District council in order to find solution and mitigation measures for the impact caused by mining sector. The collaboration between Ministry of Energy and Mineral with the District council needs to be strengthened to provide room for mutual benefit and management of degraded environment in the area.

1.21 Tourism and Recreation

1.21.1 Tourism

Tourism is one of the good management of forestry resources. It balances the natural ecosystem in the forestry and yet it provides income through tourist hunting. The game reserve present in Bukombe District is the Muyovosi/Kigosi game reserve.

Human activities such as Illegal utilization of wildlife resources, encroachment of reserves by farmers and livestock keepers, bushfires are the major impact that hinders tourism management in Bukombe District. These activities cause migration of wildlife, loss of biodiversity, change of the ecosystem, spread of diseases and deforestation.

Management of wildlife resources includes community based conservation, control bushfire by establishing buffer zones, awareness creation by using outreach programmes, establishing land use plan.

1.21.2 Recreation

Several open spaces have been reserved for recreation area. These open spaces are for the purpose of recreation area, sports grounds, and children play grounds.

1.22 Environmental Hazards

Environmental hazards are influenced by human activities, either direct or indirect. The following are environmental hazard which are more remarkably in the district are Land degradation, desertification, public health hazards, solid waste and air pollution.

1.22.1 Land Degradation

Deforestation, mining activities, poor agriculture practices, building material extraction are the major activities that lead to land degradation. Strong measure for land rehabilitation and proper utilization of the land resources should be addressed.

1.22.2 Desertification

The human activities such as emission of Global warming gases, Ozone layer depletion, Deforestation, Overgrazing are the major factor that are contributing to desertification and change of global Climate. The management of these activities and introducing environmental friendly technologies is of the utmost importance.

1.22.3 Public Health Hazard

Public Health hazard are mainly caused because of the mismanagement of human activities that causes environmental problems. Most of the public health hazards are the consequence of environmental problems, for example diseases like diarrhea, cholera, malaria, etc.

1.22.4 Solid waste

Solid waste is among environmental hazard which is increasing in Bukombe district. The management of the waste management through participation of stakeholders is now in place. The process of identifying appropriate area for waste disposal site is now in progress.

1.22.5 Air Pollution

The main causes of air pollution in Bukombe District are from rice mills, ginnery and dust and smokes from cars.

1.22.6 Water Pollution

The main causes of water pollution in Bukombe District are as follows

- i. Seepage of sewerage from toilets to nearby water wells this is more seen in urban and town centres.
- ii. Contamination of mercury and other minerals in nearby wells
- iii. Pollution from storm water to wells and streams in low land
- iv. Seepage of oils and fuel from cars and generators to the ground wells

1.23 Gender Issues

Though women play a great role in production, but still men dominate the role of decision making leaving behind women in a disadvantaged situation for both education and cash earning opportunities. This affects women in mostly decision making aspects at family level and sometimes at community level. Some effective measures need to be taken to rectify this situation. The measures to address gender gaps include increasing number of women representation in various political organs from hamlet to national level of representation and mobilizing women participation in entrepreneurship activities so that they can generate more income.

1.24 Summary of Sectoral Based Situational Analysis: SWOC Matrix

The situation analysis of BUKOMBE district council involves assessing the district in terms of internal and external environment. The internal analysis was done by using Strength, Weakness, Opportunities and Challenges (SWOC). The table below shows results of analysis.

Table 36: Sector based Strength, Weakness, Opportunities and Challenges

Sector: Finance	
Strengths	Weaknesses
Application of IFMS (Epicor).	Inadequate working tools
Well trained and competent staff	Shortage of staff
Existence of by laws and regulations.	In adequate timely delivery of services
Good teamwork spirit	Un conducive working environment
	In appropriate supervision and monitoring in revenue collection
	Hardship working environment (revenue collection).
Opportunities	Challenges
Availability of different own source of revenues.	Non compliance with regulation that govern revenue collection
Receipt of general purpose grants	Power breakdown.
Use of Good governance in the unit	Centralized IFMs (saver)
Tourism attraction such as Investment opportunity	Delayed disbursement of fund from central government and donors.
	Lack of autonomy.
	Poor networking
	Geographical location hindering transport services
Sector: Trade	
Strengths	Weaknesses
Well trained and competent staff	Inadequate working tools.
Active laws and regulation.	Shortage of staff
Team work	
Easy accessibility to stakeholders.	
Training to staff	
Opportunities	Challenges
Potentiality for economic activities: <ul style="list-style-type: none"> • Tourism • Investment • Entrepreneurship activities. • Fishing etc. 	Non compliance to laws and regulation
	Delay of circulars that govern trading activities from central government.
	Tax evasion.
	In adequate fund for training staff
Sector: Internal Auditing	
Strengths	Weaknesses
Well trained staff	Inadequate working tools.
Team work spirit.	Lack of conducive working environment.
Use of Internal audit standards and guidelines.	Failure to follow internal audit

	plan.
Good Internal relationship.	Delay of taking action on audit recommendations.
Good internal audit mission and vision.	Budget constraints
Opportunities	Challenges
Government grants	Police mentality.
Training provided by partners .e.g. Wajibika	Low pace to adapt to international standards
Establishment of internal auditor general (IAG) office	Out dated internal audit manual.
Defined audit Universe.	
Sector: Procurement	
Strengths	Weaknesses
Well trained and competent staff.	Non compliance to procurement plan.
Team work spirit	Inadequate of working tools.
Use of Public procurement Act and regulations.	unconducive working environment
Application of IFMs and Epicor software.	Procurement irregularities caused by user department.
Opportunities	Challenges
Regular training conducted by PPRA and PSPTB.	Delay in funds
Establishment of PPPU (Public Procurement Policy Unit).	
Sector: Livestock and Fisheries	
Strengths	Weaknesses
Skilled labour	Inadequate/little financial resources.
Defined policies, regulations and guidelines.	Unconducive working environment.
Use of Performance management system.	Ineffective implementation of policies, regulations and guidelines.
	Inadequate motivation to staff
	Government has not given fisheries the same weight as agriculture because both are primary production.
Opportunities	Challenges
Existence of community groups (BMUs, fishing, cooperatives, VLC, DADPS, groups).	Diseases (animals)
Existence of interested institutions (MARINE PARK, ACTION AID and WWF).	Low adaptation among communities (lack of sustainability).

Presence of Inputs service providers.	Destructive fishing gears.
Having a Productive resource base	Monopoly system.
	inadequate improved breeds of animals
Sector: Cooperative	
Strengths	Weaknesses
Availability of cooperative officers.	Shortage of working equipment for cooperative officers.
Availability of cooperative Act and regulations.	Insufficient fund.
Opportunities	Challenges
Availability of economic cooperative societies groups.	In adequate of strong cooperative groups.
Availability of markets.	Inadequate processing industries
Availability of financial institutions ie. NMB and CRDB.	Inadequate budget.
Availability of financial institution that will to support Cooperative societies.	Lack of financial management skills to cooperative societies members
Availability of economic cooperative societies groups.	In adequate of strong cooperative groups.
Sector: Administration	
Strengths	Weaknesses
Presence of Man power/labour.	Poor working environment.
Good public relation	Poor social services
Good governance	Shortage of skilled labour
Good customer care	Inadequate staff motivation
Availability of council services close to the community (proximity).	Shortage of staff houses
	Inadequate funds to fulfill legal rights at a right time (i.e leave allowance, extra duty allowance, acting allowance.)
Opportunities	Challenges
Donors support (finance, manpower, technical, infrastructure etc.)	Poor perception of local people against Public servants activation
Good political environment	Bad perception about BUKOMBE District.
Good relationship between BUKOMBE District Council and central government. (DC's office r)	Poor transport and communications infrastructure
	High living costs
Sector: Community Development	
Strengths	Weaknesses
Availability of Qualified Community Development	Unreliable means of transport

officers.	
Use of Action plan and budget.	In adequate of facilities
Raised awareness of Community to participate in development activities	
Availability of WDF and YDF.	
Opportunities	Challenges
Availability of women and youth economic groups	Lack of quarter and annual report from NGO's FBOs, CBOs, and CSOs
Registered NGO's, FBOs, CBOs and CSOs	Insufficient fund for women and youth economic groups
	Weak cooperation among district council sector, stakeholders with department
Sector: Land and Natural Resource	
Strengths	Weaknesses
Availability of Working equipment	Poor implementation of laws (Land Laws).
Availability of Transport facility	Poor adherence to laws and principles governing employees in the department
Presence of few but skilled staff	No proper records for land registry at district head office and at village.
	Insufficient allocation and release of funds for Land issues
	Lack of funds for land compensation
	Insufficient skilled staff
Opportunities	Challenges
Conducive environment for investors in different sector eg. Agriculture, mining, tourism, small and medium scale industries etc.	Lack of private companies dealing with land development
	Poor awareness to the local community on land laws and environmental laws
Research (a lot of fauna & flora are not yet researched in the district)	Illegal immigrants to reserved areas esp. forest reserve, game reserve by pastoralists.
Presence of so many individuals and groups in the sector of bee keeping, lumbering and carpentry.	Presence of Land disputes within the district
Presence of camping and hunting blocks in Kigosi/Muyowosi game reserve	Lack of modern carpentry skills and equipments in the district while the district is surrounded by forest
Sector: Agriculture	
Strengths	Weaknesses

Availability of farmers interested in crop production.	Farmers are using traditional cultivation tools such hand hoe
Presence of small scale agriculture processing plant	Lack of enough information and knowledge to farmers on value addition
Availability of man power to engage in agricultural activities.	In adequate extension services
	Use of poor agricultural equipment.
	Inadequate improved seeds
	Underutilization of some infrastructure
Most of youth not engage in agriculture activities	
Opportunities	Challenges
Good climate and soil suitable for crops production and availability of land	Unreliable rainfall pattern/climate change
Availability of market	Presence of pests and diseases
Presence of investors	Shortage of qualified agricultural staff
Presence of financial institutions	Insufficient subsidy for agricultural inputs and lack of crop insurance
Good climate and soil suitable for crops production and availability of land	Unreliable rainfall pattern/climate change
Sector: Planning	
Strengths	Weaknesses
Insufficient but Skilled personnel	Shortage of office equipment
Sufficient of Office for Planning staff	Shortage of qualified staff
Adherence to the National policies and guidelines	Shortage of both development and recurrent funds
Good interdepartmental collaboration	
Opportunities	Challenges
Support from the Council director and other departments in performing duties	Lack of transport facilities such as vehicles and motor circles.
Availability of NGO's, FBOs and CBO that support socio-economic development such as the Tanzania Red cross	Shortage of skilled personnel
	Donor dependent budget
	Insufficient and sometimes lack of budget for both development activities and M&E
Sector: Works	
Strengths	Weaknesses
Availability of working equipments	Insufficient Certified public engineers
Availability of Funds from road fund	Insufficient of Road funds according to council's needs
Presence of Sufficient full technicians	
Adherence to National policy, guidelines and regulations	
Opportunities	Challenges

Development projects like TASAF III, ASDP, Road Fund, LGCDG etc.	Shortage of construction equipment eg. Excavator, Dumping, Trucks
Road Fund.	Scarcity of construction materials eg. Gravel, Course, Aggregates.
Presence of contractors in our area	Inadequate qualified contractor within the District
	High price of construction materials.
Sector: Health	
Strengths	Weaknesses
Increased Health facilities	1/3 of the HF's buildings are not in a good state of repair
Establishment of community Health Fund (CHF) in 2011/ cost sharing	Inadequate drugs and medical supplies
Increased number of CTC centres	Shortage of skilled Health care workers
Availability of Health care workers	Inadequate Health care workers' houses.
Availability of means of transport	Unavailability of dental services
	No means of transport for referred patients outside the District
	Inadequate health financing scheme that contribute enough health budget share.
	Insufficient power supply.
Opportunities	Challenges
Availability of development partners. (THPS, BMAF, PATHFINDERS etc.)	Insufficient supply of medicines, medical equipment and hospital supply.
Availability of private Health facilities and medical shops	National formula in the distribution of funds to LGA
	Exemptions policy with no financial mechanism
	Planning policy is from bottom to the top but in practice vice versa (from top to bottom.)
	Insufficient power supplies
Sector: Education	
Strengths	Weaknesses
High Enrolment of all STD VII and STD One in Secondary and primary school	No enough laboratories apparatus to all schools
Enough class rooms to accommodate all pupils in secondary.	Drop out of student/pupils due to truancy and early pregnancies for girls.
Enough text book with ration of 1:2	Failure to provide food in some

	schools.
Enough manpower for management	Few number of classes to some of primary schools
Opportunities	Challenges
Good attitude of donors and NGO's to support both education eg. (Plan-Africans energy Ltd, Quadra foundation, US. Embassy, SIDA, Action Aids, HIBAMA, WWF and Sea Sense).	Few number of science teachers
Good support of fund and infrastructure from central and local government.	Shortage of teachers in primary schools and teacher's houses
Good community support	Lack of enough fund
	Inadequate teaching equipment
	Poor school inspection in both level of education
	No enough hostel in secondary schools.
	Building deterioration
Sector: Water	
Strengths	Weaknesses
Presence of Water committees (village)	Village water committees do not perform their responsibilities
Presence of Equipments/facilities for office management.	Inadequate village water funds
Availability of water and sanitation plan, and policy	Not implemented timely due to lack of fund.
All customers connected with water meter	Inaccuracy customer water meter
Timely water bills preparation and distribution	Loose of revenue from urban water
Customers connected to water network	Old water infrastructure
Availability of potential water sources	Inadequate equipment to analyze water quality
Availability of software for water bills preparations	Use of old technology
Availability of water and Sanitation Act. Na.12 (2009).	Poor community contributions
Timely water bills preparation and distribution	Water customers do not pay water bills timely
Availability of Water Policy (2002).	Low awareness on water policy to community
Availability of functional Water and Sanitation Team	Poor communication within the council (team work).
Opportunities	Challenges
Availability of water sources	Inadequate enough fund to implement water projects
Good Management of water sources	Inadequacy of water sources in arid/ semi arid villages
Presence of active Stake holders.	Population increase through water infrastructure
Use of Rain water harvesting technology	Inadequate fund to construct water

	harvesting tanks especially in all institutions
Implementation of WSDP to improve sanitation	Absence of equipments/ facilities for sanitation services

1.25 Community Service Delivery Satisfaction Results

1.25.1 Wards Visited

This assignment intended to collect collected views on the way the community perception towards serviced delivered to them by the District Council. The wards visited were:- Namonge (n=130), Uyovu (77), Runzewe East (n=51), Bulega (n=43), Katente (n=105) and Bugelenga (n=35) (see Table 14).

Table 37: Wards Surveyed

Wards	Count (n)	Percent
Namonge	130	30
Uyovu	77	16
Runzewe East	51	23
Bulega	43	7
Katente	105	12
Bugelenga	35	12
Total	441	100

1.25.2 Status of Council Operations

As part of situational analysis, the assignment intended to get community views on the way they perceive the services provided by the District Council. Table 15 shows that about 12 percent (n=51) of the community members selected to give views reported that the council is doing well, 79 percent (n=349) of them pointed out that the council performance is average and the remaining 9 percent (n=41) of the respondents mentioned that the council performance is poor.

These results therefore imply that the performance of the council in terms of service delivery as well as on economic development is just average. The reasons for having such performance are lack of employment creation mechanisms for youth, having few staff

that can play part in service delivery and low revenue base can significantly contribute to the economic growth of the Council.

Table 38: Opinion of Community Members on Council Operations

Performance Status	Count (n)	Percent
Good	51	12
Average	349	79
Very	41	9
Total	441	100

1.25.4 Performance of Departments

On the side of departments that are performing better, this survey found out that most of respondents were more interested with pro poor sectors. This means that most of respondents were interested with departments whose daily responsibilities are directly linked with their lives. Such departments were both Primary and Secondary departments, Water department, Agriculture department, Works (roads) departments and Health department. The remaining departments were grouped or considered as other departments.

The survey come up with this findings:- 29 percent of the respondents pointed out that road sector is doing slightly better followed by education sector (both primary and secondary) by 21 percent. Agricultural sector scored 17 percent, water sector 16 percent, health sector 7 percent and Other Sectors 10 percent.

However, all sectors still face a couple of challenges such as inadequate supply of inputs, few extensionists, dependency on rain farming and low use of modern technology (for agriculture), inadequate staff houses, teaching and learning facilities and low staff motivation, few teachers, as well as irregular inspection (for Education), inadequacy of health facilities within their localities and inadequate medicines and other medical and hospital supplies in few available health facilities, outbreak of diseases, few staff and unreliable referral services (For Health). Other sectors such as land, water, transport, natural resources cooperatives and community development, livestock and Planning have shown significant success though; there are notable challenges to be taken seriously.

Table 39: Departmental Performance

Department	Count (n)	Percent
Agriculture	75	17
Education	93	21
Water	71	16
Health	31	7
Works	128	29
Other	44	10
Total	441	100

1.25.4 Cases of Corruption and Anti Corruption Strategies

Corruption was examined aiming to find out how community members perceive it. The results in table show that majority (36.6 percent) of respondents had opinion that the cases of corruption including petty and grand was low. On the other hand, about 32 percent of respondent had different opinion in the sense that the corruption is exercised among the staff as well as community members. The study further learnt that many people also in the community are not clearly aware of corruption issues and the way they affect service delivery.

Thus having majority of community members who cannot provide opinion on the matter made a doubt on whether the awareness campaigns on good governance has been provided effectively. For those who expressed their concerns on the existence of corruption, most of them pointed out those bribes occur in service delivery between those who provide services and those who seek for services since they get delay in getting services.

The areas which were cited practicing corruption were the Procurements Unit, Human Resource Services, Primary and District Courts, the Police Force and Health Sector. However, they had no direct evidence on the bribery cases. For the sake of improving the district service delivery, the issue of corruption as reported in this study should not be ignored.

Table 40: Cases of Corruption in the District

Corruption cases	Count(n)	Percent
High	13	31.7
Low	12	29.3
Nothing	3	7.3
Not Sure	13	31.7

Total	41	100.0
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CHAPTER TWO

VISION, MISSION AND OBJECTIVES

2.0 Overview

This chapter presents the direction of the district in terms of vision, Mission as well as long term Objectives. The vision focuses on having a community that is better off socially and economically whereby the community is given priority to reduce dependency on donor support and increasing the spirit of valuing the future generation. The focus of the mission has been on wise use of available resources to meet demand driven services and goods where the use of participatory approaches and technology are placed at the centre of development process. Similarly, long term objectives capturing all sectors of the economy have also been designed.

Vision Statement

“To be a competent institution in facilitation and provision of adequate and reliable socio-economic services to the people”

Mission Statement

“To facilitate an effective provision and acquisition of sustainable quality socio-economic services to the people in collaboration with all stakeholders through optimal utilization of available opportunities and resources by adhering to principles of equity and good governance”

Long term Objectives

To achieve the mission statement above, the district has earmarked the following long term objectives:-

- A. Social services improved and HIV/AIDS infection reduced
- B. An effective implementation of the National Anti corruption strategy enhanced and sustained
- C. Quantity and quality of social services and economic infrastructures improved

- D. Good governance and administrative services enhanced
- E. Social welfare, gender and community empowerment improved
- F. Emergency preparedness and disaster management improved
- G. Natural resources and environmental management sustained

CHAPTER THREE

STRATEGIC AREAS, TARGET INDICATORS AND STRATEGIES

3.1 Overview

In order to achieve the Council's long term objectives, strategic areas are designed. For each strategic area, strategic objectives, target indicators and strategies are established. This chapter therefore provides the summary of the means (strategy) through which the long term objectives can be achieved.

3.2 Strategic Area 1: HIV and AIDS

Strategic Objective 1: Social services improved and HIV/AIDS infection reduced

Key Targets

- i. HIV prevalence rate reduced from 4.9% to 2.7% by June 2021
- ii. TB/HIV cases fatality rate reduced from 10.96 to 5% by June 2021
- iii. District and community HIV/AIDS response and advocacy strengthened from 67% to 90% by June 2021
- iv. Risk of HIV infections among the most vulnerable groups reduced from 4% to 1% by June 2021
- v. Social support for PLHIVs, OVC, disabled and widows enhanced from 60% to 80% by June 2021
- vi. Groups of people living with HIV strengthened from 6 to 20 groups by June 2021
- vii. Council HIV/AIDS comprehensive plan implemented from 60% to 85% by June 2021.
- viii. Departments implementing workplace HIV/AIDS programme increased from 20% to 70% departments by June 2021
- ix. HIV counseling and testing services expanded from 60% to 90% for all wards by June 2021
- x. School based gender sensitivity sexual reproductive health and HIV/AIDS education strengthened from 70% to 100% in all primary schools and all secondary schools by June 2021
- xi. Community using sexual protective gears such as condoms increased from 89% to 98% by June 2021

- xii. HIV/AIDS and Family Planning Education ensured from 60% to 100% to teachers and students by June 2021
- xiii. Access to ARV among PLWHA increased from 1,013 to 1,615 for those with old infections by June 2021
- xiv. New HIV infections & other sexually transmitted diseases reduced from 8.3% in 2016 to 1% by June 2021

Strategies

- i. Solicit funds to finance HIV and AIDS interventions
- ii. Sensitize community to participate in health interventions
- iii. Use the National HIV and AIDS policy and MKUKUTA II
- iv. Design standardized training guideline for all actors
- v. Involve district health staff in all district HIV and AIDS services
- vi. Use Long Term Plan Perspective in implementation
- vii. Use Public Private Partnership in addressing HIV and AIDS problem
- viii. Recruit staff in the area of VCT and CTC management
- ix. Devise dietary scheme for PLWHA

3.3 Strategic Area 2: Anti Corruption Initiatives

Strategic Objective 2: An effective implementation of the National Anti corruption strategy enhanced and sustained

Key Targets

- i. Incidences of reported corruption among staff decreased from 5% to 1% by June 2021
- ii. Staff trained in professional ethics, good governance , governing laws and corruption risks increase from 67% to 95% by June 2021
- iii. Community awareness through capacity building on negative effects of corruption increased from 78% to 90% by June 2021
- iv. Provision of IEC materials to educate the community on negative effects of corruption increased from 57% to 80% by June 2021
- v. Motivation and remuneration to staff increased from 67% to 56% to reduce them engaging in corrupt practice by June 2021

- vi. Networking with PCCB on anti corruption initiatives enhanced from 56 %to 78% by June 2021
- vii. Teaching of anti corruption strategies and programs in schools enhanced from 45% to 90% by June 2021
- viii. Increased community awareness on providing views using suggestion box from 70% in 2010 to 97% by June 2021

Strategies

- . Solicit funds to finance anti corruption interventions
- i. Sensitize community to participate in anti corruption interventions
- ii. Form and strengthen anti corruption clubs in schools
- iii. Design standardized training guide on anti corruption skills
- iv. Facilitate prompt response to corruption incidences
- v. Use Public Private Partnership in addressing corruption problems
- vi. Regular meeting to monitor corruption issues
- vii. Reduce risks of corruptions practices

3.4 Strategic Area 3: Social Services and Infrastructures

Strategic Objective 3: Quantity and quality of social services and economic infrastructures improved

3.4.1 Education Sector

➤ **Primary Education**

Key Targets

- i. School classrooms increased from current 481 classrooms to 1,465 by June 2021
- ii. Pit latrine increased from 503 in 2016 to 2656 by June 2021
- iii. Teacher's offices increased from the current 62 to 110 by June 2021
- iv. Teacher houses increased from 78 to 231 by June 2021
- v. Number of desks increased from the current 18,405 to 21,498 by June 2021
- vi. Primary school shelves increased from the 62 to 109 by June 2021
- vii. Primary schools books ratio to pupils from a share of 1:3 in 2016 to 1:1 by June 2021

- viii. Increase enrollment rate from 275.7% in 2016 to 375% June 2021
- ix. Drop out in school declined from 3% in 2016 to 0% by June 2021
- x. Primary schools cupboard increased from the current 185 to 1486 by June 2021
- xi. Primary school tables increased from current 698 up to 2364 by June 2021
- xii. Qualified teachers increased from 935 in 2016 to 1499 by the June 2021
- xiii. Performances for standard seven pupil's rate raised from the current 75.9% to 95% by June 2021
- xiv. Performances for standard four pupil's rate raised from the current 80 to 97% by June 2021
- xv. Teachers' resource centres increased from 1 in 2016 to 2 by June 2019.
- xvi. Literacy rate in the district council increased from 63% during 2016 to 88% by June 2021
- xvii. Library services improved from 55% to 66% in 15 wards by June 2021
- xviii. Department's performance efficiency increased from an average of 85% in 2016/17 to 95% by June 2021
- xix. School feeding program increased from 15 schools to 78 schools in the district by June 2021

Strategies

- . Solicit funds to finance education interventions
- i. Sensitize community to participate in education programs
- ii. Form and strengthen school committees
- iii. Strengthen school audits /inspections
- iv. Recruit primary teachers
- v. Ensure that honoraria are paid timely
- vi. Propose projects to support needy children at schools
- vii. Carry out mock examinations
- viii. Establish schools revolving funds
- ix. Establish school feeding scheme
- x. Mobilize stakeholders of education

➤ Secondary Education

Key Targets

- i. Enrollment rate of form one students in secondary schools increased from 95% to 98% by June 2021
- ii. School buildings increased from current 99 classrooms to 121 by June 2021
- iii. Pit latrine holes increased from 88 in 2016 to 91 by June 2021
- iv. Number of hostels increased from the current 2 to 6 by June 2021
- v. Number of laboratories increased from the current 6 to 42 by June 2021
- vi. Number of desks increased from 2,900 in 2010 to 7,560 by June 2021
- vii. Pass rate in national examinations increased from 35 % to 95% for Form II and from 40% to 83% for Form IV by June 2021
- viii. Qualified teachers increased from 86 in 2016 to 660 by June 2021
- ix. Conducive working environment ensured from 43% to 88% staff in secondary schools by June 2021
- x. Department's performance efficiency increased from an average of 75% in 2010 to 99% by June 2021
- xi. School feeding programme increased from 0 to 14 secondary schools by June 2021

Strategies

- i. Solicit funds to finance education interventions
- ii. Sensitize community to participate in education programs
- iii. Form and strengthen school boards.
- iv. Strengthen school audits /inspections
- v. Recruit secondary schools teachers
- vi. Propose projects to support needy students at schools
- vii. Carry out mock examinations
- viii. Establish schools revolving funds
- ix. Establish school feeding scheme
- x. Mobilize stakeholders of education to contribute to secondary education

3.4.2 Health Services Sector

Key targets

- i. Maternal Mortality Rate reduced from 457/100,000 in 2016 to 150 % by June 2021.
- ii. Community participation increase from 38% to 89% in health promotion, prevention and home based care for communicable and non-communicable diseases, maternal new born and child health and nutrition by June 2021.
- iii. Family planning acceptance rate increased from 33.3% in year 2016 to 80% by June 2021
- iv. Mortality due to malaria among children under five years reduced from 49% in 2016 to 15% by June 2021.
- v. Immunization coverage for children under one year for DTP, HB3 increased from 98% to 100%, Measles improved at 100% , BCG from 98% to 100% and OPV3 from 98 to 100% by June 2021.
- vi. TB Mortality Rare reduced from 19.4% in 2016 to 10.5% by June 2021.
- vii. Decreased malnutrition all types from 0.3% to 0% in 2021
- viii. To reduce disease epidemic infection rate from 0.5% in 2015 to 0.25% by June 2021.
- ix. Population accessible to water supply increased from 57.1% in 2015 to 70% by June 2021
- x. Family accessible to acceptable latrines increased from 69.4% in 2015 to 85% by June 2021.
- xi. Waste management at health facilities increased from 75% in 2015 to 90% by June 2021.
- xii. Health facilities with adequate and essential medical equipment, pharmaceuticals and diagnostic supplies increased from 60% in 2015 to 90% by June 2021.
- xiii. Transport and communications system to health facilities increased from 4 health facilities in 2015 to 10 by June 2021
- xiv. Household membership to the Community Health Fund (CHF) increased from 18.8% in 2016 to 75% by June 2021.
- xv. Dental health services in health facilities expanded from 10% in 2016 to 90% by June 2021.
- xvi. Patients with mental illnesses reduced from 5% per year to 1% by June 2021.
- xvii. Department's efficiency to driver quality health services increased from 60% in 2015 to 85% by June 2021.

Strategies

- . Solicit funds to finance health interventions
- i. Sensitize community to participate in health programs
- ii. Recruit health staff
- iii. Form and strengthen village health committees
- iv. Strengthen health service tracking systems
- v. Propose projects to support ill health communities
- vi. Establish health revolving funds
- vii. Establish and/or strengthen mobile services
- viii. Mobilize stakeholders of health to support health programs
- ix. Coordinate health interventions

3.4.3 Agriculture and Livestock Sector

Key Targets

- i. Functional livestock services and infrastructures increased from 55% to 70% by June 2021
- ii. Access to animal health preventive services against priority diseases improved from 56 percent to 95 percent in the district by June 2021
- iii. Livestock husbandry to livestock keepers groups improved from 34 percent in 2016 to 95 percent by June 2021
- iv. Fish production in ponds and dams fishing and marketing intervention improved from 45 percent to 89 percent by June 2021
- v. Cereal production raised from 2.5 tonnes per hectare per household to 4 tonnes per hectare per household by June 2021
- vi. Agricultural storage facilities improved and increased from 1% to 5% by June 2021
- vii. Building capacity from 286,614 to 310,450 farmers to increase crop production and productivity through access to quality extension.
- viii. Supervision and Coordination of DADPs activities for efficiently service delivery in the District by June 2021
- ix. Agricultural implements and machines use increased from 30% to 50% by June 2021
- x. Access to market information by farmers increased from 2% to 50% by June 2021
- xi. Increase number of farmers selling value added crop produce at the market from 0% to 2% by June 2021

- xii. Construction of 13 crop storage facilities in the District by enhanced by June 2021
- xiii. Construction of 17 Ward Resource Centres in the district enhanced by June 2021
- xiv. The number of infrastructures for Irrigation schemes increased from the current 1 to 5 by June, 2021
- xv. Rehabilitation of 2 and construction of another 5 market sheds in the district enhanced by June 2021

Strategies

- i. Mobilize funds to finance agriculture interventions
- ii. Sensitize community to participate in agricultural activities and applying best agronomic practices in crop production
- iii. Recruit paraprofessional staff
- iv. Propose projects to support potential areas for farming and irrigation
- v. Mobilize stakeholders of agriculture to form marketing groups
- vi. Create awareness on value addition and collecting market of farmer produce
- vii. Coordinate agricultural interventions in the district
- viii. Mobilize funds to finance livestock interventions
- ix. Develop marketing information sharing system by linking farmers with the market through application of mobile phones.
- x. Sensitize community to participate in livestock development programs
- xi. Form and strengthen village livestock keeping committees and groups
- xii. Propose projects to support potential areas for livestock keeping

3.4.4 Water Supply Sector

Key targets

- i. Population supplied with clean and safe water at acceptable distances increased from an average of 47% to 65 % by June 2021
- ii. Reliable water sources and management increased from 24% to 66 % sources by June 2021
- iii. Department's performance to deliver quality water supply services increased from 24% to 66% by the June, 2021
- iv. Water borne diseases at the incidence contained from 34% to 10% by June 2021

- v. Number of functioning water schemes increased from 120 to 416 by June 2021.

Strategies

- i. Sensitize community to participate in water programs
- ii. Form and strengthen village water committees and water user groups
- iii. Propose projects to support community with water shortage
- iv. Mobilize stakeholders of water to play part
- v. Establish water revolving funds

3.4.5 Works Sector

Key targets

- i. 500 Bridges and Culverts in the district constructed by June 2021
- ii. 1,520km of District Rural roads rehabilitated and maintained by June, 2021

Strategies

- i. Mobilize funds to finance roads, bridges and culverts interventions
- ii. Sensitize community to participate in roads constructions
- iii. Propose projects to support potential areas with roads problems
- iv. Mobilize stakeholders to support roads projects

3.4.6 Cooperatives Sector

Key targets

- i. Building capacity building Cooperative societies in the District enhanced from 25 to 100 by June 2021
- ii. Availability of market services to cooperative societies in the district ensured from 75% to 85% by June 2021
- iii. Working efficiency within the department Strengthened by increasing productivity from 75% to 100% by June 2021
- iv. Income capabilities or saving of cooperative society increased from Tshs. 545,000.00 to Tshs. 1,000,000.00 by June 2021
- v. Loans Volume to cooperative societies in the district increased from Tshs. 400,000,000.00 to Tshs. 800,000,000.00 by June 2021

Strategies

- i. Sensitize the formation of cooperative society
- ii. Involve community to formulate cooperative society
- iii. Improve working efficiency to the cooperative staff
- iv. Provide consultation to cooperative members in order to raise their shares saving, deposit and other contributions.
- v. Strengthen auditing and proper keeping of accountable documents.
- vi. Mobilise stakeholders to support the provision of soft loans

3.4.7 Trade and Industry Sector

Key targets

- i. Small and Medium Scale businesses expanded from 800 in 2015 to 2,500 by June 2021
- ii. Provision of business licenses increased from 800 to 2,500 traders by June 2021
- iii. Small scale industries increased from 250 to 1,700 by June 2021
- iv. Service delivery in the district improved and business markets increased from 25 to 50 by June 2021
- v. Return in businesses maximized from 55% to 75% by June 2021
- vi. Working efficiency to trade unit staff improved from 40% up to 100% by June 2021

Strategies

- i. Improve working efficiency to the trade staff
- ii. Improve service delivery business
- iii. Involve stakeholders and businessman to establish small scale industries
- iv. Involve stakeholders to establish and promote markets
- v. Improve and strengthen service delivery on business running
- vi. Strengthen training system to all traders
- vii. Encourage youth to formalise their informal businesses
- viii. Mobilise funds to support SMEs

3.5 Strategic Area 4: Good Governance and Administration

Strategic Objective: Good governance and administrative services enhanced

3.5.1 Planning

Key Targets

- i. Monitoring and evaluation system on development projects strengthened from 85% to 100% by June 2021
- ii. Database unit for enhancing monitoring and evaluation at council level established and strengthened from 85% to 10% by June 2021
- iii. Stakeholders participation in planning process of development projects enhanced from 50% to 100% by June 2021
- iv. Working efficiency of Planning staff enhanced from 80% in 2016 to 100% by June 2021

Strategies

- i. Ensure participation of stakeholders including all departments in planning and budgeting process
- ii. Ensure full participation of the community at village and ward level in planning and budgeting
- iii. Ensure Planning staff are fully equipped with working tools
- iv. Mobilize funds to implement development projects

3.5.2 Finance and Procurement

Key Targets

- i. Council own source revenue increased from Tshs. 2,085,657,000.00 in 2016 to Tshs. 2,661,885,575.00 by June, 2021
- ii. Internal Control system on Council Fund management increased from 75% to more than 100% by 2021
- iii. Accountants skilled with Computerized Accounting Package (Epicor) Strengthened from 77% to 100% by June 2021

- iv. Certified Public Accountants in the district council increased from 1 in 2016 to 10 in 2021
- v. Council's revenue collection sources increased and strengthened by June, 2021
- vi. Department performance improved from an average of 65% to 100% by June 20201

Strategies

- i. Enhance revenue collection from the available sources.
- ii. Establish and strengthen internal control system to all available resources
- iii. Sensitize stakeholders on the importance of paying predetermined levies to the council accordingly
- iv. Involve stakeholders to strategise on resource mobilisation
- v. Diversify sources of revenues
- vi. Avail to the use of accounting package

3.5.3 Administration

Key Targets

- i. Suggestion boxes installed to all wards and village offices increased from 50 to 89 by June 2021
- ii. Statutory Council meetings at both Higher and Lower levels of the Council held and improved from 80% to 95% by June 2021
- iii. Procedures for preparation of survivors benefits and terminal benefits strengthened from 65% to 87% by June 2021
- iv. Processes for staff assessment, confirmation and promotion enhanced from 60% to 100% by June 2021
- v. Accountability, efficiency and transparency improved from 60% to 100% by June 2021
- vi. Staff indiscipline cases reduced from current 20 to 2 by June 2021
- vii. Adequate working facilities provided to all departments and units increased from 56% to 90% by June 2021
- viii. Performance of the department improved from an average of 66% to 90% by June 2021.

Strategies

- . Mobilize funds to implement interventions on administration

- i. Design and distribute human resource manuals and guidelines to all staff
- ii. Involve community in formulating and administration of projects
- iii. Ensure the use of PPP in projects management

3.5.4 Human Resources

Key Target

- . Qualified personnel increased from the current 2,321 to 2,947 by June 2021
- i. working environment improved from 50% to 70% in the district by June 2021
- ii. Staff development plan in place and operational from 56% to 98% by June 2021
- iii. Adequate working facilities increased from 60% to 90% by June 2021
- iv. Performance of the department improved from an average of 66% to 90% by June 2021.

Strategies

- . Create vacancy in every PE BUDGET and Solicit recruitment permit
- i. Develop appropriate staff attraction and retention programmes
- ii. Solicit funds for staff development and provision of staff facilities
- iii. Provide conducive working environment for staff

3.5.5 Legal Unit

Key Targets

- i. Efficiency of Legal services in the district enhanced from 50% to 100% by June 2021.
- ii. Legal related documents in the council library and legal section increased and strengthened by June 2021.
- iii. Adherence to rule of law in the district strengthened by June 2021
- iv. Administrative law Improved from 70% to 90% by June 2021.
- v. Legal meetings at all levels in the district enhanced from 65% to 100% by June 2021.
- vi. Legal Unit working efficiency strengthened from 55% to 100% by June 2021

Strategies

- i. Recruit sufficient and skilled legal staff

- ii. Involve village government on formulation and passing village by-laws.
- iii. Timely response to cases
- iv. Solicit funds to finance legal services
- v. Design IEC materials related to rule of law for the community to know their rights
- vi. Introduce penalty to law breakers and

3.5.6 Culture and Sports

Key Targets

- i. Cultural and artisan groups Increased from the current 30 to 150 by June 2021.
- ii. Sports clubs Increased from the current 30 up to 50 by June 2021.
- iii. Playing grounds Increased from 45 up to 118 by June 2021.
- iv. Performance of Culture and sports unit in collection of council revenues the Improved from an average of 72% to 100% June 2021.

Strategies

- i. Mobilize funds for promoting cultural activities
- ii. Sensitize stakeholders form cultural and artisan groups
- iii. Sensitize stakeholders to construct playing fields/grounds.
- iv. Sensitize stakeholders to form new sports clubs.
- v. Facilitate stakeholders to purchase sports equipments.

3.5.7 Information Communication Technology

Key Targets

- i. The use of ICT for equitable and sustainable socio-economic development of Bukombe increased from 35% in 2015 to 100% by June 2021.
- ii. ICT office built and all ICT facilities procured from 35% in 2015 to 100% June 2021.
- iii. Number of ICT officers and ICT technician to fulfil the need of ICT unit increased from 1 in 2015 to 10 by June 2021
- iv. The level of awareness on the role and potential of ICT increased from 20% in 2015 to 100% by June 2021.
- v. Authoritative council organization to effect, coordinate and review the ICT policy at the council level created by June 2021

- vi. ICT investment in development assistance and programmes at council level Increased from 0% in 2015 to 75% by June 2021.
- vii. Economies of scale and productivity in all ICT matters Enhanced from 35% in 2015 to 78% by June 2021
- viii. Favourable environment for cooperation and partnership in ICT among public and private sectors, civil society, and all stakeholders at district and regional levels Increased by June 2021.
- ix. Performance of the department Improved from an average of 35% to 100% by June 2021

Strategies

- i. Mobilise funds for procurement and use of ICT unit
- ii. Involve staff in ICT planning
- iii. Improve procedures and standards on the use of ICT facilities
- iv. Recruit sufficient and qualified ICT staff
- v. Use Public private partnership to streamline the use of ICT in the district

3.5.8 Internal Audit

Key targets

- i. Internal control system strengthened from 70% to 90% by the June, 2021
- ii. Preparation of Risk Based Internal Audit Plans improved from 75% to 95% by the June, 2021
- iii. Preparation of quarterly and annual audit reports and plans ensured by June, 2021
- iv. Improved performance of the department from an average of 85% to 98% by June 2015.

Strategies

- i. Mobilise funds for carrying out auditing frequently
- ii. Involve staff in internal audits
- iii. Provide audits procedures and expectations to staff prior to auditing.
- iv. Recruit sufficient and skilled audit staff
- v. Use all stakeholders in conducting auditing for the aim of improve auditing process

3.6 Strategic Area 5: Community Development

Strategic Objective: Social welfare, gender and community empowerment improved

Key Target Indicators

- i. Capacity of communities to develop their local self help spirit improved from 60% in 2016 to 85% by June 2021
- ii. Facilitation of Youths on entrepreneurship skills from 20 to 350 groups in the district enhanced by June 2021
- iii. Provisions of Loans to Women and Youths enhanced from 20 groups in 2015 to 350 by June 2021
- iv. Community's participation in development projects improved from 35% to 90% by June 2021
- v. Social inequity cases reduced from 40% to 5% by June 2021
- vi. Average department performance improved from an of 70% to 100% by June 2021
- vii. Cash transfer through TASAF III programme to the most poorest households in the district sustained by June, 2021
- viii. Working environment to Community development department improved from 50% to 100% by June, 2021

Strategies

- i. increase community mobilisation in projects participation
- ii. Mobilise funds to finance development and gender based projects
- iii. Use PPP to ensure sustainable development of the district is realised
- iv. Provision of working facilities to Community Development department staff.

3.7 Strategic Area 6: Emergency and Disaster Management

Strategic Objective: Emergency preparedness and disaster management improved

Key targets

- i. Staff capacity on disaster management enhanced from 50% in 2016 to 100% by June 2021
- ii. Disaster prediction facilities improved from 65% in 2016 to 85% by June 2021
- iii. Disaster management plan designed and executed from 50% to 100% by June 2021
- iv. Community awareness on disasters mitigations and emergence precautions enhanced from 15% to 60% by June 2021
- v. Disaster Management Committee performance enhanced from 45% to 100% by June 2021

Strategies

- i. Mobilize funds for disaster management
- ii. Involve community in disaster management
- iii. Use Public private partnership in disaster management
- iv. Use existing disaster management related policies and plans
- v. Develop district based disaster plans
- vi. Form and strengthen Emergence and Response on Disaster Management Committee (ERDM)
- vii. Capacity building to staff and the community on disaster management

3.8 Strategic Area 7: Natural Resources and Environmental Management

Strategic Objective: Natural resources and environmental management sustained

4.8.1 Town Planning (Land)

Key targets

- i. Number of surveyed plots increased from 552 to 2,653 by June 2021
- ii. Established Village Land Registries increased from 52% village to 100% by June 2021
- iii. Unplanned peri-urban areas Reduced from 10% to 1% by June 2021
- iv. Property rates collection increased from current Tshs 97,150,000.00. to Tshs 200,000,000.00 by June 2021
- v. Villages with customary land of occupancy increased from current 0 to 52 by June, 2021
- vi. Settlement planning in urban oriented centers enhanced from 2 to 10 by June 2021
- vii. District Master Plan established and reviewed by June 2021
- viii. Departmental performance improved from an *average* of 60% to 90% by June 2021

Strategies

- i. Mobilize funds for carrying out land planning process
- ii. Involve community in land use planning
- iii. Use Public Private Partnership (PPP) in land use planning
- iv. Design land use plans and master plans
- v. Mobilize community to pay land rents and property rates

- vi. Mobilise community to establish registries for keeping village land records

3.8.2 Natural resources and Environment Management

Key Targets

- i. Land and environmental management practices improved from 50% to 98% by June 2021
- ii. Number of tree planted annually increased from 884,453 to 1,500,000 by June 2021
- iii. Appropriate management of forest resources enhanced from 50% to 89% by June 2021
- iv. Community natural resource conservation at village level increased from 56 to 80 hectors by June 2021
- v. Bush fire incidences reduced from 650 hectors in year 2016 to 0 by June, 2021
- vi. Revenue from natural resource products increased from 192,220,000.00 to 270,000,000.00 by June 2021
- vii. Number of bee hives increased from 320 to 1,800 by June 2021.
- viii. Increased quantity and quality of bee products from 980litres in year 2016 to 10,000litres by June 2021
- ix. Number of people involved in beekeeping activities increased from 10,000 in 2016 to 15,000 by June 2021
- x. Management of ecosystems and biodiversity improved from 45% to 89% by June 2021
- xi. Wildlife management practices through patrol enhanced from 45% in year 2016 to 85% by June 2021.
- xii. Working environment to Natural resource staff improved from 60% in year by June, 2021.

Strategies

- i. Mobilize funds for carrying natural resources management process
- ii. Involve community in natural resources management
- iii. Diversify markets for local natural resource products
- iv. Recruit sufficient skilled staff

- v. Use Public private partnership in natural resource management
- vi. Form and strengthen village environmental committees
- vii. Propose projects to support environmental programme

CHAPTER FOUR

IMPLEMENTATION FRAMEWORK

4.1 Overview

This chapter spells out how the implementation of the strategic plan will be carried out. In this chapter, **Council's philosophy, core values, organisation structures and actors** to be involved are explicitly elaborated.

4.2 Philosophy

The council philosophy states that **Education is our top priority**. The focus of this philosophy is to ensure that our people are well educated most especially children and the youths. Priority shall be given to formal education for eradication of **ignorance, diseases and poverty**. Also education on other aspects of life such as promotion of entrepreneurship education, health education, civil education aiming at creating a peaceful society which is adhering to principles of human rights and rule of law.

4.3 Core Values

- **Official Information:** A public servant is not allowed to withhold information which the public has a right to know or disclose classified information to unauthorized people. He/she is not allowed to divulge or misuse official information which is confidential.
- **Innovation:** Bukombe District Council (BDC) shall ensure that staff and other development partners are innovative so as to address the community challenges and capitalize on the available opportunities and resources. Through these, the BDC will take measured risks to enterprise solutions, accept changes, and solve problems creatively.
- **Partnerships:** The BDC shall promote, motivate, encourage and work in partnerships with different development players to efficiently and effectively meet the community socio-economic needs.
- **Continuous Learning:** The BDC shall strive to be a learning organisation by continuously adapting to changes and review its systems, structures, strategies, policies, culture and skills in order to cope with the fast changing world.

- **Customer Focus:** The BDC is committed to meeting needs/demands of the community. This is done by providing best services at optimal speed while efficiently utilising available resources.
- **Equity and Equality:** The BDC believes that provision of services to the general population should be equity and equality focused. Such that individuals, groups and communities at large are serviced with the sense of fairness regardless of their social status.
- **Outcomes-Focused:** The BDC strives to produce acceptable outcomes through which the community can significantly enjoy positive changes.
- **Transparency:** The BDC works to ensure that transparency is adhered while observing principles of good governance.
- **Accountability:** The BDC ensures accountability to the community by providing demand driven services at standard and optimal speed.
- **Team Work:** The BDC believes that optimal outcome can be realised only if team work spirit becomes the core value of service delivery.
- **Efficiency:** The BDC believes that there is a need to prudently use the available scarce resources to ensure cost effective outcomes.
- **Integrity:** The BDC shall continue to cultivate a high level of honest, passion and commitment in the process of service delivery.
- **Punctuality:** The BDC is time conscious and hence staff believes that time is a scarce resource and hence should be used efficiently at standard and optimal speed. Service should be delivered on time and not otherwise.
- **Participation:** The BDC shall ensure that community and other stakeholders become part of the development process. This is to ensure that outcomes are owned and sustained by the beneficiaries.

- **Patriotism:** The BDC shall inculcate the sense of patriotism among the staff and other stakeholders. This shall be possible through encourage valuing the service delivery and those who are served.
- **Timely Feedback:** The BDC shall ensure that communication and feedback systems are timely in place. This shall go hand in hand with prompt response to queries and listening to the client's needs in a prompt way.
- **Diligence to Duty:** Public servants shall attend regularly during their hours of duty and shall devote themselves wholly to their work throughout their respective stipulated working time.
- **Impartiality in Service:** Public servants shall neither engage in political activities at the work place nor allow their political views to influence the performance of their duties.
- **Courtesy to All:** Public servants shall treat their clients and colleagues with courtesy. Public servants shall regard themselves as servants of the people not masters of the people and that they shall be particularly considerate when dealing with vulnerable members of the public such as the elderly, the poor, the sick, people with disabilities and other marginalised groups in society.
- **Respect for the Law:** Public servants shall not only commit any unlawful act in the course of their duties but also observe rules, regulations and principles governing their respective posts.

4.4 Organization Structure

The District Executive Director (DED), who is the **Chief Executive Officer** of Bukombe District Council, is **responsible and accountable** for the **implementation** of this **Strategic Plan of 2016 - 2021**. The DED, with the support of the Council Management Team (CMT), shall regularly report to the Full Council with regards to the implementation the Strategic Plan and its overall performance.

Moreover, the Strategic Plan cuts across all objectives of the Bukombe District Institutional Structure. Therefore it's advisable that the Planning Department should be dedicated to coordinate and provide an oversight on the implementation, monitoring and evaluation of the Strategic Plan.

Also, the respective Departments and Units/Sections shall be responsible for the day to day implementation of this Strategic Plan by designing activities which have not been included herein to meet the long term objectives. This shall go hand in hand with collaboration with Key Stakeholders. Thus, the organization management in the BDC is as shown below in figures 1 and 2.