

UNITED REPUBLIC OF TANZANIA



PRESIDENT'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



NGARA DISTRICT COUNCIL  
STRATEGIC PLAN  
2016/2017-2020/2021

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SEPTEMBER, 2017

## EXECUTIVE SUMMARY

Preparation of this strategic plan has taken into consideration the strategic location of Ngara District Council in the border to Rwanda and Burundi. This gives opportunity for cross-border trading between the District and surrounding nations. Potentials were identified for nurturing industrialization process, economic transformation and human development in the District. Moreover, in nurturing industrialization for economic transformation and human development Ngara District Council is committed to have a community with improved livelihood by 2025. In which this shall be achieved by providing high quality socio-economic services through using available resources for improve livelihood of Ngara community. In achieving its vision and mission eight strategic objectives were formulated coded from A to I; these are: A. Services Improved and HIV/AIDS Infections Reduced, B. National Anti-Corruption Implementation Strategy Enhanced and Sustained, C. Access to Quality and Equitable Social Services Delivery Improved, D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased, E. Good Governance and Administrative Services Enhanced, F. Social Welfare, Gender and Community Empowerment Improved, G. Management of Natural Resources and Environment Enhanced and Sustained, H. Local Economic Development Coordination Enhanced and I. Emergency and Disaster Management Improved. Each strategic objectives shall be achieved through well formulated targets underneath derived from critical issues identified during situation analysis. In ensuring ownership, commitment and accountability, participatory approach was used in the process of strategic plan preparation with involvement of a consortium of management team of the District council who were head of departments, Units and other stakeholders. Analysis of Council's internal and external environment was done where by both primary and secondary data were collected analysed and presented. This strategic plan has taken into account the Tanzania National Development Vision (2025), Tanzania Five Years Development Plan 2016/2017-2020/2021 (FYP II), Tanzania Mini- Tiger Plan, Tanzania Open Government Partnership (OGP):Third National Action Plan 2016/2017 - 2017/2018, Sustainable Development Goals (SDGs), Agenda 2063: The Africa We Want and sectoral policies.

The plan is divided into five chapters where chapter One presents background information of Ngara District council, chapter Two provide situation analysis of the council where a thorough diagnosis on the existing situation of the council was analysed to determine issues of major concern to be addressed, stakeholders analysis, SWOC analysis and core values. Chapter Three presents performance review on the implementation of the previous strategic plan 2011/2012-2015/2016. Chapter Four presents the Plan where vision, mission, strategic objectives, strategic area, targets, strategies and performance indicators has been provided. Finally chapter Five describes information on plan implementation, monitoring, evaluation, review framework internal and external reporting plan. Where the implementation of this plan shall be the responsibility of all stakeholders of the council. District Executive Director (DED) who is the Chief Executive Officer of the Council shall be responsible and accountable for the implementation of the Ngara District Council (2016/2017 – 2020/2021) Strategic Plan. Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the head of the planning statistics and monitoring department to the organs representing Council's community members. There shall be annual plan evaluation exercises for the entire plan period, to match activity funding with plan implementation. The implementation of the Ngara District Council strategic plan is guided by 6 major core values that constitute what the council values most which are: Adherence to agreed plans, proper use of available resources, enhanced community participation, team work spirit among staff, high commitment in service delivery, good governance/Zero tolerance corruption.

## LIST OF ABBREVIATIONS AND ACRONYMS

ADC	Alliance for Democratic Change
ARDS	Agriculture Routine Data System
ART	Antiretroviral treatment
BEMIS	Management Information System
CBOs	Community Based Organisations
CCM	Chama cha Mapinduzi
CCT	Conditional Cash Transfer
CDL	Centers for Distance Learning
CHF	Community Health Fund
CMT	Council Management Team
COBET	Complementary Basic Education Training
COWSO's	Community Owned Water Supply Organizations
CTC	Care and Treatment Clinic
CUF	Civic United Front
CWST	Council Water and Sanitation Team
DED	District Executive Director
DEO(P)	District Primary Education Officer
DHMIS	District Health Management Information System
DROMAS	District Road Management System
DWSP	District Water and Sanitation Plan
FMPs	Facility Management Plans
FYDP II	Tanzania Five Years Development Plan II
GDP	Gross Domestic Product
HCMIS	Information System Payroll and Personnel
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
IASC	International Accounting Standard Committee
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
ILMIS	Integrated Land Management System
IPPF	International Professional Practice Framework
LAFM	Local Authority Financial Memorandum
LAN	Local Area Network
LGA	Local Government Authority
LGRCIS	Local Government Revenue Collection Information System
LLB	Bachelor of laws
LTPP	Long Term Perspective Plan
MTEF	Medium Term Expenditure Framework
NAP III	Third National Action Plan
NBAA	National Board of Accounting and Auditors
NBAA	National Board of Accountancy and Auditing
NCDs	Non-Communicable Diseases
NGOs	Non Governmental Organisations
NHIF	National Health Insurance Fund
O&M	Operation and Maintenance

O&OD	Opportunities and Obstacles to Development
OGP	Open Government Partnership
OPD	Out Patient Department
OPRAS	Open Performance Review and Appraisal System
P4R	Performance for Results
PHC	Primary Health Care
PMCT	Preventive Mother to Child Transmissions
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PReM	Primary Records Manager
PSSN	Social Safety Net Program
PWP	Public Works Program
RCH	Reproductive and Child Health
SACCOS	Savings and Credit Cooperative Society
SDG	Sustainable Development Goals
SEDP	Secondary Education Development Program
SLO	Statistics and Logistics Officer
SME	Small Medium Enterprise
SNE	Special Needs Education
STD	Standard
SWOC	Strength Weaknesses Opportunities and Challenges
TA	Technical Advisor
TANROADS	Tanzania National Roads Agency
TASAF	Tanzania Social Action Funds
TB	Tuberculosis
TDV	Tanzania Development Vision
ToR	Terms of Reference
TPD	Town Planning Drawings
TTCL	Tanzania Telecommunications Company Limited
VAEO	Village Agriculture Executive Officer
VCT	Voluntary Counseling and Testing
VFM	Value for Money Audit
WAEO	Ward Agriculture Executive Officer
WMIS	Water Management Information System
WS	Water and Sanitation
WSDP	Water Sector Development Programmed
YDF	Youth Development Funds

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## Statement of the District Council Chairperson

This five years Strategic plan (2016/2017 - 2020/2021) is aimed at fulfilling the district council vision and mission so as to attain improved livelihood to the people which in turn will accelerate economic growth and attain sustainable development of the community as the whole. The emphases of this strategic plan is on improving productivity and economy of the council through strengthening extension services, infrastructure, savings and credit societies (SACCOS) as well as enhancement of women and youth income generating activities. The said are expected to help to increase production and productivity. Also the council intends to take mitigation measures on climatic changes. Other priority areas during the period of this strategic plan include: Financial Management and Accountability, Human Capital Development and Quality Social Services delivery. Good Governance has been considered as the key element for enhanced peace and security for social economic development.

In addition, Ngara District Council has put rigorous efforts into implementing cross cutting issues of corruption, environment, gender and HIV/AIDS through community sensitization, awareness creation and conducive environment for women and all disadvantaged groups. The council has often received support of Local Government Capital Development Grant (LGCDG) and Health Basket Funding System (HBFS). With respect to HIV/AIDS pandemic, there are continued efforts of making the Community aware on prevention methods, undertaken through public Information, Education and Communication (IEC) in collaboration with TACAIDS, Civic Societies Organizations (CSOs) and other development partners. The plan elaborates a number of key issues ranging from situation analysis of the District, vision statement and mission. It also defines organization objectives, targets and develops strategies so as to attain the desired targets and objectives. In addition, performance indicators have been highlighted which will enable the Council to measure attainment of the targets and objectives. In some sections of this plan, appropriate data has been given to explain the subject matter.

Finally the Council would like to thank all those who have made this task of preparing Strategic Plan to be possible. Special appreciation goes to the following: Councilors, Ward and Village Executive Officers, Division Secretaries, Political Party Leaders, Religious Leaders, and Civil Societies Organizations. The Council extends acknowledgement to all Council technical staff for their commitment and contribution to make this document successful. Last but not least, I thank Dr. Titus Mwangeni and Dr. Mark Msaki of the Institute of Rural Development for facilitating the preparation of this Strategic Plan. It is my sincere hope

that the 2016/2017-2020/2021 Strategic Plan will bring considerable achievement in our District both socially, economically and politically.



Erick E. Nkilamachumu  
DISTRICT COUNCIL CHAIRMAN  
NGARA

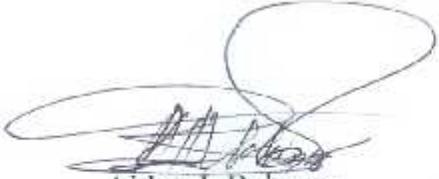


## Statement of the District Executive Director

The Ngara District Council Strategic Plan of 2016/2017 – 2020/2021 shows a direction and scope of the Council over a period of time which achieves advantage for the organization through development of deployment of resources of the organization within the changing environment; and fulfils Community's expectations and organizational objectives. The Council Strategic Plan is an outcome of an environmental situation analysis conducted and the review of previous Mission, Vision, Core Values and Performance reviews. Analysis was also done through evaluating SWOC (Strengths, Weaknesses, Obstacles and Challenges for Development) on information gathered from stakeholders. The exercise culminated in the generation of critical issues and objectives that need to be worked upon for realize community sustainable development through provision of high quality services by using available resources effectively and efficiently. Whereby, critical consideration of National Sectorial Policies, Directives and Strategies were taken into account during preparation of this Strategic Plan. The Strategic Plan (SP) of Ngara District Council is for five years (2016/2017 – 2020/21) and has been prepared by considering the National Five Year Development Plan 2016/2017-2020/2021 (FYDP II) and ruling party manifesto 2015- 2020, speech of President Dr. John Joseph Magufuli during inauguration of eleventh parliament meeting session, Sustainable Development Goals 2030 and Ruling party election manifesto of 2015. The council has mainstreamed the National Five Year Development Plan key targets and interventions in all sectors for funding and implantation. Ngara District Council is committed towards achieving the overall national aspiration of nurturing industrialization and economic transformation for human development. The preparation of this SP has been guided by the on-going socio economic reforms aimed at achieving macroeconomic stability, to be realized through the set objectives.

Formulation of vision, mission and core values together with identification of objectives, targets and strategies was done in consultative manner through council's technical team and stakeholder's workshop. The District council vision statement states that "to have a community with improved livelihood by 2025". While its mission statement states that "to provide high quality socio-economic services through using available resources for improve livelihood of Ngara community". In fostering the achievement of its vision, mission and the overall national direction, the Council has formulated 9 strategic objectives coded from A to I in which underneath each objective shall be achieved from its respective targets. The implementation of Strategic Plan is guided by 6 major core values

Sincerely, I would like to express my sincere gratitude to all stakeholders who participated in the preparation of the Ngara District Council Strategic Plan for 2016/2017-2020/2021. It is my firm belief that, the Council will continue to perform well at its highest standards and maintain its core values while adhering to the principles of good governance. God Bless Tanzania, God Bless Ngara District Council.



Aidan J. Bahama  
DISTRICT EXECUTIVE DIRECTOR  
NGARA

DISTRICT EXECUTIVE DIRECTOR  
NGARA DISTRICT COUNCIL

## CHAPTER ONE

### BACKGROUND INFORMATION OF THE DISTRICT AND STRATEGIC PLANNING PROCESS

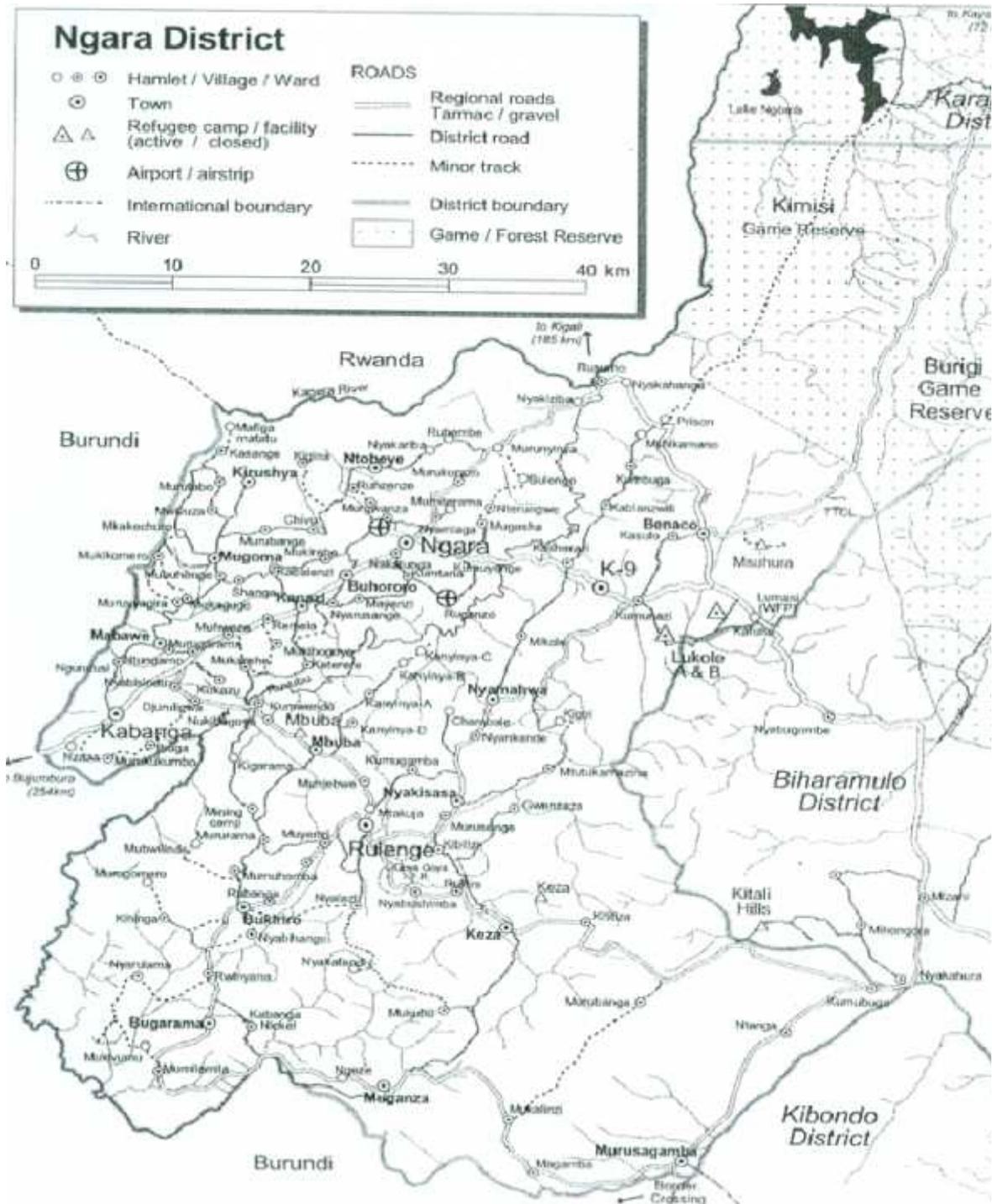
#### 1.1 Background information

Ngara District is one of the eight districts of the Kagera Region of Tanzania. It is bordered to the north by Karagwe District, to the east by Biharamulo District, to the south by the Kigoma Region, to the northeast by Muleba District and to the west by the countries of Rwanda and Burundi. Ngara District is located in northwestern Tanzania near the borders of Rwanda and Burundi (Plate 1). Its elevation is approximately 6,000 feet (1,800 m) and is considered to be in the highlands of Tanzania. The total area for Ngara is 3,744 km<sup>2</sup> divided into land area 3,260.90 sq.km, equivalent to 87.09 percent of total district area, and water area is 483.1 sq.km equal to 12.9 percent of the total district area.

The local language in Ngara is Kishubi and Kihangaza, which are very similar to Rundi and Nyarwanda, the languages of Rwanda and Burundi. Although Tanzania's national and official languages are Swahili and English, usage in Ngara District is, however, rather limited to official functions, offices, institutions of higher learning and a few other places. Generally, English is understood on a limited scale in the market, and Swahili much more so. The primary occupation is subsistence farming and livestock rearing. Local crops include bananas, passion fruit, papaya, groundnuts, beans, coffee, maize, cassava and a variety of vegetables. The local population's livestock is mostly cattle, goats and chickens. By virtue of its location, Ngara District received several hundred thousand refugees from Burundi beginning in 1993, and Rwanda in 1994 during the Great Lakes Refugee Crisis. The refugees were fled the aftermath of the 1994 Rwandan genocide and Civil War. In this context, Ngara District received attention from around the world, including the funding of a large refugee relief operation funded by the United Nations High Commission for Refugees, World Food Program, and International donors.

The crisis brought coverage from CNN, Time Magazine, and many other press outlets covering the refugee crisis. Starting in October 1993 civil unrest in Burundi led also to refugee flight into Ngara District, where they were resettled at Lukole Refugee Camp. A number of refugee camps were established to accommodate the Rwandan refugees, the largest camp which was Benaco, which was opened to accommodate over 200,000 refugees from Rwanda in early May 1994. Other camps were opened in Ngara District in 1994 at Lumasi for Rwandans, and Lukole for Burundians. Other small camps for Burundians were opened in 1996. Benaco and the other camps for Rwandans were closed in late 1996, when the Tanzanian military, in cooperation with the governments of Rwanda, and the international donors supporting the camps, forcibly repatriated several hundred thousand. However, smaller numbers of refugees have remained in the district since that time, particularly Burundians. Lukole camp for Burundians is the best known of these camps. Ngara District has a long history of receiving refugees. The first of the refugee arrivals was in the early 1960s when Tutsi refugees fled from Rwanda following that country's independence. They were resettled in Ngara for over twenty years, before returning to Rwanda after 1994

Figure 1: Location of Ngara District, Kagera Region



## 1.2 Administrative Units and Population of Ngara District Council

Administratively, Ngara district council is divided into 4 divisions and 22 wards subdivided into 75 villages and 391 hamlets distributed unevenly as shown in Table 1. Looking at land area, Nyamiaga division covers largest part of land area of the council, about 33.40 % followed by Rulenge division with about 27.56 percent of the total land area. Murusagamba has the smallest land area in the council constituting only 14.23 %.

Table 1: Land Area and Administrative Units by Division, Ngara district 2015

Division	Land Area (Sq. km)	No. of Ward	No. of Villages	No. of Hamlets	Percent of Land Area
Nyamiaga	1250.51	7	21	127	33.40
Murusagamba	533.09	3	09	63	14.23
Kanazi	900.38	5	26	116	24.81
Rulenge	1032.12	7	19	85	27.56
Total	3744	22	75	391	100

Source: Ngara District Council 2015

Ngara District Council is one among eight district councils in Kagera Region. other District Councils found in Kagera Region are Karagwe DC, Bukoba DC, Muleba DC, Biharamulo DC, Bukoba Municipal Council, Missenyi DC, and Kyerwa DC. Ngara District Council is comprised by 4 Divisions, 22 Wards, 75 villages and 391 hamlets (see Table 2). The population census in 2012 revealed showed that Ngara DC has a population of population of 350,056, among them 167, 613 females, and 152, 443 males. The average household size is 4.7 (see Table 1). While Bugarama is the Ward most populated in Ngara District (28,714), the opposite is true to Nyamiyaga Ward (8,381).

## 1.3 Climatic condition

### 1.3.1 Rainfall and Temperatures

The District receives short rains (September-January), Long rains (February-June) and dry season (June-September) with traditional irrigation. These types of weather allow farmers to cultivate and produce almost throughout a year making the district food secured. Rainfall availability ranges from 800mm up to 1400mm. The quantity of rainfall received tends to differ from place to place depending on the altitude of a locality, with lowlands recording relatively less rain than the highlands. According to records, rainfall averages between 800 mm in Bushubi and 1,400 mm annually in Bugufi area. During dry seasons there are sometimes strong winds/hazy air and temperatures vary between 18 and 30 °C (64 and 86 °F), depending on the time of day or night. During the rainy seasons, sudden and heavy downpours may occur daily, lasting from a few minutes to several hours. The rain is sometimes associated with strong winds, floods, mud, fog and temperatures may range between 12 and 26 °C (54 and 79 °F).

Table 2 : Population of Ngara District by Wards in 2002 and 2012

Ward	Land Area (Sq. Km)	Population Census		Population Density		Change of Pop. Density	
		2002	2012	2002	2012	Number	Percent
Rusumo	146.96	7141	12925	48.6	87.9	39.3	17.5
Kasulo	272.22	115941	18432	425.9	67.7	-358.2	-159.1
Nyamiaga	186	16,838	8,381	90.5	45.1	45.5	20.2
Murukurazo	126	10,291	15,142	81.6	120.2	38.5	17.1
Ntobeye	241.72	12,225	15,758	50.5	65.2	14.6	6.5
Kibimba	128.3	9,594	12,778	74.7	99.6	24.8	11.0
Kanazi	154.5	13,820	17,937	89.4	116.1	26.6	11.8
Mugoma	221.7	10,762	13,493	48.5	60.9	12.3	5.5
Kirushya	218	8,567	11,528	39.2	52.9	13.6	6.0
Mabawe	131.1	11,205	12,823	85.4	97.8	12.3	5.5
Kabanga	170.19	17,990	22,010	105.7	129.3	23.6	10.5
Murusagamba	194.02	8435	10884	43.47	56.1	12.6	5.6
Muganza	195	10,927	15,000	56.0	76.9	20.9	9.3
Nyakisasa	237	13,279	19,211	56.0	81.1	25	11.1
Mbuba	126	8,568	11,046	68.0	87.7	19.7	8.7
Bikiriro	162.6	13,056	19,875	80.3	122.2	41.9	18.6
Bugarama	152.7	18286	16556	69.9	108.4	38.5	17.1
Keza	223.2	6,240	9,525	28.0	42.7	14.7	6.5
Kibogora	108.62	16418	12162	75.5	112.0	36.5	16.2
Nyamagoma	117.07	4011	7209	34.3	61.6	27.3	12.1
Mamlaka ya Mji Mdogo wa Ngara	98	15,637	20,968	159.6	214.0	54.4	24.2
Mamlaka ya Mji Mdogo wa Rulenge.	133.1	11,887	17,313	89.3	130.1	40.8	18.1
Total	3744	334,409	320,056	1900.8	2035.4	225.2	100

Source: NBS, Compiled Data from the 2002 and 2012 Population Censuses Reports, 2015

## 1.4 Soils Drainage and Agro Ecological Zones

### 1.4.1 Soils

The soils range from shallow (less than 50 cm) to very deep (more than 120 cm). Most of them have either dark red to red or brown to yellowish red clay sub soil, and deeply weathered, medium to strongly acid and have a low natural reserve of nutrients. Their capacity of retain nutrients is also low. In most areas deep soils which area good or productive are found in the low land where most of the crops are grown. In Ngara District, the banana, coffee growing areas are mostly on the tops of hill ridges. These soils have high iron and clay contents. However, the soils are low in phosphorus and acidity. The nitrogen content of these soils

is usually low but to some extent are artificially maintained by intercropping with legumes, including and to a less extent by manuring.

#### 1.4.2 Drainage System

Ngara District Council forms part of the most northern west highlands of Kagera region, an area which is clay and red loam, mostly of the land are occupied with hills. Most parts of the council lie between 1,200 meters up to 1,850 meters above sea level and form the main watershed rivers which are Ruvuvu and Kagera flowing from Burundi and Rwanda towards lake Victoria. These two tributaries are characterized with two different colors before they meet. River Ruvuvu has its water is Reddish in color while River Kagera its water is clear. Upon meeting and forming river Kagera, its water is dominated with Reddish color. At their juncture, Ruvuvu and Kagera river form a very big water falls known as Rusumo falls at river Kagera. At the time being there is a construction of Hydro Electric Power (HEP) project to benefit Tanzania, Burundi and Rwanda.

#### 1.5 Agro – Ecological Zones (AEZ)

Ngara District Council has two broad Agro-ecological zones, the Highlands and the Lowlands. Communities at the highlands practices upland agriculture, wetland agriculture, silviculture, game reserve and livestock keeping. The main food crops grown include banana, beans and maize. Cash crops are coffee and cotton. Land is intensively used in the northern part of the district, with smaller land parcels than in the southern part. Land in this zone is owned by the village governments. In permanent settlements, land has been passed from one generation to another creating defacto family ownership. In general there is a customary land use. Women do have access to land but do not own it. The village government reserves some land for communal use and for investment. In the lower level there are some crops grown in relation to soil type and climate, crops grown in the area are Bananas, Beans, Maize, and Cassava in lower land and less rain fall areas of Murusagamba division. Normally cassava and Maize are intercropped with beans and also can be grown as a pure stand. Such intercropping is highly compatible as cassava and maize provide shade to beans plants while the beans fix nitrogen in the soil. Other cereal and legume crops are produced in a subsistence level. Various efforts to raise the production level of these crops are in place.

#### 1.6 Gender Issues

There are two intertwining aspects to women development. These are the gender issues and poverty. Challenges have notably been Geographical factors such as distance from one point of service delivery to the other. Poverty, Lack of knowledge about marriage law, Lack of skills on nutrition, division of labour, Alcoholism and Traditions that encourage wrong beliefs like women inheritance, witchcraft and killing of albinos.

#### 1.7 Economy and Food Security

The 2012 Population and Housing Census Report showed that Ngara District Council has minimum number of economic opportunities due to in availability of industries performed in the council. Commercial agriculture and food crops was reported to be the main source of income in the council engaged 88 % of residents, It was followed by employment with 7 % , livestock and other related 3 % , off far activities 2 %

In the year 2007/2008 Agriculture census conducted in Kagera Region reveal that, most of Ngara House holds about 40,439 (78 %) obtain their income by sells of food crops, Sales of live stocks 902 (2 %), Sales of livestock products 644 (1 %), Sales of cash crops 773 (1 %), Sales of forest products (0 %), business

income 1288 (2 %), Wages or salaries and cash 1803 (3 %), other cash earnings 5538 (11 %) and Cash Remittances 129 (0 %)

Ngara District Council, like other councils of Kagera region, has never computed its GDP and Per capita GDP since it was established in 2013. The 2016 National Account Report shows that Kagera region's share of the National GDP for the year 2015 was 3.9 percent equivalent to TShs. 3,544,392 million while per capita income of regional residents was estimated to be TShs. 2,415,486 equivalent to US\$ 1,097.95 at the rate of TZS 2,200 per USD). The regional GDP was TShs. 1,616,732 million in 2010 and jumped to Tshs. 2,699,334 million in 2013 before reaching Tshs. 3,544,392 million in 2015 and increase of about Tshs. 845,058 million or 31.3 percent.

The 2007/2008 National Sample Census of Agriculture showed 26 % of households in Ngara District Council have never experienced any food insufficiency, 46 % of household seldom experienced problems in satisfying the household food requirements, 9 % sometimes experienced problems in satisfying food requirements. Moreover, 14 % often experienced food satisfying problems and 5 percent always had the problems of satisfying the household food requirements.

#### 1.8 Mandates of Ngara District Council

Ngara District Council is among the seven district councils in Kagera region. It was established on 1st January 1984 under the Local Government Act No. 7 of 1982, with Local Government Notice No.87 after being subdivided from Biharamulo District. The name Ngara is originated from Hangaza word "Mnyinya Ngara" which was a very big tree found in District Head quarter. This tree was used by the chiefs as their meeting place. The Germans failed to pronounce the term "Mnyinya Ngara" and hence they named the area Ngara. The council is given wide-ranging mandate in the acts that established local government. Ngara District Council is mandated: To maintain and facilitate the maintenance of peace, order and good governance in their area of jurisdiction, To promote the social welfare and economic well-being of all persons within its area of jurisdiction; Subject to the national policy and plans for the rural and urban development, to further the social and economic development of its area of jurisdiction.

#### 1.9 Strategic Planning Process

The process of preparing strategic plan for Ngara District council was participatory focusing on inclusiveness and transparency in decision making. Bottom up approach was used in which community members were involved in decision making and setting priorities through their elected representatives (councillors) in a stakeholders meeting. Practically, the process was spearheaded by technical personnel from the FOSEWERD Initiatives Ltd as a leading consultant in this assignment. Ngara District Council formed a task force involving 13 head of department and 6 units. This District council's task force served not only as a think tank but also provided an important link with the rest of the council. In building common understanding and proactive skills, five days training on strategic planning process was conducted. The training commenced on 18<sup>th</sup> to 23<sup>th</sup> September, 2017. The objective of the training was to impart strategic planning knowledge to Ngara District council technical team (Head of departments and Sections) so that they can apply the acquired knowledge in preparing council's strategic plan. The strategic planning process ended up with a one day consultative meeting that involved all Ngara District Council's stakeholders.

## CHAPTER TWO

### SITUATION ANALYSIS

#### 2.1 Introduction

Situation analysis for Ngara District Council was the foundation in establishing critical issues that provided a base in formulation of the council's Vision, Mission, Strategic Objectives, Targets and Performance Indicators. The analysis involved the psychotherapy of both internal and external environment of the District. On the internal environmental scan an in-depth assessment of service delivery status to all community members was conducted. The analysis involved an appraisal of the recent institutional performance in terms of service delivery in order to make improvements. In the analysis of the District council's internal environment, a good deal of information was collected analysed and disseminated. This entailed the completion a thorough review of literatures and performance review reports to determine the level of service delivery in all sectors of the economy. The major aim was to determine the level of community satisfaction from the services rendered by the council and identifying issues of major concern to be addressed in Five Years to come. The external environmental scan involved an analysis of the Tanzanian National Vision 2025, Second Five Year National Development Plan (FYNDP II), National Sectoral Policies and National initiatives. It also involved International targets, Agenda and Conventions which Tanzania as a Nation has agreed upon hence has a bearing on operations of the Ngara District council. The chapter winds up with the report of Strengths, Weaknesses, Opportunities and Challenges as well as stakeholders analysis report.

#### 2.2 Internal Environmental Scan

##### 2.2.1 Human Resource and Administration

Human Resource and Administration deals with all activities of administrations and human resource development; Its Major role is to assist the District Executive Director to perform all administration matters in the Council. Human resource functions include human resource planning, training and development, performance monitoring, health and safety in work place. The department has overall goal of overseeing the operation of all staff in the council. General responsibilities of the department are, staff recruitment, verify Public servants when they complete probation and confirm, retire public servants who reach the age of compulsory retirement, prepare a training program for staff, Motivate employees so that they can develop professional skills. to manage the rules, principles and values of public service, collect, analyze and organize the data and all records relating to service arrangements, Balancing and provide advice regarding needs and better human resources plan for the council staff needs; and manage the discipline of public servants.

Administration and Human Resources is the department that deals with the overall coordination of administrative and human resources affairs such as recruitment/ employment, induction, placement, confirmation, retention of available human resources, training programmes, promotions, recategorisation, proper staff records keeping as well as clear and correct/ proper interpretation of public services' acts, regulations, circulars, schemes and guidelines. Other core functions that are performed by this department are those pertaining with staff performance appraisal, disciplinary measures, benefits, leaves and good governance to mention but a few. Currently, this department has a total of 131 out of the required number of staff which is 146 as it is stipulated in Table 3. Consecutively, Table 4 displays staff requirements in other departments.

With this analysis, it is obvious that; the demand/ requirement of more staff needed is high in order to perform and accomplish organizational tasks and making sure that service delivery is efficiently provided. The national exercise of staff's data cleaning, termination of service and transfers have been among factors that created/ caused this shortage/ deficit of staff. The recruitment permits that have recently been offered by the government have not been able to manage the situation.

Table 3: Staff requirements in Human Resources and Administration Department

S/N.	Title	Available	Requirement	Shortage/ deficit
1	Human Resources Officers	2	5	3
2	Transport Officer	0	1	1
3	Committee Clerk	1	2	1
4	Record Management Assistant	3	5	2
5	Personal Secretary	11	15	4
6	Office Assistant	5	10	5
7	Telephone Operator	1	1	0
8	Drivers	13	20	7
9	Security Guards	7	15	8
10	Ward Executive Officers	20	22	2
11	Village Executive Officers	68	75	7
TOTAL		131	171	40

Source: Ngara District Council 2017

Table 4: Staff requirements in other Departments and Units

S/N.	Department/ Units	Available	Requirement	Shortage/ Deficit
1	Primary Education (Administration)	18	18	0
2	Primary Education	1,464	1,730	42
3	Secondary Education	493	535	42
4	Health (Prevention)	14	33	19
5	Health Centres	135	463	328
6	Dispensaries	146	331	185
7	Works	11	16	5
8	Water and Sanitation	19	26	7
9	Livestock and Fisheries	24	31	7
10	Agriculture, Irrigation and Cooperative	50	132	82
11	Finance and Trade	10	19	9
12	Procurement	4	7	3
13	Planning, Statistics and Monitoring	2	5	3
14	Community Development, Social Welfare and Youth Development	11	17	6
15	Internal Audit	3	5	2
16	Legal	1	2	1
17	Land and Natural Resources	4	24	20
18	Beekeeping	0	3	3
Total		2,410	3,369	959

Source: Ngara District Council 2017

On the other hand, the governance through this department has been practicing; the conducting of statutory committees' meeting/ statutory meeting and attending people's affairs in normal office procedures. These measures have worked in ensuring good governance is enhanced. However, there are some

constraints to operations such as absence of Ward Offices and the lack of Administration block at Ngara District Office Head Quarters.

## 2.2.2 Health

In Ngara District Council, the Health sector has been implementing various activities through CCHP that includes curative, preventive and rehabilitate activities which are narrated as follows; There have been dedicated efforts to decrease shortage of medicines, medical equipment and supplies to 89%. This effort has in turn increased health facility deliveries from 88% by year 2015 to 90% by year 2016. Also from 139/100,000 by 2016. Infant mortality rate has been reduced from 9.2/1000 by the year 2015 to 7/1000 by the year 2016. However there have been persistent shortages of staff which account about 57.6%

### (i) Preventive Activities

Health sector has also been engaging in preventive activities which include vaccination of under five children which has shown good coverage 110% by year 2016. Also pregnant mother have been prevented from malaria by being given SP and Mosquito nets. Again pregnant mother are given ferrous and folic acid tablets to prevent them from anemia. Different activities have been done to prevent HIV/AIDS. These include, supply of condoms, giving Antiretroviral drugs to those already affected, testing for CD4 count and viral load and prevention of mother to child transmission to pregnant mothers. There have been efforts to give health Education so that people may live a good health behavior.

### (ii) Rehabilitative Activities

Health sector has been implementing activities to clients with chronic debilitating disease such as TB, Diabetes, stroke, HIV Complications and mental illness. However this sector has a problem of lacking physiotherapist and this compromises services delivery.

#### 2.2.2.1 Availability of Health Facilities

Ngara district is still improving the health sector by constructing new facilities, especially dispensaries and health centers. Ngara district has only 60 health facilities in the last five years: 3 hospital, 5 health centres and 52 dispensaries. It is obvious that, the available facilities cannot serve the ever increasing population of the district. The council authority should continue motivating the community to participate in current initiative of construction more health facilities in order to meet health strategies as stipulated in the Policy. Analysis on the distribution of health facilities at Division explains that, health most of the facilities are allocated/distributed in Nyamiaga and Rulenge division, while Murusagamba division had the least number of facilities (Table 5). Nyamiaga division, where the district headquarters is located is well endowed with health facilities, including, a hospital, a health centre and 17 dispensaries followed by Rulenge with 2 health centres and 17 dispensaries. Private participation has significantly contributed in the provision of health facilities as emerged by the health policy is significant in the district. Out of 60 health facilities in 2015, both 2 hospitals, 1 health centre and 5 dispensaries owned by private sector, while 4 health centres 45 and dispensaries and 1 hospital are government owned. Therefore there is a need for the council to establish and improve the dialog with private sector by using the existing Public Private Partnership to encourage them to increase their participation on the provision of social services in the district.

Table 5: Availability of Health Facilities by Division for the Year 2011, 2013 and 2015

Division	Hospital			Health Centres			Dispensaries		
	2011	2013	2015	2011	2013	2015	2011	2013	2015
Kanazi	0	0	0	1	1	1	14	14	14
Murusagamba	0	0	0	1	1	1	7	7	7
Nyamiaga	2	2	2	1	1	1	17	17	17
Rulenge	1	1	1	2	2	2	14	14	14
Total	3	3	3	5	5	5	52	52	52

Source: Ngara District Council 2015

Ngara district, like other councils in Kagera region is still lagging behind in the implementation of health policy under which each ward has to have a health center and have a dispensary in each village. Table 6 shows that among 22 wards found in the district, there are four wards namely Murusagamba, Bukiriro, Kasulo and Mabawe which have got health centres, and hence managed to meet the policy requirement. Table 6 also shows that each of the available health centers servicing an average of 4 wards and each of dispensaries servicing about one villages in the District. Although there is shortage, dispensaries are allocated in every ward.

Table 6: Distribution of Health Facilities and Their Ratios by Division in the District by 2015

Division	No. of Wards	No. of Villages	Health Centers	Dispensaries	Average Wards per HC	Average Villages per Dispensary
Nyamiaga	7	21	1	17	7	1.2
Rulenge	7	19	2	14	3.5	1.3
Kanazi	5	26	1	14	5	1.8
Murusagamba	3	9	1	7	3	3

Source: Ngara District Council 2017

The availability of health facilities in Ngara District falls below WHO standards. The average coverage of the population by health facilities in Ngara district has decreased from 8 facilities per 10,000 people in 2002 to 7.7 facilities per 10,000 people in 2012. At divisional level, Table 7 shows that Murusagamba division had the best population coverage (2.6 facilities per 10,000 persons and mean average of 3,842

Table 7: Relating Health Facilities to the Population by Division in the District for 2002 and 2012

Division	2002				2012			
	Total Population	Total No. of h.f.s	Mean Average Population Per h.f.s	H.f.s per 10,000 people	Total Population	Total No. of h.f.s	Mean Average Population Per h.f.s	H.f.s per 10,000 people
Kanazi	62,344	15	4,156	2.4	77791,	15	5,186	1.9
Rulenge	87,734	17	5,161	1.9	105,688	17	6,217	1.6
Murusagamba	30,732	8	3,842	2.6	34,649	8	4,331	2.3
Nyamiaga.	183,917	20	9,196	1.1	100,729	20	5,036	2

Total	364,727	60	22,355	8	241,066	60	20,770	7.7
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Source: Ngara District Council 2015

People per facility) followed by Kanazi (2.4 facilities per 10,000 persons and mean average of 4156 people per facility) while Nyamiaga was the least division with only 1.1 facilities for every 10,000 persons and 9,196 persons per facility. The Council should have plans in place to promote accessibility of health facilities widely across Ngara District. Basing on the significant increase of number of doctors from 2 in 2002 to 13 in 2012, the quality of health services delivered in Ngara district may be regarded to be improving Table 8). The distribution of doctors for 2012 was uneven but mostly favored Nyamiaga division which is urban division and where the headquarters of Ngara district is located. Furthermore, the presence of a hospital made the division to have the highest number of doctors 13 in 2012(both medical officers and assistant medical officers). The district's average population per doctor was 31,172 in 2002 which improved to 5984 in 2012

Table 8: Distribution of Doctors among Population in the District

Division	2002			2012		
	Total Population	Total Doctors	Average Population Per Doctor	Total Population	Total Doctors	Average Population Per Doctor
Kanazi	62,344	-	-	77,791	-	-
Rulenge	87,734	-	-	105,688	2	52,844
Murusagamba	30,732	-	-	34,649	-	-
Nyamiaga	183,917	2	91,958.5	100,729	13	7748
Total	364,727	2	91,958.5	318,857	15	60,592

Source: Ngara District Council; 2015.

Although the available official health facilities were not enough to serve the ever growing population of Ngara district, efforts have been made by the authorities is the employment of 146 village health workers (VHW) at Kanazi 52 division, 40 at Nyamiaga, 38 at Rulenge division and Murusagamba 16.

#### 2.2.2.2 Status of Health Personnel

Table 10 shows that in 2015, the district was still experiencing a significant shortage of health personnel in regard to specialized doctors, radiologists, dental surgeon and pharmacists, Nursing officers, assistant nursing officers, clinical officers ,pharmaceutical and laboratory technologist(Table 9) Majority of the health personnel has been males.

Table 9: Available Medical Personnel in the District

Medical Personnel	Number of Medical Personnel					
	Male	Percent.	Female	Percent.	Total	Percent
Specialist Doctors	0	0	0	0	0	0
Medical doctors	2	100	0	0	2	1.2
Ass. Medical Officers	2	100	0	0	2	1.2
Clinical Officers	5	83.3	1	16.7	6	3.7
Ass. Clinical Officers	0	0	0	0	0	0
Dental Surgeon	0	0	0	0	0	0

Medical Personnel	Number of Medical Personnel					
	Male	Percent.	Female	Percent.	Total	Percent
Ass. Dental Officer	0	0	0	0	0	0
Dental Therapist	0	0	0	0	0	0
Pharmacists	1	100	0	0	1	0.6
Pharmaceutical Technicians	0	0	0	0	0	0
Pharmaceutical Assistant	0	0	0	0	0	0
Laboratory Technicians	1	100	0	0	1	0.6
Laboratory Ass.	3	75	1	25	4	2.5
Radiologist	0	0	0	0	0	0
Radiographer	0	0	0	0	0	0
Radiographic Assistant	2	100	0	0	2	1.2
Nursing Officers	0	0	0	0	0	0
Nurses	36	44	45	55.6	81	50
Medical Attendants	20	53	18	47.4	38	23.5
Health Officers	0	0	0	0	0	0
Health Assistants	0	0	0	0	0	0
Health Secretaries	1	100	0	0	1	0.6
Other Medical Carders	14	64	8	36.4	22	13.6
Total	88	963.3	74	231.1	162	100

Source: Ngara District Council, 2015

### 2.2.2.3 Morbidity

#### (i) Out-patients

Inventory of health problem of Ngara district shows that out of 297,454 cases from out patients recorded in 2015, 83.8 % of them were suffering from the first five diseases. Malaria ranked first with 42.3 % of all reported cases morbidity in Ngara district. URI ranked second with reported 61,030 cases, equivalent to 21 % and the third was Urinary Tract Infection (9.5 %). The fourth and fifth diseases were intestinal worms and diarrhea with no dehydration respectively (Table 10).

Table 10: Ten Most Causes of Morbidity (Out Patients), Ngara District

S/No.	2011			2015		
	Disease	No. of Cases	Percent Cases	Disease	No. of Cases	Percent Cases
1	Malaria	3786	40	Malaria	126,035	42.3
2	Pneumonia	2910	30	Upper respiratory infection	61,030	21
3	ARI	1978	20	Urinary tract infection	28,227	9.5
4	Cardiovascular	5	0.1	Intestinal worms	16,888	5.7
5	Diarrhoea	410	4.3	Diarrhoea with no dehydration	15,843	5.3
	Sub Total	9089		Sub Total	248,023	
6	Anaemia	186	2	Pneumonia non severe	14,463	4.9
7	Dysentery	18	0.2	Diagnosis others	12,524	4.2
8	Intestinal worm	129	1.4	GIT diseases other non infection	8,911	2.9
9	Malnutrition	86	1	Defined symptoms no diagnosis	8,344	2.8
10	Tuberculosis	4	0.05	Diarrhoea with some dehydration.	5189	2
	Total	9512	100	Total	297,454	100

Source: Ngara District Council 2015

(ii) In-patients

Similar diseases recorded from out patients were replicated to inpatients in Ngara district. In 2015, out of 22,729 reported in patients, 79.5 percent were suffering from one or the other of the first five illnesses. Again, malaria was ranked the first cause of illness for 35.3 % of all inpatients recorded in Ngara district. It was followed by pneumonia (13.7 %). Other diseases mostly being causes of morbidity among inpatients have been acute /chronic diarrhea and chronic and Urinary Tract Infection (Table 11). The district authority should continue with malaria campaign in order to reduce if eliminate completely.

Table 11: Causes of Morbidity for In Patients)

S/No.	2011			2015		
	Disease	No. of Cases	Percent Cases	Disease	No. of Cases	Percent Cases
1	Malaria	286	42.9	Malaria	10,098	35.3
2	Pneumonia	216	32.4	Pneumonia	3906	13.7
3	Diarrhea	57	8.5	Diagnosis others.	3021	10.6
4	Dysentery	13	1.9	Diarrhea acute and chronic	2975	10.4

5	Malnutrition	26	3.9	Urinary tract infection	2729	9.5
	Sub Total	598		Sub Total	22,729	
6	Abortion	11	1.7	Upper respiratory infection	2204	7.7
7	Dysentery	40	6	Gastro intestinal other non infectious	1291	4.5
8	Tuberculosis	4	0.6	Dysentery	903	3.2
9	Abortion	8	1.2	Hypertension severe	780	2.7
10	Snake bite	5	0.8	Peptic ulcers	685	2.4
	Total	666	100	Total	28,592	100

Source: Ngara District Council 2015.

#### 2.2.2.4 Mortality

The medical records provided by district medical office shows that 88.4 % of mortality cases were caused by the first five diseases. Pneumonia ranked number one dominant cause of mortality for inpatients in 2015 (Table 12). The second, third, fourth and fifth diseases were malaria (30.9 %), other diagnosis (11.8 %) Gastritis (7.4 %) and head injury (5.9 %).

Table 12: Causes of Mortality

S/No.	2011			2015		
	Disease	No. of Cases	Percent Cases	Disease	No. of Cases	Percent Cases
1	Malaria	10	8.6	Pneumonia	22	32.4
2	Pneumonia	5	4.3	Malaria	21	30.9
3	Anemia	87	75	Others	8	11.8
4	Dysentery	2	1.7	Gastritis	5	7.4
5	Meningitis	3	2.6	Head injury	4	5.9
	Sub Total	107.		Sub Total	60	
6	Diarrhea	3	2.6	Diarrhea	3	4.4
7	Abortion	2	1.7	Cerbrovas cular	2	2.9
8	Tuberculosis	2	1.7	Still birth	1	1.5
9	Snake bites	1	0.9	Neonatal septicemia	1	1.5
10	Malnutrition	1	0.9	Sudden infant dealt	1	1.5
Total		116	100		68	100

Source: Ngara District Council 2015

### 2.2.2.5 HIV/AIDS Infections

In Ngara District, communities are testing family blood donors, prevalence among VCT volunteers and expected mothers participating in the PMTCT service. Establishment of VCT services in both areas of rural and urban has enabled the country to establish a reliable source of data for HIV prevalence by increasing coverage outside health facilities. Table 13 shows a slight increase of prevalence rate of persons with HIV positive from 1.4 percent in 2013 to 1.7 percent in 2015. While more males than females were screened for HIV / AIDS, the proportion of male volunteers who affected by HIV were fewer than female in 2013 and 2015 years.

Table 13: HIV Prevalence Rates of VCT Volunteers who screened for HIV

Year	No. of Screened			No. of HIV+			Percent of HIV+		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
2013	658	290	948	9	4	13	1.4	1.3	1.4
2015	1011	422	1433	13	11	24	1.3	2.6	1.7
Cumulative Total	1669	712	2381	22	15	37	1.3	2.1	1.6

Source: Ngara District Council 2015

Family blood donation is another useful source of information from medical record on HIV prevalence though is not a reliable source of the extent and the trend of the problem in the council. Table 14 shows that during 2013, out of 948 (658 males and 290 females) blood donors 13 (9 males and 4 females) were identified to be HIV positive. The number increased to 24 (13 males and 11 females) in 2015. However, the absence of enough blood banks in most parts of the district makes it difficult to make a firm conclusion on HIV/AIDS through the blood donors. One general observation from this source is the high HIV prevalence among males than females, although few females than males volunteers to be tested in all years.

Table 14: HIV Infections among Family Blood Donors and New AIDS Cases in the District.

Year	No. of Screened			No. of HIV+			Percent of HIV+		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
2013	658	290	948	9	4	13	1.4	1.3	1.4
2014	889	340	1229	14	10	24	1.5	2.9	1.9
2015	1011	422	2177	13	11	24	1.3	2.6	1.7
Cumulative Total	2558	1052	4354	36	25	61	1.4	2.4	1.4

Source: Ngara District Council 2015

The prevalence of HIV/AIDS in Ngara District can also be learnt from reports from PMTCT service for 2015. The source reveals the HIV prevalence for the expectant mothers and their infants after delivering. Table 15 shows the statistics of HIV/AIDS prevalence from PMTCT service. The proportion which was screened and was found to be HIV were provided with Niverapine.

Table 15: Mothers who screened for HIV through PMTCT Service and received ARVs

Division	No. of Attendants	No. Screened	No. HIV+	Percent of HIV+	No. of given Niverapine	Percent of Given Niverapine
Kanazi	2812	2821	24	0.9	23	96
Rulenge	5656	5570	27	0.48	32	84.4
Murusagamba	1,359	1,440	6	0.42	15	40
Nyamiaga	4883	4589	80	1.7	84	95.2
Total	14710	14420	137	0.9	154	88.9

Source: Ngara District Council 2015

Based on the internal and external environmental scan the following critical issues were identified in health sector in which the department shall take much consideration in the committing its resources:

- Prevalence of HIV/AIDS among OPD cases reduced
- Shortage of medicines, medical equipments and diagnostic supplies in health facilities reduced
- Maternal Mortality rate reduced
- Infant Mortality rate reduced
- Neonatal Mortality rate reduced
- TB detection rate increased
- Prevalence rate of Malaria cases reduced
- Mental health conditions reduced
- Complication related injuries reduced
- Prevalence of Non-communicable diseases reduced
- Prevalence rate of Neglected Tropical Diseases (NTDs) reduced
- Sanitation facility coverage increased
- Shortage of skilled and mixed human resources for health reduced Organisation structure and institutional management at all facility levels strengthened
- Capacity of management of emergency/disaster preparedness increased Shortage of health facilities reduced

### 2.2.3 Agriculture Irrigation and Cooperatives

The Agriculture, Irrigation and Cooperative department aim at enhancing and delivering agriculture extension services closer to people. The major goal is Poverty alleviation by optimizing the use of factors of production available in the district such as Land, Human resources, Capital and Entrepreneurship. Agriculture is ranked as major development priority; whereas about 90% of the Ngara households depend on Agriculture production for their livelihood. Ngara District Council has a total land area of 3,744 Sq. Km. The department is comprised of three subsectors of Agriculture, Irrigation and Cooperatives of which are aiming to deliver extension services closer to the people. Currently the department has 10 staff serving at the district head quarter, 18 staff at Ward level and 22 staff at village level. Also the department has 1 motor vehicle, 10 motorcycles which are dilapidated. Table 16 shows the number of staff available, staff required and staff deficit.

Table 16: Status of Agriculture, Irrigation and Cooperative Staff.

Sub Sector	Required Staff	Present Staff	Deficit
Agriculture			
District HQ	7	5	2
Wards	22	17	5
Villages	75	22	53
Irrigation			
District HQ	1	1	0
Wards	22	1	21
Villages	0	0	0
Cooperative			
District HQ	5	4	1
Total	132	50	82

Source: Ngara District Council 2015

There several crops grown in Ngara District that includes cash crops and food crops. Coffee is a cash crop grown in 19 Wards out of 22 Wards. However, coffee is though not produced in big quantities when compared with neighboring districts of Karagwe and Kyerwa. The annual average production of coffee in Ngara District is ranging between 303 – 960 tonnes. The basic food crops grown in Ngara district are Banana, Beans, Maize, Cassava, other root and horticultural crops. Efforts to raise the production of these crops is done through farmer field schools (FFS) methodology where farmers are trained all good agronomical practices and finally goes to apply them in their own fields.

The district has three cropping seasons' i.e. Short rains (September-January), Long rains (February-June) and dry season (June-September) with traditional irrigation. These types of weather allow farmers to cultivate and produce almost throughout a year making the district food secured. Rainfall availability ranges from 800mm up to 1400mm. Use of farm implements and inputs is still insufficient as well as improved technologies. The department has several roles to perform that apart from delivering extension services. Among the core function of the of the Agriculture department are To prepare Agriculture development plan; To provide good agricultural extension services, supervise all agricultural, irrigation and cooperative activities, Improve productivity by insisting on the use of farm inputs (seeds and fertilizers) ,Conducting backstopping to extension workers and farmers, Ensure that crop qualities and standards are maintained, Providing technical support during implementation of the projects, Advise on crop calendar and Reporting on various issues concerning Agriculture sector development. The agricultural potential of the district as far as the land is concerned is as indicated in the Table17.

Table 17: Land use in Ngara district

No.	Land suitability	Hectares
1	Total District Area	374,400
2	Suitable land for Agriculture	303,483
3	Area currently under Agriculture	61,957
4	Potential area for irrigation	5,000
5	Area under grazing	163,933
6	Unsuitable land for Agriculture	70,917

Source: Ngara District Council 2015

### 2.2.3.1 Arable land distribution

Table 18 shows that Ngara District Council has a total land area of 374,400 ha of which 104,550 ha (27.9 %) were classified as arable land which is suitable for crop production. Arable land planted with crops has 61,957 ha which is equivalent to 59.3 % of the total arable land of the council. Wards which have got high percent of their arable lands cultivated are Ntobeye (10.2 %), Rulenge (8.8 %), Bukiriro (8.5 %), Bugarama (7.4%), Kasulo (6.8 %), Mugoma (6.6 %), and Nyakisasa (6.4 %).

Table 18: Arable land, Ngara District Council

Ward	Total land Area (ha)	Total Arable land (ha)	Percent of Ward Arable land	Arable land Under Cultivation (ha)	Percent of Arable land under cultivation
Rusumo	14,696	2,107	2.02	1,374.9	1.30
Kasulo	27,222	6,096	5.83	3,167.2	3.03
Nyamiaga	18,600	4,200	4.02	2,740	2.62
Murukurazo	12,600	3,250	3.11	2,175	2.08
Ntobeye	24,172	5,335	5.10	1,754.5	1.68
Kibimba	12,830	3,804	3.64	2,552.8	2.44
Kanazi	15,450	4,206	4.02	2,744.2	2.62
Mugoma	22,170	4,115	3.93	2,680.5	2.56
Kirushya	21,800	5,590	5.35	3,713	3.55
Mabawe	13,110	4,185	4.00	2,729.5	2.61
Kabanga	17,019	5,871	5.61	3,009.7	2.88
Murusagamba	19,402	6,363	6.09	3,254.1	3.11
Muganza	19,500	6,560	6.27	3,574	3.42
Nyakisasa	23,700	6,857	6.55	3,479.9	3.33
Mbuba	12,600	4,789	4.58	3,152.3	3.02
Bukiriro	16,260	5,248	5.01	3,473.6	3.32
Bugarama	15,270	5,383	5.15	3,568.1	3.41
Keza	22,320	6,425	6.15	3,397.5	3.25
Kibogora	10,862	3,684	3.52	2,478.8	2.37
Nyamagoma	11,707	4,339	4.15	2,937.3	2.81
Mamlaka ya Mji Mdogo wa Ngara	9,800	2,024	1.93	1,316.8	1.26
Mamlaka ya Mji Mdogo wa Rulenge.	13,310	4,119	3.94	2,683.3	2.57
Total	374,400	104,550	100.0	61,957	59.3

Source: Ngara District Council 2015

### 2.2.3.2 Land under cultivation (Area under major food crops cultivation)

With reference to Table 19, Ngara DC has three major food crops, Maize, Banana and Beans. Land area planted with major food crops averaged annually at 185,477.85 ha which is equivalent to 33.4 % of the council's total arable land area of 61,957 ha. While Beans accounted for 39 % of the average annual

cropping area, maize was the least accounting for 26.6 % of cropped area. Nyamiaga Ward has been leading in banana planting while Nyakisasa and Bukiriro were leading in maize and beans cultivation respectively.

Table 19: Estimated land area in (ha) for major food crops.

Crop	Estimated Land Area (ha)					Total Area	Annual Average	Percentage
	2011	2012	2013	2014	2015			
Maize	7,732	9,980	7,812	9,000	14,768	49,292	14,766.85	26.6
Banana	n/a	8,212	11,769	10,180.6	32,190	62,351.60	15,587.90	33.6
Beans	n/a	20,737	9,889	24,708.25	18,500	73,834.25	18,458	39.8
Total	7,732	38,929	29,470	43,888.85	65,458	185,477.85	42,004.02	100
Percent	4.2	20.9	15.9	23.6	35.3			

Source: Ngara District Council 2015

Table 20 presents the area on which cassava and coffee are cultivated. Land area planted with cash crops annually is estimated to be 2,137.25 ha equivalent 10.26 % of the councils' total arable land of 224347.7 ha. Cassava with 89.7% of the land area planted with cash crops was the major cash crop followed by coffee.

Table 20: Estimated Area (ha) under major Cash Crops

Crop	Estimated Land Area (ha)					Total Area	Annual Average	Percentage
	2011	2012	2013	2014	2015			
Coffee	n/a	1,471	1,287	3,267	2,524	8,549	2,137.25	10.26
Cassava	n/a	9,940	11,845	28,425.03	24,600	74,810.03	18,702.51	89.7
Total		11,411	13,132	31,692	27,124	83,359	20,839.76	100
Percent		13.68	15.75	38.02	32.54	100		

Source: Ngara District Council 2015

### 2.2.3.3 Crops production

#### (i) Major food crops production

During the crop seasons of 2013 – 2015 a total of tonnes 174,506 of major food crops tonnes was harvested in Ngara DC average 58,169 (Table 21) shows Banana was the leading in harvests at 57.2 percent of the annual averaged tonnage 99,817. Maize ranked second crop in production of 44,428 tonnes annually which was equivalent to 25.5 %, while Beans was the last food crop in terms of production with 30,261 tonnes equivalent to 17.34 %. Nyamiaga ward with average annual production of 7,452 tonnes ranked first in banana production and was followed by Murukurazo Ward.

Table 21: Estimated Production in Tones of Major Food Crops by 2011 – 2015

Crop	Estimated Production in Tones					Total Production	Annual Average	Percent
	2011	2012	2013	2014	2015			
Beans	n/a	n/a	23380.9	35758.9	31643.7	90,784	30,261	17.34
Maize	n/a	n/a	47795.8	36954.1	48534.8	133,285	44,428	25.46

Banana	n/a	n/a	115545.9	108562.1	75341.8	299,449.854	99,817	57.20
Total	n/a	n/a	186,723	181,275	155,520	523,518	174,506	100.00
Percent	n/a	n/a	35.67	34.63	29.71	100		

Source: Ngara District Council 2015

#### (i) Major cash crops production

The district council managed to harvest an annual average of 15,931.63 tones of all cash crops. Cassava has been the largest produce in Ngara District Council was the dominant cash crop, followed by coffee (Table 22). Kirushya Ward led in coffee production among all wards in Ngara DC with average annual production of 1,559 tones. Nyamiaga Ward was the least producer of coffee in Ngara District Council.

Table 22: Estimated Production in Tonnes of Major Cash Crops (coffee and cassava)

Crop	Estimated Production in Tonnes					Total Production	Annual Average	Percent
	2011	2012	2013	2014	2015			
Coffee	n/a	n/a	7372.87	6754.85	7345.6	21473.3	7,158	44.8
Cassava	n/a	n/a	9069	8410.6	8841.3	26320.9	8,773.6	55.2
Total			16441.8	15165.5	16186.9	47,794	15,931.63	100
Percent			34.4	31.7	33.9	100		

Source: Ngara District Council 2015

#### (ii) Cassava production

Cassava was the first cash crop produced in Ngara DC. Table 23 depicts that cassava harvested in the period of between 2013 and 2015. The best crop season was in 2015 as the wards produced a total of 4794.63 tones of cassava.

Table 23: Estimated Production (Tonnes) of Major Cash Crops (Cassava) by ward from 2011 – 2015

Ward	2011	2012	2013	2014	2015	Annual Average Production (Tonnes).	Percent Annual Average
Rulenge	n/a	n/a	792	802	802	1861.3	19.06
Mbuba			1400	1670	1620	3610.0	36.97
Muganza	n/a	n/a	19.1	121.35	241.32	220.9	2.26
Murusagamba	n/a	n/a	201.3	106.2	103.81	342.1	3.50
Kirushya	n/a	n/a	1002	906	1139.5	2287.8	23.43
Mugoma	n/a	n/a	544.5	603	888	1443.5	14.78
Total			3958.9	4208.55	4794.63	9765.66	100

Source: Ngara District Council 2015

#### (iii) Production of Coffee

Coffee is the second cash crop produced in Ngara District. Table 24 indicates estimated production of coffee in the district council. Kirushya ward which accounted for 51.85 % of all coffee harvested in the district council was the leading ward in coffee production. Mugoma ward was the second most producer of coffee whereas Nyamiaga ward was the least producer of coffee producing 0.01 % of all coffee produced in the district.

Table 24: Estimated Production (Tonnes) of Major Cash Crops (Coffee) by Ward from 2011 – 2015

Ward	2011	2012	2013	2014	2015	Annual Average Production (Tonnes)	Percent Annual Average
Rusumo	n/a	n/a	326	324	877	169.7	1.59
Kanazi			400	300	360	117.7	1.10
Murukurazo	n/a	n/a	10.5	10.5	10.5	118.7	1.11
Nyamiaga	n/a	n/a	5.67	9.65	8.17	1.2	0.01
Keza	n/a	n/a	5	5	5	68.3	0.64
Kibogora	n/a	n/a	0	1.5	1.2	55.2	0.52
Mugoma	n/a	n/a	2,676.7	2,681.8	2685.8	2084.6	19.56
Kirushya	n/a	n/a	7,372.87	6,754.85	7345.6	5,525.4	51.85
Mabawe	n/a	n/a	241	239	235	186.1	1.75
Kabanga	n/a	n/a	167.5	169.5	173	131.6	1.23
Nyakisasa	n/a	n/a	3	2	2	1.9	0.02
Mbuba	n/a	n/a	2,210	2,070	2560	1,711.1	16.06
Bukiro	n/a	n/a	22	24	28	18.4	0.17
Bugarama	n/a	n/a	606	616	530	466.2	4.38
Total	n/a	n/a	14,046.24	13,207.8	14821.27	10,656.1	100

Source: Ngara District Council 2015

#### 2.2.3.4 Agricultural Inputs

Reducing rural poverty by delivering appropriate agricultural inputs and improving output markets for Tanzanian farmers are among the objectives of improving Agriculture in Tanzania. , priority is given in transforming traditional agriculture which depends on hand hoe to mechanized agriculture and improving agriculture extension services through employing more extension officers. Further to that, distribution of inorganic fertilizers including establishing credit facilities for farmers, this will aid in increasing crops production. Ngara District Council like other districts in Kagera region has taken seriously the increase in availability of agricultural inputs especially inorganic fertilizers and improved seeds among small scale farmers.

##### (ii) Inorganic Fertilizers

Soil infertility, plant pests and diseases are among factors which limit agricultural production in Ngara District Council. The councils' soils have for many years depended on application of chemical fertilizers for optimum crop harvests. Crop such as maize demand the use of organic fertilizers for optimum harvests. Likewise, horticultural crops such as tomatoes require the use of pesticides for control of insect infestation and plant diseases.

Table 25 shows the distribution of chemical fertilizers to farmers for the year 2011/12 to 2014/2015 in Ngara district council. The total inorganic fertilizers distributed to farmers in 2011/12 to 2013/15 were 1,032.4 tons. In all agriculture seasons, under supply of inorganic fertilizer was a big problem which resulted to poor harvesting in the district council. There is a need, therefore, to review the distribution system used for the

benefit of not only the farmers in Ngara district council but also farmers in other part of the district and the region at large.

Table 25: Type and Quantity of Chemical Fertilizers (tons) Distributed to Farmers 2011-2015

Type of Fertilizers	Quantity Distributed (in tons)					Total Distribution	Annual Average	Percent
	2011	2012	2013	2014	2015			
UREA	4.5	3.8	100	1.8	31.5	141.6	28.3	13.7
CAN	4.4	210	150	1.0	1.0	366.4	73.3	35.5
DAP	3.8	1.0	250	0	36.5	291.3	58.3	28.2
NPK	0	0	0	0	0.1	0.1	0.0	0.01
MINJINGU	0	233	0	0	0	233	46.6	22.6
Total	12.7	447.8	500	2.8	69.1	1,032.4	206.5	100

Source: Ngara District Council 2015

### (iii) Insecticides.

Table 26 shows distribution of insecticides in Ngara district council for the year 2013 to 2015. Probably, the low use of insecticides is due to low distribution of the chemicals. As listed in Table 11, Duduba was highly distributed accounting for 63.4%, followed by Dimethioate 23.2 % and 13.51% of banofos distributed insecticides in the district council respectively.

Table 26: Type and Quantity of Insecticides (in liters) Distributed to Farmers in 2011-2015

Type of Insecticides	Quantity Distributed (in Liters)					Total Distribution	Average Annual	Percent
	2011	2012	2013	2014	2015			
Dimethioate	4.9	6.3	8.7	10.0	11.4	41.3	8.3	23.2
Duduba	15.8	18.7	23.4	26.5	28.0	112.4	22.5	63.3
Banofos	2.9	4.3	5.1	5.7	6.0	24.0	4.8	13.51
Total	23.6	29.3	37.2	42.2	45.4	177.7	35.5	100

Source: Ngara District Council 2015

### (iv) Improved seeds

Use of improved seeds is among important factors for increasing agricultural productivity (output per unit of land). Maize is the leading crop in having a wide range of improved seeds in the district council. Table 27 shows that Kilima and Hybrid are improved seeds for maize which were mostly distributed in the district council during the referred seasons. Other improved seeds for cabbage, tomatoes and onion were distributed in minimum quantities.

Table 27: Type and Quantity of Improved seeds (Kgs) Distributed to Farmers

Type of Improved Seeds	Quantity Distributed (in kgs)					Total Distribution	Average Annual	Percent
	2011	2012	2013	2014	2015			
Hybrid(Pannar)	0	0	0	0	20.0	20.0	4.0	0.09
(Hybrid)Seedco	120.0	156.0	6102.0	152.0	8122.0	14652.0	2930.4	69

(Opv) Kilima	0	1300.0	3000.0	26.0	2248.0	6574.0	1314.8	30
(Opv) Dk.	0	100.0	0	0	0	100	20	0.5
Total.	120.0	1556.0	9102.0	178.0	10390	21346.0	4269.2	100

Source: Ngara District Council 2015

#### (v) Agriculture Implements

The use of agriculture implements depend on the size of farms owned by households and or investors. The district council is among districts in the region with largest population being peasant farmers, owning about 4 to 5 hectares of farm resulted to less demand of farm implements. Table 28 shows that the traditional implements were highly demanded compared with modern and sophisticated implements in the district. In 2015, a total of 4 tractors were distributed in the district against a demand of 22 tractors and 31 Power tillers. One general observation from these data is that local authorities in Ngara District Council should educate their farmers on the need of changing farming system from tradition to modernized agriculture in order to increase their productivities.

Table 28: Availability of Agriculture Implements

No.	Implements			Shortfall
	Type	Demand	Supplied	
1	Ox plough	150	54	96
2	Ox harrow	150	0	150
3	Oxridger	150	0	150
4	Oxcart	75	3	72
5	Ox cultivator	150	0	150
6	Ox chain	150	54	96
7	Power tiller	31	31	0
8	Tractors	22	4	18
	Total.	878	146	732

Source: Ngara District Council 2015

#### 2.2.3.5 Irrigation

Ngara District has potential area of about 5,000 ha. suitable for irrigation. Currently about 3,200 ha. are cultivated under tradition irrigation system in valleys throughout a year. Most of the valleys have permanent water streams that can be used for irrigating various types of crops. In order to make sure that the district is utilizing the valleys for sustainable production, it intends to improve the situation by completing construction of the irrigation scheme in Bigombo valley, Rulenge Village is estimated to have 110 ha feasible land for irrigation and the construction of the scheme was started under DASIP funding. More than 762 households will benefit with this scheme. Other two schemes have been planned for construction in Mwiruzi valley and Ngundusi valley at Murusagamba Ward and Kabanga Ward respectively. The schemes are estimated to have about 450 ha and about 3000 households will benefit.

#### 2.2.3.6 Cooperative Development Sector

Ngara district has one major Cooperative Society, namely Ngara Farmers Cooperative Society Limited. It deals with marketing of crops especially Coffee the only cash crop in the district. Furthermore it deals with marketing of beans. It hasn't happened to deal with other crops although it is not limited to do so. There is

also a Rulenge Seed Growers Cooperative Society and one Cooperative shop. There are also Bugufi and Bushubi Livestock Cooperative Societies. There are 23 SACCOS which deals with availing credits to their members. Table 29 present types of cooperative societies in Ngara District Council.

Table 29: Type of Cooperative societies in Ngara District Council

No	Remarks	Total
1	Crop societies	2
2	Livestock societies	2
3	SACCOS	23
4	Consumer societies	1
	Total	28

Source: Ngara District Council 2015

(i) Savings and Credit Cooperative Societies (SACCOS).

The existence of Savings and Credit Cooperative Societies (SACCOS) in the region is among the factors contributing to development especially for low income families and individuals. SACCO's members have access to financial resources because financial institutions in Tanzania prefer to channel loans to these groups or individuals through their SACCOS. Table 30 presents the SACCOS status in Ngara District.

Table 30: Savings and Credit Cooperative Societies status (SACCOS)

No.	Remarks	2015/16
1	Total number of SACOSS	23
2	Total number of membership	2,826
3	Shares	83,458,223
4	Deposit	1,372,300
5	Savings	1,111,491,042
6	Loans	5,162,588,175

Source: Ngara District Council 2015

In Ngara DC, most of the ward had a number of SACCOSs as people in the district had positively responded to the call to form of this co-operative group. Table 31 shows the distribution of SACCOS in Ngara DC by ward. It also shows number of active and dormant groups, funds, number of members in the wards of Ngara DC by sex as well as the amount loaned to members. In the year 2015 a total of 28 SACCOS were registered in Ngara DC (18 active, 10 dormant). The total number of members in 2015 was 2759 members (1,877 males, (882 females). Total value of shares owned by all members was TZS. (91,742,223 while a total of TZS.626, 168,923) were loaned to members in 2015. At ward level, Ngara mjini ward had the highest rate of total value of share 63,407,823 compared to other wards.

Table 31: Savings and Credit Cooperative Societies (SACCOS)

Ward	No. of SACCOS (Registered)		Total Members		Total Value of Shares (Tshs) as at 31.12.2015	Total Money loaned to members Jan – Dec 2015 (Tshs)	Total loans recovered from members Jan –Dec 2015 (Tshs)
	Active	Dormant	Male	Female			
Rusumo	0	1	33	12	245,000	0	0
Kasulo	1	0	40	34	3,000,000	185,000,200	
Nyamiaga	0	1	59	65	750,000	265,000,650	

Ward	No. of SACCOS (Registered)		Total Members		Total Value of Shares (Tshs) as at 31.12.2015	Total Money loaned to members Jan – Dec 2015 (Tshs)	Total loans recovered from members Jan –Dec 2015 (Tshs)
			Male	Female			
	Active	Dormant					
Murukurazo	0	0	0	0	0	0	-
Ntobeye	0	0	0	0	0	0	-
Kibimba	1	0	76	20	11,489,000	604,750	-
Kanazi	0	0	0	0	0	0	-
Mugoma	0	2	77	21	816,400	5,080,000	-
Kirushya	8	0	67	13	-	22,263,000	22,263,000
Mabawe	00	01	56	12	570,000	0	-
Kabanga	0	1	18	12	1,704,000	17,256,750	-
Murusagamb	0	0	0	0	0	0	-
Muganza	0	0	0	0	0	0	-
Nyakisasa	0	1	48	14	431,000	25,760,000	-
Mbuba	0	0	0	0	0	0	-
Bukiriro	1	0	17	08	750,000	5,275,000	-
Bugarama	0	0	0	0	0	0	-
Keza	0	0	0	0	0	0	-
Kibogora	0	0	0	0	0	0	-
Nyamagoma	0	0	0	0	0	0	-
Township Authority-Ngara	5	3	1157	599	63,407,823	63,407,823	-
Township Authority-Rulenge.	3	0	262	78	9,329,000	41,795,750	-
Total	18	10	1877	882	91,742,223	626,168,923	-

Source: Ngara District Council 2015

The growth of agriculture sector is facing various challenges such as inadequate or delay disbursement of fund that does not match with action plan; climatic changes-unreliable rainfall; Inadequate Staff, working facilities, and residential houses; Insufficient use of farm inputs; Disease and pests outbreak; Improper use of improved technologies; Lack of irrigation schemes; Change of technologies; Low soil fertility; Inability of farmers to buy inputs; Low level of production; In sustainability of farmer groups, SACCOS and Cooperatives; Insufficient participation of private sectors in agriculture; Insufficient crop processing units for value addition and Insufficient crop storage facilities

#### 2.2.4 Livestock and Fisheries Development

The Livestock department, aim at enhancing and bringing extension services closer to the people. The objective is to provide adequate services where by livestock keepers themselves, Stakeholders and Donors will participate in promoting the Livestock and Fisheries sectors. The department has the following core functions:- To coordinate livestock extension service providers at all levels, To coordinate and strengthen research – extension – livestock farmers' linkages, To promote and strengthen participatory livestock extension services, To strengthen technical support services for livestock extension services; To clarify roles and responsibilities of various stakeholders; To strengthen infrastructure and facilities for livestock extension

services; To address the cross-cutting issues in the delivery of extension services; and To prepare livestock development plan. The department is equipped by 3 motorcycles of which 2 are at district level and 1 at ward level and 1 Laptop. Lack of such logistic support hinders deliverance of key output of the department.

The department is divided into two sectors i.e. Livestock sector and Fisheries sector. There are total numbers of 23 staff, in which 20 are livestock officers and 3 are fisheries officers. There are 4 livestock and 2 fisheries officers working at district level and 17 extension officers are working at ward level. Table 32 show the distribution of staff in ward level:-

Table 32: Distribution of Livestock Personnel by Ward

Ward	Veterinary Officers	Livestock Officers	Livestock Field Officers	Pests and Tsetse Field Officers	Fisheries field officers	Livestock Auxiliary	Total
Rusumo	0	0	1	0	0	0	1
Kasulo	0	0	1	0	0	0	1
Nyamiaga	0	0	1	0	0	0	1
Murukurazo	0	0	0	0	0	0	0
Ntobeye	0	0	0	0	0	0	0
Kibimba	0	0	0	0	0	0	0
Kanazi	0	0	1	0	0	0	1
Mugoma	0	0	1	0	0	0	1
Kirushya	0	0	1	0	0	0	1
Mabawe	0	0	1	0	0	0	1
Kabanga	0	0	1	0	0	0	1
Murusagamba	0	0	1	0	0	0	1
Muganza	0	0	1	0	0	0	1
Nyakisasa	0	0	1	0	0	0	1
Mbuba	0	0	1	0	0	0	1
Bukiro	0	0	1	0	0	0	1
Bugarama	0	0	0	1	0	0	1
Keza	0	0	1	0	0	0	1
Kibogora	0	0	0	0	0	0	0
Nyamagoma	0	0	0	0	0	0	0
Ngara Township Authority	2	1	4	0	0	0	7
Rulenge Township Authority.	0	0	1	0	1	0	1
Total	2	1	19	1	1	0	24
Percent	8.3	0.04	79.2	4.2	4.2	0	100

Source: Ngara District Council 2015

#### 2.2.4.1 Livestock Sector

Ngara communities deal with Livestock keeping. There are about 75,910 cattle. Few farmers practice Zero grazing, these mainly keep Friesian type crossed with Tanzanian Boran breed (F2). The rest (majority) of farmers keep Shorthorn Zebu and Ankole type (the local breed) whose milk production is limited to 1-3

litres/day. In the banana-coffee intercropping areas small animals (goats & sheep) and dairy Cattle are kept. In the other (low-altitude) areas big numbers of Free-Grazing Cattle and Goats are kept. The manure is used to fertilize the fields.

Livestock keeping is the second most important economic activity after crop production. Table 33 shows distribution of estimated livestock by species in each ward. Goats (134,116) were the leading in numbers for large and medium size livestock followed by cattle ( 75,910) and Pigs (14,186). There was a large population of poultry especially indigenous chicken and significant population of improved chicken for both broilers and layers. Analysis done across wards showed that Kasulo was leading in cattle population while Nyamiaga ward had the least number of cattle. Kiboroga had the most population of goats while the least population of goats was seen in Kasulo ward. On the other hand, concentration of sheep was highest in Keza ward whilst the lowest were found in Bukiriro ward. Pigs were mostly found in Kibogora ward, being the highest. Kasulo ward was very rich in indigenous chicken (51,096) while Ngara Township Authority has the largest number of improved chicken (broilers and layers) at 350.

Table 33: Livestock Population by Ward

Ward	Cattle	Goats	Sheep	Donkeys	Pigs	Indigenous chicken	Chicken (Broilers & Layers)	Total
Rusumo	2000	2740	436	-	220	12317	170	17883
Kasulo	18500	610	315	-	205	51096	0	70726
Nyamiaga	378	4920	723	-	312	4097		11,628
Murukurazo	1328	6236	407	-	227	1945		10,143
Ntobeye	1933	7321	681	-	663	17349	-	27,947
Kibimba	1283	705	27	-	156	-	-	2117
Kanazi	3299	10355	876		704	21760		36,994
Mugoma	1658	5835	114	-	154	7583	68	
Kirushya	1000	3674	232	-	396	4935	-	10,237
Mabawe	1437	4262	78	-	167	3875	-	9,219
Kabanga	3,630	6,231	678	-	346	12,421	-	23,306
Murusagamba	5983	6241	187	-	184	12820	-	25,415
Muganza	3640	5322	296	-	201	8917	-	18376
Nyakisasa	4664	6689	356	-	183	11285	-	23177
Mbuba	1317	8915	620	-	403	9242		21497
Bukiriro	3561	2100	42	-	1400	6201	-	11,262
Bugarama	3,019	12,702	552	0	510	10,382	0	27,165
Keza	4,860	10,875	1226	-	930	21,750	-	39,641
Kibogora	4,549	16,963	789	-	5,963	22,051	-	49,315
Nyamagoma								

Ward	Cattle	Goats	Sheep	Donkeys	Pigs	Indigenous chicken	Chicken (Broilers & Layers)	Total
Ngara Township Authority	871	3920	623	-	212	4097	350	9,590
Rulenge Township Authority.	7000	7500	510	0	650	12,000	200	26,860
Total	75,910	134,116	9,768	0	14,186	256,123	788	472,498

Source: Ngara District Council 2015

#### (i) Grazing Area

Grazing land is the land that is available for the grazing needs of livestock. It excludes all tsetse fly area, all wildlife and forest reserves also tree plantations, but it includes game controlled areas. Table 34 shows that land used for grazing area in the district was 165,933 hectares while the land used for grazing was 163933.11 hectares. Data show that there is a shortage of grazing area in Ngara District Council.

Table 34: Area for Grazing

Ward	Land fit for Grazing (Ha)	Land used for Grazing (Ha)	Percentage of land used.	Tsetse Fly infected Area (Ha)
Rusumo	1500	1500	98.5	-
Kasulo	27,250	27,250	98.5	32
Nyamiaga	95	95	88.7	-
Murukurazo	23	23	95.8	-
Ntobeye	34	34	92.7	-
Kibimba	332.11	332.11	97.5	-
Kanazi	143	143	95.6	-
Mugoma	534	534	94.6	-
Kirushya	1890	1890	93.6	0
Mabawe	0	0	0	0
Kabanga	13	13	96.5	0
Murusagamba	28250	28250	97.2	-
Muganza	26,400	26,400	98.5	-
Nyakisasa	11342	11342	94.5	-
Mbuba	16	16	93.5	-
Bukiro	1590	1590	92.6	4
Bugarama	9800	9800	91.7	41.5
Keza	28,250	28,250	98.6	-
Kibogora	7690	7690	96.5	-
Nyamagoma	9776	9776	-	-
Ngara Township Authority	5	5	98.6	-
Rulenge Township Authority.	11000	9000	93.5	-
Total	165,933.00	163,933.11	-	-

Source: Ngara District Council 2015

(ii) Livestock Infrastructures

Livestock quality improvement is limited by access to preventive and curative facilities capable of controlling or preventing their morbidities and mortalities. Diseases affect animal health and hence, reduce both meat and milk production in terms of quality and quantity. These can be controlled by the presence of livestock infrastructure including dips and veterinary centres together with livestock drugs, while crushes, abattoirs, hides and skin sheds, slaughter slabs, livestock market or auctions and accessibility of water improve the quality of livestock products. Table 36 indicates that out of 22 dips available in the district, 9 dips equivalent to 41 percent are working and 1 veterinary centre in the district which is not working.

The quality of livestock products such as meat, milk, hide and skins and other related products mostly depend on availability, status and quality of infrastructure such as crushes, abattoirs, hides and skin sheds, slaughter slabs, livestock market or auctions and accessibility of water. (Table 35) shows that the district had not yet well endowed with these facilities. Other wards had limited numbers of facilities which also raise question on the quality of their livestock products.

Table 35: Distribution of Livestock Infrastructure by Ward

Ward	Dips			Veterinary Centres			Crushes	Hides/skin sheds	Abattoirs	Slaughter slab	Livestock market/Auction	Charco dams
	W	NW	Total	W	NW	Total						
Rusumo	1	1	2	0	0	0	0	0	0	1	0	0
Kasulo	1	0	1	0	0	0	1	0	0	1	1	0
Nyamiaga	1	0	1	0	0	0	1	0	0	0	0	0
Murukurazo	0	0	0	0	0	0	2	0	0	0	0	0
Ntobeye	0	1	1	0	0	0	1	0	0	0	0	0
Kibimba	1	0	1	0	0	0	1	0	0	0	0	0
Kanazi	0	1	1	0	0	0	1	0	0	1	0	0
Mugoma	0	1	1	0	0	1	2	0	0	1	0	0
Kirushya	1	0	1	0	0	0	1	0	0	0	0	0
Mabawe	1	0	1	1	0	1	1	0	0	0	0	0
Kabanga	1	0	1	0	0	0	1	0	0	1	0	0
Murusagamba	0	1	1	0	0	0	4	0	0	1	1	0
Muganza	0	2	2	0	0	0	2	0	0	0	0	0
Nyakisasa	0	2	2	0	0	0	2	0	0	0	0	0
Mbuba	0	1	1	0	0	0	1	0	0	0	0	0
Bukiro	0	1	1	0	0	0	1	0	0	1	0	0
Bugarama	0	1	1	1	0	1	1	0	0	0	0	0
Keza	1	0	1	0	0	0	1	0	0	0	0	0
Kibogora	0	0	0	0	0	0	0	0	0	0	0	0
Nyamagoma	0	0	0	0	0	0	0	0	0	0	0	0
Ngara Township	0	1	1	1	1	0	1	0	0	1	0	0

Rulenge Township Authority.	1	0	1	2	0	2	1	0	0	1	1	0
TOTAL.	9	13	22	5	1	4	26	0	0	9	3	0

Source: Ngara District Council 2015

W=Working, NW=Not working

### (iii) Marketing of Livestock and its products

With economic growth, consumption patterns tend to change towards high value and high protein foods, such as those derived from livestock. This implies that, given the economic growth in Tanzania, the market demand for livestock and livestock products is likely to continue in the future. The government of Tanzania by recognizing the importance of livestock in poverty alleviation has increased its emphasis on modernizing and commercializing the livestock sub-sector in recent years. However, unreliability of data with regards to the markets of livestock and their products to various stakeholders is still a challenge.

Table 36: Marketing of Major Livestock

Category	Total Number of Livestock sold	Milk produced	Eggs produced	Hides and skins
Indigenous Cattle	37,708	302,042	-	3,648
Goats	12,500	-	-	5,365
Poultry	-	-	967,460	-
Pig	-	-	-	-
Sheep	-	-	-	-
Total	50,208	302,042	967,460	8,013

Source: Ngara District Council 2015

Various issues have been revealed to hinder livestock development in Ngara District Council. Among them are Shortage of grazing pastures; Outbreak of livestock diseases; Inadequate of extension staffs; High price of livestock inputs; Inadequate infrastructure and facilities; Lack of improved breeds and Inadequate extension service provided to livestock keepers

### 2.2.4.2 Fisheries sector

Ngara district is not found along the lake. For that case fishing is not taken as one of the source of income, minor fishing activity is done along to rivers of Kagera and Ruvuvu where fishing is done by artisanal fishermen. Types of fish which are found in the river are African catfish and Tilapia. Also there are areas potential for aquaculture where by small fish ponds have been constructed in wards like Kirushya, Mugoma, Bugarama, Bukiro, Rulenge, Kanazi and Murukurazo. Currently there are about 67 ponds which are operating although production is very low. Fish farming is possible in Ngara due to availability of extreme water bodies which are good potential areas for investment. However, various problems have been revealed to hinder livestock development in Ngara District Council. Among them are Inadequate fisheries staff; Low community involvement in fish farming and Lack of transport facilities for extension staff. Working these out will enable Ngara District Council to utilize its potential for fish farming.

## 2.2.5 Water Sector

### 2.2.5.1 Rural Water Supply

The National Water Policy of 2002 requires every person to access water within short distance not exceeding 400 m from an improved source of water, such as piped water, protected boreholes, dug wells and springs. The region, therefore mainly uses different types of water sources including shallow wells, bore holes, charcoal dams and surface water such as springs, lake, river and rain water harvesting.

In 2015 the main source of water for the rural population in Ngara DC was the shallow wells (36.5 percent) followed by spring (33.2 percent), rain water harvesting (11.4 percent), river water (8.6 percent), piped scheme (5.4 percent) and Borehole (4.9 percent). This shows shallow wells (36.5 percent), spring water (33.2 percent) and river water (8.6 percent) were the most common sources of water serving the largest population of Ngara DC (see Table 37).

Table 37: Rural Water Sources by Ward

Water Source	Working	Percent Working	Not Working	Percent Not Working	Total	Percent Source
Charcoal	0	0	0	0	0	0
Spring	225	92	20	8	245	33.2
Shallow wells	198	73	72	26	270	36.5
Rain Water Harvesting	78	93	6	7	84	11.4
Bore Holes	26	72	10	28	36	4.9
Piped Scheme	36	90	4	10	40	5.4
	Permanent	Percent	Season	Percent		
River water	64	100	0	0	64	8.6
Lake	0	0	0	0	0	0
Dam	0	0	0	0	0	0
Total	627	84.8	112	15.2	739	100

Source: Ngara District Council 2015

In order to make sure that there is a fairly sufficient supply of water to rural residents of Ngara DC, different types of water technologies are used. Data shows that hand pump is the leading technology used in the district with 87.4 % of working sources followed by gravity pumped (9.7 %) and diesel pump (1.4 %). The available data shows hand pump water delivery technology is the most common type of technology used in rural areas (see Table 38).

Table 38: Water Delivery Technology in Rural Water Schemes

Technology	Working	Percent Working	Not Working	Percent Not Working	Total	Percent Source
Wind Mill	0	0	0	0	0	0
Electrical Pump	3	100	0	0	3	0.9
Diesel Pump	3	60	2	40	5	1.4

Hand Pump	256	71.1	50	16.4	306	87.4
Gravity Piped	29	93.5	2	6.5	31	9.7
Solar energy	2	100	0	0	2	0.8
Total	294	84	54	15.4	350	100

Source: Ngara District Council 2015

Available data shows that only 54 % of rural population is served with clean water in Ngara DC (Table 39). The percentage of people getting clean water differs from one ward to another, whereby the largest percentage (90.45 %) of people of Ntobeye were getting clean water. In total, there is about 7 Wards such as Ntobeye, Rulenge, Kasulo , Nyamiaga, Murusagamba, Bukiro and Rusumo have more that 50 % of their population receiving clean water. Kez Ward had the least of her population obtaining safe water (2.06 %). Availability of clean and safe water is a critical issue to be seriously attended by Ngara District Council as addressed loudly by stakeholders during the stakeholders meeting.

Table 39: Rural Population Served with Clean Water

Ward	Total Rural	Population Served with Clean Water	Percent Population Served with Clean Water
	Population		
Rusumo	14,378	8,892	61.84
Kasulo	17032	13626	80
Nyamiaga	9,323	6,219	66.706
Murukurazo	16,844	8,399	49.86
Ntobeye	17,530	15,856	90.45
Kibimba	14,215	11,628	81.8
Kanazi	17,852	10,711	60.7
Mugoma	15,010	5,344	35.6
Kirushya	12,804	5310	41.47
Mabawe	14,061	8035	57.1
Kabanga	24,543	9,741	39
Murusagamba	13,091	8,543	65.26
Muganza	16,687	8,435	50.55
Nyakisasa	23,537	1250	12.5
Mbuba	12,288	3,676	29.92
Bukiro	22723	14720	64.80
Bugarama	17,393	8,940	51.30
Keza	8944	184	2.06
Kibogora	15,447	7,558	48.93

Ward	Total Rural		Population Served with Clean Water	Percent Population Served with Clean Water
	Population			
Nyamagoma	7,037		3,391	48.19
Mamlaka ya Mji Mdogo wa Ngara	23,328		13,064	56
Mamlaka ya Mji Mdogo wa Rulenge.	19,260		17,205	89.33
Total	353,327		190,727	54

Source: Ngara District Council 2015

Data shows that Ngara DC established 38 water user groups and 6 COWSOs (2 are active and 4 are not active). Likewise, the council had 3 operation and maintenance accounts out of which one (1) was active in Kasulo Ward with total funds consolidated at TZS 4,080,000 /- , Mabawe Ward with TZS 1,600,000 and Mbuba Ward with TZS 1,216,000/- (see Table 39).

Table 40: Number of Water User Groups (WUGs) and Operation and Maintenance Accounts (O&M), Ngara District Council

Ward	Number of Groups	WUGs/COWSO		O&M		Total Funds (TShs) as per 31/12/2015
		Active	Inactive	Operate	Dormant	
Rusumo	3	0	0	0	0	0
Kasulo	3	1	0	1	0	4,080,000
Nyamiaga	0	0	0	0	0	0
Murukurazo	1	0	1	0	1	0
Ntobeye	5	0	0	0	0	0
Kibimba	4	0	0	0	0	0
Kanazi	6	0	0	0	0	0
Mugoma	1	0	0	0	0	0
Kirushya	0	0	0	0	0	0
Mabawe	6	1	1	1	0	1,600,000
Kabanga	0	0	0	0	0	0
Murusagamba	0	0	0	0	0	0
Muganza	0	0	0	0	0	0
Nyakisasa	0	0	0	0	0	0
Mbuba	2	0	0	0	0	1,216,000
Bukiriro	0	-	2	-	-	-
Bugarama	5	0	0	0	0	0
Keza	2	0	-	0	-	0
Kibogora	0	0	0	0	0	0
Nyamagoma	0	0	0	0	0	0

Ward	Number of Groups	WUGs/COWSO		O&M		Total Funds (TShs) as per 31/12/2015
		Active	Inactive	Operate	Dormant	
Mamlaka ya Mji Mdogo wa Ngara	0	0	0	0	0	0
Mamlaka ya Mji Mdogo wa Rulenge.	0	0	0	0	0	0
Total	38	2	4	5	1	6,896,000.00

Source: Ngara District Council 2015

Ngara DC has established Rural Village Water Committees and Village Water Funds by 2015. The VWCs had a total of 434 members out of whom 238 were males and 196 females (45 percent). In 2015, the total of TZS. 6,896,000 were collected from water use fees by these groups. Kasulo Ward collected TZS. 4,080,000 from water fees and Mabawe Ward collected TZS1,216,000 (see Table 41).

Table 41: Rural Village Water Committees, Village Water Funds and Funds in the VWCs

Ward	Village	Village Water Committees Members			Village Water Fund (VWF)/Water Users Group (WUG/COWSO)	Total funds in Tshs
		Male	Female	Total members		
Rusumo	3	18	14	32	0	0
Kasulo	3	16	8	24	4,080,000	4,080,000
Nyamiaga	1	7	5	12	0	0
Murukurazo	1	6	6	12	0	0
Ntobeye	5	32	28	60	0	0
Kibimba	4	10	15	25	0	0
Kanazi	6	35	6	12	0	0
Mugoma	1	6	6	12	0	0
Kirushya	2	18	6	24	0	0
Mabawe	1	6	6	12	1,216,000	1,216,000
Kabanga	2	12	12	24	0	0
Murusagamba	2	14	10	24	0	0
Muganza	1	6	6	12	0	0
Nyakisasa		19	19	38	0	0
Mbuba	1	10	6	16	0	0
Bukiro	4	24	24	48	0	0
Bugarama	3	12	13	26	0	0
Keza	2	6	6	12	-	-
Kibogora	0	0	0	0	0	0
Nyamagoma	1	6	6	12	0	0

Ward	Village	Village Water Committees Members			Village Water Fund (VWF)/Water Users Group (WUG/COWSO)	Total funds in Tshs
		Male	Female	Total members		
Mamlaka ya Mji Mdogo wa Ngara	1	0	0	0	0	0
Mamlaka ya Mji Mdogo wa Rulenge.	5	34	26	60	0	0
Total	38	238	196	434	6,896,000	6,896,000

\* VFWS = Village Water Funds, WUG = Water Users Groups.

Source: Ngara District Council 2015

### 2.2.5.2 Urban Water Supply

Facilities of urban water supply in Ngara DC are still under improvement. Though the wards in Ngara District Council are on underway to develop and maintain urban water supply at least at their headquarters. The 2012 Population and Housing Census shows that access of safe and clean drinking water in Kagera region is higher in urban areas than rural areas. Out of 22 wards Ngara DC has two wards which are in urban areas and these are Ngara ward and Rulenge ward. Table 42 presents the Number and Type of Water Sources in Ngara and Rulenge Wards.

Table 42: Number and Type of Water Sources in Ngara and Rulenge Wards

Water Source	Working	Percent Working	Not Working	Percent Not Working	Total	Percent Source
Charcoal dams	0	0	0	0	0	0
Spring	49	98	1	2	50	45
Shallow wells	37	84	7	15	44	40
Bore Holes	0	0	0	0	0	0
Rain water tank	16	100	0	0	16	14.4
Piped Scheme	3	100	0	0	3	0.9
	Permanent		Seasonal			
River	0	0	0	0	0	0
Lake	0	0	0	0	0	0
Dam	0	0	0	0	0	0
Total	103	92.8	8	7	111	100

Source: Ngara District Council 2015

Technology used to ensure sufficient water supply in urban areas in the District were spring gravity piped schemes, hand pumps and electrical pumped scheme. The urban wards neither apply the technology of wind mill pump nor solar energy. Despite of this, the most interesting finding is their strategy to reach the

efficiency of Ngara DC in maintenance of its water sources and technology, water facilities in urban areas (Ngara and Rulenge) by 2015 were as shown in Table 43.

Table 43: Technology for water supply, NDC

Technology	Working	Percent Working	Not Working	Percent Not Working	Total	Percent Source
Wind Mill	0	0	0	0	0	0
Electrical Pump	4	100	0	0	4	7.7
Diesel Pump	1	100	0	0	1	1.9
Hand Pump	37	84.1	7	15.9	44	84.6
Spring Gravity Piped	3	100	0	0	3	5.8
Solar energy	0	0	0	0	0	0
Total	45	86.5	7	13.5	52	100

Source: Ngara District Council 2015

According to data recorded, only 54 percent of urban population is served with clean water in Ngara DC. The percentage of people getting clean water differs from one ward to another is as shown in Table 44

Table 44: Urban Population Served with Clean Water by Ward

Ward	Estimated Demand in cubic Meters per day.	Actual Supply in cubic Meters per day.	% Population Served.
Mamlaka ya Mji Mdogo wa Ngara	2,500	1,333	56.00
Mamlaka ya mji mdogo wa Rulenge	793.2	432.6	55
Total	3293.2	1765.5	54

### 2.2.5.3 Sanitation.

For good health and favorable living environment in any society, sanitation facilities are essential. Sanitation services is important for reducing the risk of people being infected from unhygienic environment, there is a need for Ngara District Council to have in place procedure of collecting data of households with and without toilet facilities. In addition to that, Ngara District council has the responsibility of advocating the importance of toilet facilities so as to ensure that all households have toilet facilities. This will help the district get rid of communicable diseases like diarrhea and water borne diseases. Table 45 presents the Number of Households with Toilet Facilities by Ward Ngara Council.

Table 45: Households with Toilet Facilities, Ngara District Council

Ward	Total Number of Households	Total Number of Households with Toilets	% of Households with Toilets	Total Number of Households without Toilets	% of Households without Toilets
Rusumo	2750	2686	97.7	64	2.3
Kasulo	3031	2953	97	78	3
Nyamiaga	1746	1698	97.3	48	2.7
Murukurazo	3155	3115	98.7	40	1.3
Ntobeye	2832	2748	92%	84	8
Kibimba	2440	2401	98.4	39	1.6
Kanazi	3816	3771	98.8	45	1.2

Mugoma	2304	2218	96.3	86	3.7
Kirushya	2279	2178	95.57%	101	4.43%
Mabawe	2760	2732	98.9%	28	1.0%
Kabanga	4581	4393	95.8%	188	4.2%
Murusagamba	2271	2232	98.3	39	1.7
Muganza	2941	2843	96.7	98	3.3
Nyakisasa	5187	4998	98	189	2
Mbuba	2586	1982	76.6	604	23.3
Bukiro	5026	4989	99.26	37	0.8
Bugarama	3,544	3,340	94.1%	204	5.8%
Keza	2162	2162	93%	0	0%
Kibogora	2515	2493	99.1	22	0.99
Nyamagoma	1348	1282	95.1	66	4.9
Mamlaka ya Mji Mdogo wa Ngara	4765	4721	99	44	1
Mamlaka ya Mji Mdogo wa Rulenge.	3533	3487	98.7	46	1.3

Source: Ngara District Council 2015

For ensuring that water and sanitation services are accessible to the majority of Ngara community, equipping water department with required number of staff and necessary working facilities is vital. The District has a long way to achieve the millennium development goals of supplying clean and safe water to significant number of people. Therefore, for promising future provision of water and sanitation services, initiatives are needed to solve the shortage of staff as shown in Table 46.

Table 46: Water Department Personnel

Type	Engineers	Technicians	Plumbers	Pump attendants	Pump mechanics	Total
Establishment	4	4	4	3	1	16
Available	2	3	4	3	0	12
Requirement	2	1	0	0	1	4

Source: Ngara District Council 2015

Accessibility of clean and safe water in the District is still poor especially in rural areas where there are main sources of water. Through increasing budget and number of staff in water sector the District stands at a good chance of making use of the adequate surface water available and improving accessibility of clean and safe water to the community as well as reducing waterborne diseases. Since there is significant number of malfunctioning water delivery equipment such as electric pumps, diesel pumps and hand pumps, opportunity for investment is available. Shops for selling spare parts have a good chance to prosper supply of water equipment such as drilling machines, hand pumps, pipes and fittings. Among the major challenges facing water supply and sanitation services in Ngara District are; Vandalism of water sources which affect water quality and quantity, Deterioration of existing water supply schemes, Increased number of non-functioning water supply schemes due to lack of maintenance, and Lack/delay of disbursement of fund from Government for implementation of planned activities.

### 2.2.6 Primary Education

Primary education in Ngara District Council like other Councils in the country has a major role of providing quality education in Pre-primary, Primary, Adult Education and vocational education. Education department has different functions which involves with as analysed here below

- To enhance enrolment Pre- primary, Primary and post primary
- Evaluating and reporting on the work of teachers and on the progress of the teaching of the subject/area in schools
- Evaluating and ensuring the quality and standards of teaching and learning in schools and colleges
- Participating and contributing effectively in educational programs, both during and after school hours
- Contributing toward the organization and provision of professional development
- Ensuring the policies and provisions layed down in the Education Act as well as other policies and provisions of the MEDE ARE adhered to in both the state and non state sector
- Providing advice, input, support and monitoring in connection with curriculum development, management eLearning and quality assurance development, management and implementation at directorate, college, school and other educational institution level in both the state and non school sector
- Advising, supporting and monitoring educational programs in schools and colleges
- Integrating the gender perspective in programs and initiatives of the directorates
- Assisting in the professional development staff
- Assisting in the preparation of budgets, and business planning
- Collecting, and maintaining relevant data and statistics
- Participating in the monitoring of the implementation and evaluation of the national curriculum frame work and regularly contribute to its relevant review
- Participating in the development of curriculum policy for schools and colleges in line with the NCF, including the development and monitoring of learning outcomes, syllabi and the provision of appropriate curricula, text books, and other resource material
- Evaluating and reporting on the work of teachers and on the progress of the teaching of the subject/ area in schools
- Evaluating and ensuring the quality and standard of teaching and learning in schools and colleges
- Participating and contributing effectively in educational programs both during and after school hours
- Contributing toward the organization and provision of professional development
- Advice on the choice of text books, equipment, teaching aids, and other educational resources
- Participating and facilitating curriculum teams for the production of suitable teaching materials at various levels
- Assisting in the preparation of budgets for the department she/he is assigned to
- Mentoring heads of department and other other teaching personnel
- Gathering, analyzing, researching and evaluating data and using it to plan, and manage services, projects and systems
- Deputizing for the assistant director as instructed.
- Ensuring the timely preparation and setting of national assessment, including examinations

### 2.2.6.1 Primary and pre – primary enrolment

Education is a basic right of every Tanzanian child of school going age 6 -13, this is according to Education Police of 2014. To render this possible the Government of Tanzania put in place the policy of Universal Primary Education (UPE) in 1974 making such education compulsory and setting out to make it available to every child. To achieve this goal, the first task was to have reliable number of primary schools which would make enrolment increase possible

In Ngara District Council, there is a total of 120' primary schools. 115 are public and 5 are private owned by private schools. It has a total of 61,617 pupils whereas 30,705 are boys and 30,912 are girls. While None Governments schools have a total of 934 out of them 483 are boys and 451 are girls. Both public and non-government schools make a total of 62,551 pupils in which boys are 31,188 and 31,363 are girls.

#### (i) Pre-Primary Education enrollment

The condition set by the Ministry of Education and Vocational Training that all children who start standard one must have undergone pre-primary education, accelerated the establishment of pre-primary schools all over the country including Ngara district council. Pre-schools are meant for children aged 3-6 years. Currently, Pre primary schools centre are 120, whereby 115 are Government and 5 private schools. Recently, the district council has a total of 16,949 children whereas 8,585 are boys and 8,364 are girls. Government centers have a total of 16,823 out of them 8,518 are boys and 8,305 are girls. Also in none government has a total 126 children in which 67 are boys and 59 are girls.

#### (ii) Folk Development Centre (FDC) And Vocation Training Centres (VTC) 2012– 2017

Ngara District council has a number of Focal Development Centre and Vocation Training Centre which are very useful in reducing illiteracy rate. At recent the illiteracy rate has dropped from 30% - 25%. This is through monitoring non formal education in primary schools (COBET), as well as vocational education in five vocation training centres. Table 47 shows the number FDCs and VTC, as well as showing facilitators and trainees.

Table 47: Enrollment in Folk Development Centre and Vocation Training Centres

Year	Trainees			Facilitators		
	Boys	Girls	Total	Male	Female	Total
2012	158	60	218	13	8	21
2013	165	76	241	15	8	23
2014	170	65	235	13	7	20
2015	62	64	126	6	2	
2016	35	50	85	6	2	8
2017	39	13	52	6	2	8

Source: Ngara District Council 2015

Table 48: Post Primary Education (2015)

NO	Centres	Students			Teachers			
		Male	Female	Jumla		Male	Female	Jumla
1	Bukiro	-	3	3	Bukiro	-	1	1
2	Rulenge	5	2	7	Rulenge	1	-	1
3	Mabawe	8	8	16	Mabawe	2	1	3
4	Kabanga	5	5	10	Kabanga	1	1	2
5	Mugoma	7	10	17	Mugoma	1	1	2
	Total	23	32	55	Total	5	4	9

Source: Ngara District Council 2015

### (iii) Availability of Teachers

Ngara District Council still has inadequate teachers which lead to some teachers to have heavy work load (1:55; from the equation 78,516:1412). This is due to the fact that, for the period of past two years no teachers have been employed. Table 49 shows the existing situation. Table 50 presents the teachers recruitment from 2010 to 2014.

Table 49: Primary & Pre Primary Schools Teachers Demand and Deficit

Institution	Demand	Available	Deficit
Primary	1540	1,412	128
PRE-PRIMARY	673	-	673
TOTAL	2213	1412	801

Table 50: Teachers Recruitment from 2010 to 2014

Year	Located	Reported	Not reported	Percentage reported
OCTOBER, 2010	119	118	01	99
FEB, 2012	155	155	0	100
MARCH 2013	154	149	5	97
APRIL 2014	148	145	3	98
MAY, 2015	267	261	6	98
2016	-	-	-	-
2017	-	-	-	-

Source: Ngara District Council 2015

### 2.2.6.2 Academic Performance in Primary Schools

With an exception to the year 2013, academic performance has been excelling from year to year. Table 51 shows the real situation of the performance.

Table 51: PSLE Results from 2011 to 2016

Year	No of Candidate			Passed				Selected to join secondary school			
	B	G	T	B	G	T	%	B	G	T	%
2011	1963	2287	4250	1434	1704	3138	73.8	1434	1704	3138	100
2012	1,943	2,258	4,201	1,399	1,538	2,938	72	1,399	1,538	2,937	100
2013	1,790	2,071	3,861	1,311	1,372	2,683	69.5	1,311	1,372	2,683	100
2014	1534	1736	3272	1203	1320	2523	77.1	1203	1320	2523	100
2015	1639	1802	3,441	1410	1533	2043	86.03	1410	1533	2943	100
2016	1745	1999	3744	1442	1743	3288	88	1442	1743	3288	100

Source: Ngara District Council, PEDEP report 2016

### 2.2.6.3 Availability of Books, School Infrastructure And Furniture

The newly revised Education Policy of 2014, emphasizes book ratio of 1:1. Due to the change of the syllabi, currently book ratio for Ngara District reads 1:3 (book ratio). Infrastructure gaps still exist due to the increase of enrolment. This is the result of education circular no.5 of 2015 which is concerned with a call for Free Education Policy. The call emphasizes on maximum enrolment leading to severe deficit of school infrastructure. Table 52 shows the existing situation

Table 52: Primary School Infrastructure and Furniture

No.	Type	Required	Available	% of availability	Deficit	% of deficit
1	Classrooms	1,602	781	49	821	51
2	Teachers Houses	1414	248		1166	
3	Latrines	2,872	1,013	35	1,859	65
4	Offices	264	138	52	126	48
5	Stores	168	49	29	119	71
6	Desks	26148	25246	97	902	3
7	Tables	1,410	1,197	85	213	15
8	Chairs	1,410	1,316	93	94	7
9	Cupboards	2,011	701	35	1,310	65
10	Libraries	115	2	2	113	98
11	Water Tanks	114	38	33	76	67
12	Shelf	653	138	21	515	79

Source: Ngara District Council, PEDEP report 2016

The primary education sector in Ngara District Council department faces some constraints/challenges such as Low morale community participation in development activities; The increase number of enrolment lead to inadequate of infrastructure and furniture due to free education (misconception); Poor teaching and learning environment; Inadequate of Pre- primary teachers; Negative attitude of the community toward education (ignorance) and Inadequate of infrastructure (teacher's houses, classrooms, latrines, water)

### 2.2.7 Secondary Education

Secondary Education Department is among of 13 departments and 5 sections that form Ngara District council. Secondary Education Department supervises 29 secondary schools, out of these 23 are government owned and 6 are private owned. Secondary Education department is highly succeeding due to his well cooperation with schools management. Secondary Education Department has various functions to implement in order to maintain students' academic excellence as stated bellow:

- Evaluating and reporting on the work of teachers and progress of the teaching of the subject/area in schools.
- Evaluating and ensuring equality and standards of teaching and learning in schools and colleges
- Participating and contributing effectively in educational programs, both during and after school hours
- Contributing toward organization, provision of professional development
- Ensuring the policies and provisions laid down in education act, as well as other policies and provision of madden are sheared to in both the state and non-state sector
- Providing advice, input, support monitoring and connection with curriculum development, management, e Learning and quality assurance development, management and implementation at

directorate, college, school and other educational institution level in both the state and non-state school sector

- Advising, supporting and monitoring educational programs in schools and colleges Integrating the gender perspective in programs initiatives of the directorate
- Assisting in the professional of staff
- Assisting in the preparation of budget and business planning
- Collecting and maintain relevant data and statistics
- Participating in the monitoring of the implementation and evaluation of the National curriculum frame work (NCF) And Regular Contribute To Its Relevant Review
- Participating in the development of curriculum policy for schools and colleges in line with the NCF, including the development and monitoring of learning outcomes, syllabi and the provision of appropriate curricula, text books and other resource material
- Evaluating and reporting on the work of teachers and the progress of teaching of the subject/area in school
- Evaluating and insuring the quality and standard of teaching and learning in schools and colleges
- Participating and contributing effectively in educational programs both during and after school hours
- Advising on the choice of text books, equipment, teaching aids and other educational resources
- Participating and facilitating curriculum teams for the production of suitable teaching materials in various levels
- Assisting in the preparation of budget for department she/he assigned too
- Mentoring heads of department and other teaching personnel
- Gathering, analyzing, researching and evaluating data and using it to plan and manage services, projects and systems
- Ensuring the timely the preparation and setting the national assessment including examinations

The development of secondary education in Ngara district has reached a very good stage as the policy states that all wards should have a secondary school in the ward and a primary school in each village. While there are 22 wards in the district and there are also 23 secondary school. All wards have got a secondary school except one new ward namely Nyamagoma and one old ward which is Bugarama. Up to the year 2016 the district had a total number of 29 secondary schools. Out of these 23 are government owned and 6 are private owned. This is equivalent to 79.3 percent are publically owned and 26.18 percent are owned by private sector (Figure 1.0). Looking at the trend, there was no any development made in the last five years since the number of secondary schools in 2017 is exactly the same as it was in 2011. It is obvious that, private sector contribution in the provision of secondary education in the Ngara district is still insignificant. The district authority, therefore, should continue to encourage private sector to invest in this sector through the existing public private partnership platform.

Ngara district, had made tremendous achievement on the construction of public secondary school at the moment the district has reached almost 92 percent of the target of having one secondary school to each ward as the national target of having one ward school in each ward. However, the tremendous achievement reached by the District so far has been the result of the government campaign to establishing at least a public secondary school in each ward and community awareness on the need of having secondary schools for their children (Table 53).

Table 53: Distribution of Secondary schools by Division

Division	No. of Ward	No. of Villages/ Mitaa	No. of Schools	School Ward Ratio	Average No. of Villages/ Mitaa
Nyamiaga.	7	21	8	1.14	2.63
Kanazi	5	26	7	1.4	3.71
Rulenge	7	19	6	1.2	3.17
Murusagamba	3	9	2	1.5	4.50
Total	22	75	23	3.3	3.26

Source: Ngara District Council 2016

Looking at ward level, Table 54 shows that, with exception of Nyamagoma and Bugarama wards, rest of wards have successfully achieved the target of having a public secondary school in their locations. Again, as stated above, private contribution was still insignificant due to the availability of only 6 private secondary school at Ngara urban, Murusagamba, Mbuba and Rulenge ward until 2016. Therefore, more efforts are required to accomplish construction of secondary schools for the remaining wards in order to increase number of pupils who are eligible to join secondary education in the district. Table 54 presents the distribution of secondary schools by ownership in Ngara District.

Table 54: Distribution of Secondary schools by Ward and by Ownership from 2011 to 2016

Ward	2011			2013			2015			2016		
	Public	Private	Total									
Rusumo	1	1	2	1	1	2	1	1	2	1	1	2
Kasulo	2	0	2	2	0	2	2	0	2	2	0	2
Nyamiaga	0	0	0	0	0	0	0	0	0	0	0	0
Murukurazo	1	0	1	1	0	1	1	0	1	1	0	1
Ntobeye	1	0	1	1	0	1	1	0	1	1	0	1
Kibimba	1	0	1	1	0	1	1	0	1	1	0	1
Kanazi	1	0	1	1	0	1	1	0	1	1	0	1
Mugoma	2	0	2	2	0	2	2	0	2	2	0	2
Kirushya	1	0	1	1	0	1	1	0	1	1	0	1
Mabawe	1	0	1	1	0	1	1	0	1	1	0	1
Kabanga	2	0	2	2	0	2	2	0	2	2	0	2
Murusagamba	1	1	2	1	1	2	1	1	2	1	1	2
Muganza	1	0	1	1	0	1	1	0	1	1	0	1
Nyakisasa	1	0	1	1	0	1	1	0	1	1	0	1
Mbuba	1	1	2	1	1	2	1	1	2	1	1	2
Bukiriro	1	0	1	1	0	1	1	0	1	1	0	1
Bugarama	0	0	0	0	0	0	0	0	0	0	0	0
Keza	1	0	1	1	0	1	1	0	1	1	0	1
Kibogora	1	0	1	1	0	1	1	0	1	1	0	1
Nyamagoma	0	0	0	0	0	0	0	0	0	0	0	0
Mamlaka ya Mji Mdogo wa	2	1	3	2	1	3	2	1	3	2	1	3

Ward	2011			2013			2015			2016		
	Public	Private	Total									
Mamlaka ya Mji Mdogo wa Rulenge.	1	2	3	1	2	3	1	2	3	1	2	3
Total	23	6		23	6	29	23	6	29	23	6	29

Source: Ngara District Council 2016

### 2.2.7.2 Secondary School Enrolment

The enrolment of students in Ngara district council increased with the increase of school infrastructure constructed through community participation. Over the period given in Table 55, enrolments in secondary schools increased by 38.4 percent from 3343 students in 2011 to 2058 students in 2016. Previously, Table 55 showed that there was variation on form I enrolment at ward level influenced by different reasons. 15 out of 22 wards with secondary schools had experienced a decline of form I enrolment in 2016 in relation to 2011.

Table 55: Form 1 Enrolment in Public Secondary Schools in 2011 and 2015

Ward	2011			2015			Increase 2011 - 2015	
	Boys	Girls	Total	Boys	Girls	Total	Number	Percent
Rusumo	0	0	0	45	45	90	90	0
Kasulo	134	181	315	70	70	140	-175	44.4
Nyamiaga	0	0	0	0	0	0	0	0.0
Murukurazo	58	55	113	105	92	197	84	57.3
Ntobeye	57	40	97	32	25	57	-40	58.8
Kibimba	67	52	119	47	62	109	-10	91.6
Kanazi	80	80	160	69	75	144	-16	90
Mugoma	77	91	168	68	76	144	-24	85.7
Kirushya	65	55	120	34	46	80	-40	66.7
Mabawe	80	79	159	74	78	152	-7	95.6
Kabanga	96	113	219	99	108	206	-13	94
Murusagamba	75	60	135	51	37	88	-47	65
Muganza	66	66	132	56	58	114	-18	86.4
Nyakisasa	80	75	155	48	57	105	-50	67.7
Mbuba	38	35	73	32	45	77	4	94
Bukiro	51	52	103	49	45	94	-9	91
Bugarama	0	0	0	0	0	0	0	0.0
Keza	28	27	55	23	23	46	-9	83.6
Kibogora	78	72	150	58	40	98	-52	65.3
Nyamagoma	0	0	0	0	0	0	0	0.0
Ngara Mjini	176	181	357	152	216	368	11	97
Rulenge.	93	85	178	75	81	156	-22	87.6

Ward	2011			2015			Increase 2011 - 2015	
	Boys	Girls	Total	Boys	Girls	Total	Number	Percent
Total	1,399	1,399	2798	1,187	1279	2466	-332	64.6

Source: Ngara District Council 2016

### 2.2.7.3 Pass Rates in Public Secondary Schools

Pass rate in form IV examinations is divided into divisions that is division I being the highest pass. Pass rate reflects the quality of secondary education provided in the district council. Generally the performances of Form IV examinations in Ngara district council for 2013 and 2015 were not good since both results skewed to the lower performances. However, pass rates in 2016 were improved whereas the average pass mark were rose from an average of 47 in 2011 to an average of 82 in 2016 (Table 56)

Table 56: Students Performance in Form IV Examinations in Public Secondary Schools

Year	DIV I.	DIV II.	DIV III.	DIV IV.	Total average of passed students	DIV 0.
2011	0.7	2.5	2.8	41.2	47.2	52.7
2012	1.5	2.73	5.41	34.1	43.74	56.3
2013	0.98	7.45	13.4	34.38	56.21	43.74
2014	2.14	13.64	24.35	35.85	75.98	24.01
2015	1.68	11.27	15.51	38.88	67.34	32.64
2016	2	11	21	48	82	17

Source: Ngara District Council 2016

It is important to note that, only students who attained divisions I and II and III were excelled to high schools, while those got division for were able to join various institutions within and outside the district. It is important for the district authority to go on with solving challenges and come up with strategies that will excel improving examination performances. These strategies include construction of dormitories for students, teachers houses, classrooms, provision of food and other performance incentives both teachers and students. As for Form Six National Examination Results, performance has been good in Ngara district. In general national examination for form six in Ngara District is excellent since for last strategic plan no students failed, most students pursue division one to three and few of them scored iv.

### 2.2.7.4 High School Enrolment (Form V).

The enrolment of students for high schools in Ngara District Council has increased with the increase of school infrastructure constructed through communities's participation in collaboration with local and central government. Communities participation has increased due to parents' awareness of the importance of education to their children. Information found in the education department shows that, Ngara district had four high school located at Murusagamba, Kabanga, Kasulo and Rulenge ward. Therefore each division has one high school, and hence meeting the policy target.

### 2.2.7.5 Infrastructures and furniture

The quantity and quality of facilities for the secondary school system in Ngara district are yet to attain the standards set by the educational authorities. Besides the capability of students themselves, lack of school facilities play significant role in improving quality of education in the district. The most common facilities that play major role on improving the quality of education include classrooms, toilets, staff quarters, libraries,

laboratories, dormitories, desks and teachers, availability of electricity, clean and safe water as well as playgrounds. Table 57 presents the current status of secondary schools infrastructures and furniture

Table 57: Current status of secondary schools infrastructures and furniture

No.	Type	Required	Available	%	Deficit	%
1	Classrooms	242	265	110	0	0
2	Houses	416	87	21	329	79
3	Latrines	385	288	75	97	25
4	Stores	36	15	19	29	81
5	Libraries	23	5	21.7	18	78.3
6	Halls	23	4	17	19	83
7	Hostels	74	14	19	60	81
8	Admn Block	23	13	56.2	10	43.8
9	Chairs (Stds)	8577	8479	99	98	1
10	Tables( Stds)	8577	8623	101	0	0
11	Chairs ( Teachers)	522	275	53	247	47
12	Tables( Teachers)	508	271	53	237	47
13	Cupboards	375	159	42	216	68
14	Water Tanks	23	5	21.7	18	78.7
15	Shelves	295	61	21	234	79
16	Beds	1703	1065	63	638	37
17	Solar	22	7	31	15	69

Source: Ngara District Council 2016

#### (i) Administration Blocks

Administration blocks are important facilities for provision of enabling environment to the teachers to provide quality education. Therefore inadequacy of administration blocks is one among challenges that needs to be resolved by the district authority. As presented in Table 1.8. the district had 6 public secondary schools with administration blocks, equivalent to 42.8 percent in 2016. Secondary schools had not yet constructed administration blocks in the rest 10 Wards.

#### (ii) Teachers' Houses

Besides the shortage of teachers particularly in science subjects, the District also experienced a shortage of staff quarters in all schools. During 2016, the district had a total of 490 teachers with only 87 staff quarters resulted to have teacher house ratio of 1:7 teachers per a house. It is obvious that, the District had significant shortage of 403 houses, equivalent to 82 percent of the required 490 staff quarters in 2016.

The District Authority together with community as a whole should take into account for the fact that the provision of staff houses is a basic incentive for retention of teacher and promote conducive environment for effective teaching. Therefore, more effort should also be directed towards building staff houses together with other facilities.

#### (iii) Toilets

Ngara district had a total of 673 pit latrines for both boys and girls) utilized by 8577 students in 2016. Looking at the standard ratios set by the responsible ministry, each pit latrine is supposed to use by 20 for girls and 25 boys respectively the district had not achieved these ratios as a pit latrine was used by students in 2016. At current the ratios explains that 30 students utilize one pit latrines. Therefore the council management is required to set strong strategies in order to alleviate such situation through construction of enough pit latrines.

#### (iii) Dormitories

Construction of dormitories in schools is essential due to the geographical location of schools in and distribution of human settlements in Ngara district council. The availability of dormitories can help students solve the problem of walking long distances and reduce the rates of drop outs, pregnancies and truancy. Unfortunately, all schools had shortage of dormitories ranged is 81 district wise. This implies that 81 percent of students in the district were attending day school or renting houses to nearby schools. Lack of dormitories especially in rural areas has causes the increase of dropout rate and poor examination performances in the district. The council and other stakeholders in education plan to work with parents and to plan each school to have dormitories especially for girls who are the most affected by different situation when they are going to school and back home.

#### (iv) Libraries

The library facility is considered an essential and crucial for the development of knowledge and skills of a student. According to the standards set by the Ministry of Education and Vocation Training, every secondary school should have a library to enable students borrow and use supplementary books besides textbooks. Information from the education department shows that only 4 public secondary schools out of 23 had library facility in the district in 2016. This implies that out of 8577 secondary schools students in the council only students at Mugoma ,Rusumo,Ngara and Muyenzi secondary are capable to get chance to read supplementary books available for renting to students. There is no excuse in this regard since it is pre-request for secondary school education system in the country. Therefore, the District will include the provision of libraries in their school development plans in the next strategy plan.

#### (v) Laboratories

The laboratory is a necessary facility for students taking science subjects. The specification set by the government is that each school should have at least three laboratories for physics, chemistry and biology subjects. In 2016, Ngara district council had a total of 22 laboratories in 23 public secondary schools compared to 69 laboratories required resulted to significant shortage of 68 percent. This implies that few practical exercises for science subjects are conducted in few secondary schools in the district. Currently laboratories have increased up to 22 out of 69 required equal to 32%. The remaining 47 laboratories are at the finishing level.

In the same line, The Ministry of Education, science and Technology in collaboration with OR-TAMISEMI has supplied laboratory equipment to some of public owned schools which are in the real sense all schools conduct practical learning in science subjects. Schools management are advised to use 50% of capitation grants to procure laboratories equipment.

(vi) Electricity

Various sources of electricity have been used in secondary schools in Ngara district council at the end of 2016. About 7 schools had electricity facility. Ngara District Council plans to have electricity / solar to schools and this has to be implemented starting starting from 2016/17 to 2025.

2.2.7.6 Teachers

Expansion of secondary education is direct related to the increase in the number of teaching staff. This is very crucial for the sustainable improvement of education quality. In 2016, Ngara district council had a total of 474 teachers distributed in 23 public secondary schools. This gives an average School Teachers Ratio of 1:20, resulted to a deficit of teachers 119 particularly in science subjects, equivalent to 20.1 percent of required 593 teachers in 2016. With an exception of Kabanga, Kirushya and Bukiriro ward rest of wards had shortage of teachers ranged from 59 percent (Mugoma) to 4.5 percent (Mamlaka ya mji Ngara). Kirushya and Bukiriro had successfully achieved the required number of teachers to their respective secondary schools (Table 58)

Table 58 : Availability of Public Secondary School's Teachers

Ward	No. of Schools	Available Teachers	School Teachers Ratio	Required Teachers	Deficit of Teachers	
					Number	Percent
Rusumo	1	13	13	27	14	51.9
Kasulo	2	48	48	56	8	14.3
Nyamiaga	0	0	0	0	0	0.0
Murukurazo	1	25	25	30	5	16.7
Ntobeye	1	18	18	20	2	10.0
Kibimba	1	20	20	24	4	16.7
Kanazi	1	24	24	30	6	20.0
Mugoma	2	18	9	44	26	59.1
Kirushya	1	10	10	9	-1	-11.1
Mabawe	1	24	24	30	6	20.0
Kabanga	2	48	24	57	9	15.8
Murusagamba	1	17	17	24	7	29.2
Muganza	1	14	14	20	6	30.0
Nyakisasa	1	16	16	24	8	33.3
Mbuba	1	22	22	40	18	45.0
Bukiriro	1	30	30	21	-9	-42.9
Bugarama	0	0	0	0	0	0.0
Keza	1	12	12	16	4	25.0
Kibogora	1	12	12	19	7	36.8
Nyamagoma	0	0	0	0	0	0.0
Mamlaka ya Mji Mdogo wa Ngara	2	63	31	66	3	4.5

Ward	No. of Schools	Available Teachers	School Teachers Ratio	Required Teachers	Deficit of Teachers	
Mamlaka ya Mji Mdogo wa Rulenge	1	26	26	30	4	13.3
Total	23	474	474	593	119	20.1

Source: Ngara District Council 2016

Table 59 shows that, out of 474 Public Secondary school teachers available in Ngara district council by 2016, 46.7 percent were diploma holders, 53.3 percent were degree and masters holders. At ward level, secondary schools in Kasulo ward was the most privileged as out of 35 available teachers, 24 were degree holders and only 11 had diploma qualifications, followed by Kabanga ward ,out of 51 teachers 34 are degree holders and 17 are diploma holders and Ngara aurban ward out of 49n teachers 30 are degree holders and 19 are diploma teachers. One general observation from these data is that the district council has more qualified teachers because over 53.3 percent have degree and above and 46.7 percent diploma holders (see Table 59)

Table 59: Qualifications for Secondary School Teachers

Ward	Diploma			Degree/Masters			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Rusumo	0	1	1	7	1	8	7	2	9
Kasulo	8	3	11	18	6	24	26	9	35
Nyamiaga	0	0	0	0	0	0	0	0	0
Murukurazo	6	2	8	11	6	17	17	8	8
Ntobeye	15	3	18	9	4	13	24	7	31
Kibimba	4	2	6	5	2	7	9	4	13
Kanazi	7	2	9	2	10	12	9	12	21
Mugoma	19	2	21	8	8	16	27	10	37
Kirushya	10	1	11	1	0	1	11	1	12
Mabawe	4	2	6	8	3	11	12	5	17
Kabanga	9	8	17	22	12	34	31	20	51
Murusagamba	5	1	6	6	0	6	11	1	12
Muganza	4	1	5	6	0	6	10	1	11
Nyakisasa	9	2	11	4	1	5	13	3	16
Mbuba	4	2	6	7	1	8	11	3	14
Bukiro	7	1	8	3	2	5	10	3	13
Bugarama	0	0	0	0	0	0	0	0	0
Keza	4	3	7	1	0	1	5	3	8
Kibogora	3	1	4	6	2	8	9	3	12
Nyamagoma	0	0	0	0	0	0	0	0	0
Mamlaka ya Mji Mdogo wa Ngara	9	10	19	11	19	30	20	29	49
Mamlaka ya Mji Mdogo wa Rulenge	3	0	3	5	2	7	8	2	10
Total	130	47	177	140	79	219	270	126	379

Percent	34.3	12.4	46.7	36.9	20.8	53.3	71.2	33.2	100
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Source: Ngara District Council 2016

Campaigns for increasing the number of Science Teachers in Ngara District Council targeted to have more science teachers. Among 474 available teachers; only 57 are Science teachers and the rest of them are arts' teachers. Rusumo ward was the most affected without any teacher for science subjects, the rest of the wards they were having an average of 2, 3 to 4 science teachers (see Table 60).

Table 60: Secondary School's Teachers by Qualification and Ward

Ward	Available Science Teachers							Required Teachers
	Male	Female	Total		Male	Female	Total	
Rusumo	0	0	0	6	11	6	17	0
Kasulo	4	1	5	9	32	15	47	1
Nyamiaga	0	0	0	0	0	0	0	0
Murukurazo	1	1	2	6	15	6	21	0
Ntobeye	1	1	2	3	15	5	20	0
Kibimba	2	0	2	4	13	4	17	0
Kanazi	2	0	2	4	13	23	36	0
Mugoma	3	0	3	6	14	8	22	0
Kirushya	4	0	4	2	14	2	16	0
Mabawe	2	0	2	4	13	4	17	0
Kabanga	5	3	8	5	24	18	42	0
Murusagamba	3	0	3	0	8	2	10	2
Muganza	2	0	2	4	9	2	11	0
Nyakisasa	2	0	2	2	10	3	13	0
Mbuba	2	0	2	4	10	6	16	0
Bukiriro	3	0	3	3	8	4	12	0
Bugarama	0	0	0	0	0	0	0	0
Keza	3	0	3	1	9	2	11	0
Kibogora	2	0	2	4	9	3	12	0
Nyamagoma	0	0	0	0	0	0	0	0
Mamlaka ya Mji Mdogo wa Ngara	5	2	7	8	21	33	54	0
Mamlaka ya Mji Mdogo wa Rulenge	3	0	3	5	15	7	22	4
Total	49	8	57	80	263	153	416	7
Percent	85.96	14.03	100		63.22	36.77	100	

Source: Ngara District Council 2016

There are several problems hinder smooth education provision in secondary schools such as Inadequate schools infrastructures such as science laboratories, staff houses, libraries, administration blocks, classrooms, halls, hostels and toilets; Inadequate funds received from central government, Inadequate

science teachers, Truancy among students, Inadequate schools furniture's for students and teachers, Schools boundaries' problems, Inadequate schools tanks water storage

## 2.2.8 Community Development Social Welfare and Youth Department

The Community development department has its core functions enhancing gender development, supports women and youth economic groups, women's participation in managerial, political, professional and technical fields. The operations of the department are governed by community development policy, the Gender and children's policy of 2000 as well as National policy of HIV/AIDS of 2001. The department is also charged with the following functions

- Participate in civic education programs, training of village leaders on good governance
- Coordinate CBOs, NGOs, CSOs and other development stakeholders in the district
- Coordinate women and youth development fund and secure accessibility of soft loans to economic groups and administration of smooth recovery and payback of the loans
- Prepare community to value and build the habit of self help spirit in various development endeavors
- Sensitize community on the effects of HIV/AIDS and promotion of prevention measures
- Liaise with other departments for implementation of various development projects particularly in mobilization, animation, and sensitization of communities
- Educate and promotion of children's rights and development

### 2.2.8.1 Gender Empowerment

Gender empowerment aims at ensuring that all sexes, particularly women, fully participate in policy and decision making processes and in all aspects of economic, socio-cultural and political life. Various measures had already been taken to minimize time spent by women and girls in attending to home activities and thus give them more time to be used in the above mentioned activities. This measure supports day care centers, establishment of women economic groups, participation in SACCOs, CBOs and other cooperative activities.

#### (i) Women Participation in Decision Making

Among the goals and targets of National Vision 2030 and Sustainable Development Goals (SDGs) is to empower women by involving them in decision making at various levels. This goal has not yet been reached in Ngara District Council since men are still dominating many levels of decision making by far than women. According to analysis, statistics show that, 26 percent of 30 political posts, were held by women. All these councilors 8 in number, they are all in special seats. This indicates that most of the women in Ngara Distict Council have not empowered enough to contest for the political chances, 6 percent of 16 managerial posts available in the council were held by women (Table 61). However, the council has not managed to close the gap between men and women to managerial posts and political posts. Out of existing 74 professional posts in the district at district level, 22 percent were held by women. More efforts are needed to motivate women and to empower them in education so that they can be able to join in the political and managerial levels inorder to attain equal opportunities between men and women as stipulated in the SDGs.

Table 61: Gender Participation in Council level

Council level.	Managerial			Professionals/ Technicians			Politicians (MPs, DC, Councillors)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Ngara	15	1	16.0	58	16.0	74	22	8.0	30
Total	15	1	16	58	16	74	22	8	30
Percent	93	7	100	78	22	100	74	26	100

Source: Ngara District Council, 2015

#### (ii) Women and youth Economic Groups

Women and youth in Ngara District Council are mainly involved in small scale activities such as driving motor cycles (bodaboda), sand mining and bee keeping, stone quarrying and small businesses. Self-employment in these sectors needs some preparation and some capital input. The department has assisted community in general and particularly women and youth to form and establish economic groups which are driving forces for these groups to work together and push for their own development. In the year 2016/17 Ngara district council through 10% mandatory contributions to youth and women fund has contributed 29,000,000 Tsh of which 17,500,000 was given to 15 youth groups and 11,500,000 to 11 women groups. However, the amount allocated was too far short in relation to demand. Table 62 shows the distribution of groups and the amount loaned within 2013/2015

Table 62: Distribution of Groups and Funds provided as loans

Ward	2013				2015			
	Total no. Of Registered Groups	Total Members	No. Of Groups Assisted	Total Loaned Tshs	Total no. Of Groups	Total Members	No. Of Groups Assisted	Total Loan provided in TAS
Rusumo	2	20	-	-	4	57	-	0
Kasulo	1	15	-	-	3	45	-	-
Nyamiaga	8	96	-	-	9	102	-	-
Murukurazo	3	45	-	-	3	45	-	-
Ntobeye	2	24	-	-	0	0	-	-
Kibimba	3	45	-	-	4	60	1	1,000,000
Kanazi	11	132	-	-	12	116	0	0
Mugoma	14	130	-	-	13	162	1	1,500,000
Kirushya	51	45	0		2	42	-	-

Mabawe	0	0	-	-	0	0	-	-
Kabanga	4	58	-	-	5	75	-	-
Murusagamba	0	0	-	-	0	0	1	1,000,000
Muganza	0	0	-	-	1	20	-	-
Nyakisasa	12	108	0	0	16	210	-	-
Mbuba	8	2	0	0	1	15	-	-
Bukiro	1	13	-	-	1	13	-	-
Bugarama	0	0	-	-	5	56	-	-
Keza	0	0	0	0	0	0	-	-
Kibogora	0	0	-	-	0	0		0
Nyamagoma	0	0	-	-	0	0	0	0
Mamlaka ya Mji Mdogo wa Ngara	58	870	-	-	66	990	2	3,000,000
Mamlaka ya Mji Mdogo wa Rulenge	1	15	-	-	1	15	1	1,500,000
Total	179	1618	0	0	146	2023	6	8,000,000

Source: Ngara District Council, 2015

#### (ii) Daycare Centres

Running of day care centre's enables mothers to participate in various economic activities which contribute significantly to the socio economic growth of the council. Day care centre are meant for children of age 3 to 4 years. These are young children whose age do not qualify for pre-primary education. Ngara DC had 5 day care centre's in 2013 with 96 pupils and 2015 with 191 pupils due to society's awareness on the importance of these day care centre. In the year 2015 those day care centres there were total number of 287 pupils. Moreover, in Ngara council there are three wards with day care centres distributed in Ngara Town, Kabanga and Rulenge (See Table 63).

Table 63: Day Care Centers by Ward; Ngara District Council

Ward	2013		2015		Change of pupils	
	No. of Centres	Number of pupils	No. of Centres	Number of pupils	Number	Percent
Kabanga	1	17	2	48	31	32.6
Ngara mamlaka	3	37	3	83	46	48.42
Rulenge mamlaka	1	42	1	60	19	18.9
Total	5	96	6	191	96	100

Source: Ngara District Council, 2015

### 2.2.8.2 Vulnerable children

Vulnerability refers to exposure to contingencies, stress and risks that lead them to a situation that is too difficult to cope with. It is the result of not only individual misfortunes, but also the social conditions which follow from systematic differences in the flow of resources and opportunities which constrain their potential and capabilities. In general most children and especially young ones are vulnerable due to their young ages, this makes them dependants on others for provision of their basic needs such as food, shelter and clothing among others.

Strengthening and maintaining physical and mental maturity usually leads to growing capability for self-reliance, but during the period of childhood and adolescence, children and young people continue to need special care and support. While most children in Tanzania are cared for and protected by their families and communities, many are not so fortunate. Manifestations and consequences of child vulnerability include exposure to both underlying and direct risk factors such as illiteracy, poverty, malnutrition, ill-health, diseases, which ultimately lead to mortality.. Furthermore, children raised in households headed by children or households with elderly adults only experience high risks caused by orphan hood, HIV and AIDS; lack of education, child labour and gender abuse as common characteristics of vulnerable children. Table 65 shows the situation of most vulnerable children categorized as orphans and non-orphans in Ngara DC. It shows that there are large proportions of the most vulnerable children who are orphans in all wards compared to most vulnerable children who are non-orphans. The table shows that the council had 5039 non orphans compared to 1130 orphans categorized as the most vulnerable children. The table also shows that out of 1130 orphans, girls' orphans were more (89.1 percent) than boys (80.8 percent) which , therefore, special care is needed for girls who are most vulnerable than boys.

Table 64: Number of Most Vulnerable Children by Ward

Ward	Total Children Aged 0 – 17	Most Vulnerable Children									
		Orphans					Non Orphans				
		No. of Girls	Girls Percent	No. of Boys	Boys Percent	Total	No. of Girls	Girls Percent	No. of Boys	Boys Percent	Total
Rusumo	78	42	53.8	36	46.2	78	93	56.02	73	43.9	166
Kasulo	108	48	44	60	55.6	108	44	44.9	54	55.1	98
Nyamiaga	78	38	36	40	51.3	78	22	41.5	31	58.5	53
Murukulazo.	39	22	56.	17	28.	61	713	57.	537	43.	1250
Ntobeye	70	42	60	28	40	70	45.	80.4	11	19.6	56
Kibimba	62	28	45.2	34	54.8	62	25	82.1	23	47.9	48
Kanazi	52	22	42	30	57	52	11	55	9	45	20
Mugoma	72	32	44.4	40	53.3	72	20	62.5	12	37.5	32
Kirushya	75	35	46.7	40	53.3	75	370	60.7	240	39.3	610
Mabawe	138	77	70	41	30	138	347	55	285	45	632
Kabanga	121	69	40	52	40	173	478	54.1	404	46	882.
Murusagamba	60	28	46.7	32	53.3	60	12	48	13	52	25

Muganza	20	11	35.5	9	29.03	31	10	41.7	14	58.3	24
Nyakisasa	764	99	42.3	88	42.01	764	64	53.3	56	46.7	120
Mbuba	329	78	54	51	46	329.	227	87.6	32	12.4	259
Bukiro	297	86	44.	73	32	297	36	51.40	34	4.90	70
Bugarama	254	98	50	56	50	538.	260	56.80	168	39.30	428
Keza	177	68	41.6	69	41.6	358	-		-		-
Kibogora	44	34	54.5	10	22.7	44	13	65	17	56.7	30
Nyamagoma	29	10	34.5	19	65.5	29	12	44.4	15	55.6	27
Rulenge	97	61	62.9	36	37.1	97	62	46.6	71	53.4	133
Mamlaka ya Mji Mdogo wa Ngara	92	40	43.5	52	56.5	92	37	48.7	39	51.3	76
Total	3056	1007	89.1	913	80.8	1130	290 1	57.6	2138	42.4	5039

Source: Ngara District Council, 2015

The department is encountering various problems in implementing its planned activities; some of the major constraints are; Low level of community participation and contributions to development activities, Inadequate loans facilities to accommodate increasing number of applicants, Poor loans recovery and pay back difficulties, Shortage of 12 staff especially at ward level and Difficulties in behavioral change to combat HIV/AIDS

### 2.2.9 Planning Statistics and Monitoring

Planning, statistics and monitoring department is hub of overseeing the design of the strategies and interventions in a short, medium and long term periods for the development of the Ngara District community, currently, the department is managed by 5 staff, to some extent the department equipped with computers, furniture and other necessary tools. Operations of planning and economy department are guided by Local Government Act No. 7 of 1982, which stipulates the mandatory and permissive functions of Local governments. The Act insists involvement of the community in decision making regarding their development activities and social welfare. Apart from the act the department is guided by good number of policies and time to time guidelines issues by central government such as: O & OD) Participatory Planning Methodology, Small and Medium Enterprises Promotion Strategy, Strategy for Business environment strengthening in Tanzania, Population policy (Integration of population variables into development process) Rural Development policy, Strategy for Economic Growth and Poverty Reduction, Development Vision 2025 and Millennium Goals 2012. To execute outlined various function the sector uses the tools such as Medium Term expenditure framework (MTEF); Ruling Part Election Manifesto ; 75 village Plans (O& OD); Local Government Monitoring data base (LGMD); Ngara District Strategic Plan; Planning and Reporting Software (PlanRep3); Policies, guidelines and government directives, Sustainable development goals and the National Five Years Development Plan.

The department has the mandate to carry several functions such as To ensure collection, analysis, storage and dissemination of data used in policy preparation, Coordinating, monitoring and supervising,

development activities in the district, To encourage community participation in development activities, To administrate development activities in the district, To interpret planning guidelines issued by the MDS, To provide economic overview of the council for short, medium and long term periods, and To prepare progressive and financial projects reports and submit to the stakeholders

Among the tasks carried out through the coordination of all departments and sections has been the preparation of the District Profile 2013-2015, Quarterly supervision and monitoring of development projects, Preparation of various reports, Creating Development Projects using O and OD in all 75 villages and the Preparation of MTEF for the year 2017-18.

#### 2.2.9.1 Implementation of Development Projects

In the year 2014/2015 Ngara District Council planned to implement 144 activities which were construction of roads, periodic maintenances, sports improvement and building of the culverts. On other there were like completion of classes in primary and secondary schools, construction of dispensaries, village and wards offices furniture, water schemes and water tanks. In agriculture the council planned to Support farmers by giving knowledge, seedling and farm inputs. Also in Livestock the plan was to help livestock keeper to treat and give vaccines to Animals and rehabilitate livestock centers. The council planned to deal with environment by constructing waste collecting point and demarcation of urban dump site. But due to shortage of funds and other challenges the council managed to implement only 44 out of 86 projects.

For the year 2015/2016 Ngara District Council had planned to implement different projects for the purpose of achieving its targets in order to provide the services for its people to improve their life standard/Livelihood. These were done through various departments and sectors, planned projects were 87 that were implemented into those different departments which are Primary Education, Works, Administration, Livestock, and Natural resources, Agriculture, Health, Planning and Water. In all development projects planned only 23 were implemented.

The department has also been dealing with data collection and interpretation. However, this has been not done as planned due some challenges .Hence the department fails to deliver enough data to stakeholders when required. The department is putting measures in place intending to collect data from 20% to 65% by the year 2021.

Despite the involvement, the department has been facing various challenges to be able to execute perfectly its obligations. Some of the challenges are; In adequate funds for making supervision, monitoring and evaluation on all phases of the development projects., Many directives/intervention given by the central government out of the plans and budget of the council, Lack of Working tools and equipments such as vehicles, and machines like printers, photocopying machines, Delay of Funds from central Government, Shortage of data collection tools and funds, Contractors delaying to accomplish projects as per planned time, Nongovernmental organizations implementing development activities in the council without incorporate their plans in the council budget and Fewer/limited sources of income

#### 2.2.9.2 Tanzania Social Action Fund (TASAF)

Ngara District is among the 16 PAAs selected in Impact Evaluation Wave 5, whereby 56 villages are implementing PSSN out of 75 villages of Ngara District Council. TASAF III Productive Social Safety Net Program (PSSN) was designed by the Tanzanian Government with a purpose of enabling poor households increase income and opportunities while improving consumption. The objectives of the program are to be achieved through: Smoothing consumption of poor and vulnerable households during lean seasons by providing a source of income through labor intensive public works, while creating community assets. And

Increase consumption of the same group of households and invest in the education, health and nutrition of children and pregnant women from the target group to reduce vulnerability and poverty among the households. TASAF has the following key functions:

- To prepare tools and equipment to be used during Conditional payment exercise
- To download and Uploading beneficiaries information/data
- Prepare invitation letters to Village Area Authority, Police station to request escort.
- Periodic report writing and submitting to Tasaf Management Unit(TMU)(Monthly, Quarterly and Annual report)
- Conduct refresher training to Program Area Authority (PAA Facilitator) on rule and regulation to be used during payment exercise.
- Monitoring and evaluating of TASAF implementing activities.
- Supervision of field works by Coordinator and Technical Advisor (TA).

Productive Social Safety Net Work (PSSN) project in Ngara comprises of four components namely social safety net, livelihood enhancement, capacity building, public works program and targeted infrastructure development. Ngara District perform one PSSN components namely: social safety net with two subcomponents namely conditional cash transfer (CCT) and public works program (PWP). The report is prepared to show challenges encountered during implementation of PSSN intervention, recommendation and the way forward. TASAF section have two workers including Productive Social safe Net Work Coordinator and Technical advisor where by all play a role of Coordinating and provision of advisory service to Poor beneficiaries and report preparation ready for submission to TMU while PAA Facilitator trained are involved on preparation tools to be used during payment exercise.

PAA facilitators from the trained were selected to conduct the project identification exercise in 47 villages. This means that, a pair of PAA facilitators was allocated in each village where by the PAA Facilitators, CMC, VEOs, VCR and Village chairperson use transect walk method to identify problems, Priorities and methods to be used by solving observed problems. The identified problems were presented to the village assembly meeting so that can be approved .After approval BOQ of the respective subproject were prepared and sent to TMU for verification. However, 4 days for launching and preparation of BOQ was not enough to PAA Facilitator to accomplish the activities.

The status of Public works program (PWP) subproject activities in Ngara district is in final stage where by the all 47 villages were completed the 60days of work and attendance register were filled by CMC, approved by the Village subproject committees and submitted to the District council where by District TASAF Coordinator with the help of data entrees re-enter the data through the system and submitted to TASAF Head office through the MIS/EPICOR System. TASAF is facing various issues that includes: poor housing to poor house hold beneficiaries, poor beneficiaries fail to acquire two meals per day, poor beneficiaries students fail to join Primary and secondary education and poor beneficiaries fail to join Community Health Fund (CHF).

#### 2.2.10 Land and Natural Resources

Ngara district council was established on 1<sup>st</sup> January 1984 under the local Government Act No. 7 of 1982, after being subdivided from Biharamulo District. Ngara district council lies on the west of the main land Tanzania, it is bordering with the Republic of Rwanda at North West and Burundi is found in the South West, also it borders kakonko District Council in the South, Biharamulo District Council in the East while Karagwe District Council is found in the North. In Ngara District, Land is intensively used in the northern

part of the district, with smaller land parcels than in the southern part, which is owned by the village governments in permanent settlements. Land has been passed from one generation to another creating defacto family ownership, in general there is a customary land use, and women do have access to land but do not own it, the village government reserves some land for communal use and for investment purposes.

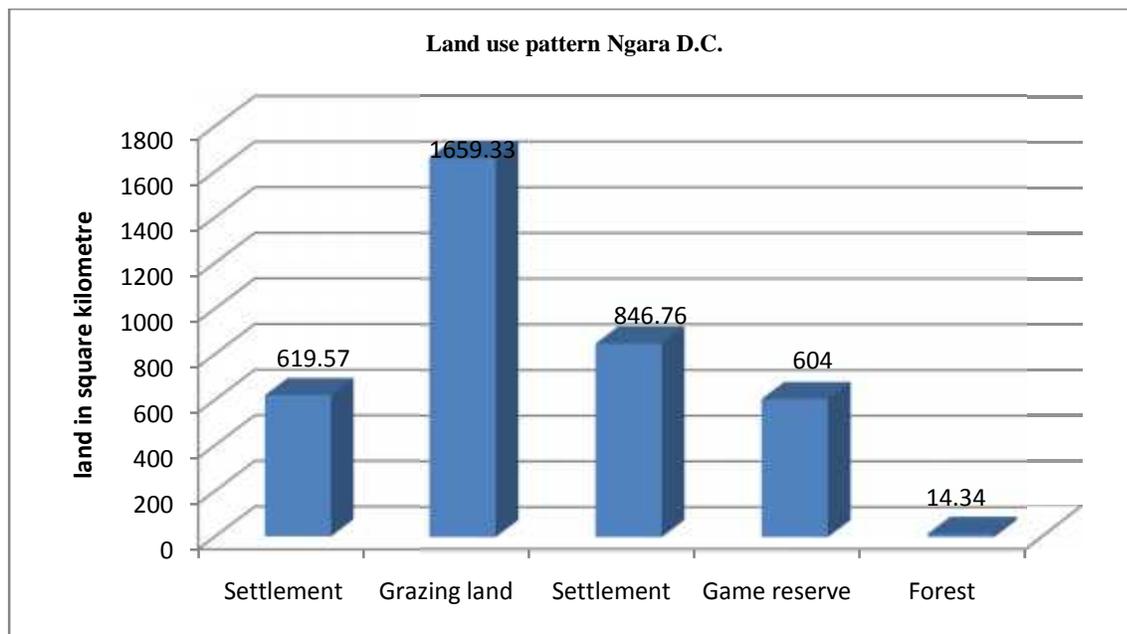
### 2.2.10.1 Land use pattern

The land is loamy, clay and stretched with some hills and valleys divided into an arable land which is suitable for crop production and forest reserves. Normal forests are used for grazing, some are reserved for game reserve and the remaining land are high lands with rocks, stones and gravels which are not fertile for crops production (Fig 1).

Land and natural resources department has two subsections (land subsector and natural resource subsector) with six sections namely: surveys and mapping, Town and rural planning, Land management and evaluation, forest, beekeeping and Game section.

The current weakness of the department has only 4 staffs in all sections instead of 12 staffs required; there are only two staffs in each subsector. In town and urban planning, beekeeping and game section has no any staff at all. Due to lack of staffs in this department the available staffs works under a very high pressure in order to meet the departmental goals and strategies.

Figure 1: Land use pattern in Ngara District Council



### 2.2.10.2 Land development subsector

Land use planning is a key aspect of development for both urban and rural areas; the land needs in urban areas are dominated by the demand for building plots for residential, commercial, institutional or industrial purposes. In rural areas agriculture and other social and production activities are the major needs for land. In town and urban areas in Ngara District Council have a total of 1860 surveyed and registered plots under various land uses, which of them 761 plots have issued certificates of titles equals to 40.91% of the

surveyed plots. Each surveyed plot pays annual land rent according to size, location and use. In first quarter (July to Sept) 2017/2018 Tshs 15,962,700 have been collected as an annual land rent, in this case land is the source of revenue to the District. In rural areas land has a high demand due to increase in population resulting into increase in social, economic activities and then creation of land conflicts among land users in order to overcome the problem of land conflicts, village boundaries have been surveyed and certificates for 61 villages are already issued, this is equal to 81.33% (See Table 65).

Ngara District Council in collaboration with development Partners and planning authorities at local level have prepared participatory village land use plans in 17 villages out of 75 villages this is equal to 22.67%

Table 65: Village land use planning in rural areas by Division

Division	Number of wards	Number of villages	Villages surveyed	Villages with certificates	Villages with land use plans
Nyamiaga	7	21	15	15	5
Kanazi	5	26	23	23	4
Rulenge	7	19	15	15	6
Murusagamba	3	9	8	8	2
Total	22	75	61	61	17

Source: Ngara District Council 2015

Furthermore 3,950 farms were demarcated from different villages by spot adjudication process, out of that 3,275 demarcated farms have already prepared certificates of customary right of occupancy (CCRO's) and already issued to beneficiaries, this process has praised part in conflict resolution among villagers in boundaries identification.

#### 2.2.10.2 Land for agricultural purposes and grazing area

In rural areas most of its residents depends on agricultural activities and other works like fishing and bee keeping. Ngara District Council has 104,550 ha of arable land which is suitable for crop farming; this is equal to 27.9 of total land area of the district. Grazing area is defined as that land that is available for the grazing needs of livestock. It excludes wildlife, forest reserves and tree plantations. Estimated land use for grazing area in Ngara district council was 165,933ha while the land use for grazing was 163,933.11ha. Data shows a shortage of grazing areas in the district council hence resulting into land conflicts between farmers and pastoralists (see Table 66).

Table 66: Estimated Area for Grazing by Ward

Ward	Land fit for Grazing (Ha)	Land used for Grazing (Ha)	Percentage of land used.	Tsetse Fly infected Area (Ha)
Rusumo	1500	1500	98.5	-
Kasulo	27,250	27,250	98.5	32
Nyamiaga	95	95	88.7	-
Murukurazo	23	23	95.8	-
Ntobeye	34	34	92.7	-
Kibimba	332.11	332.11	97.5	-
Kanazi	143	143	95.6	-
Mugoma	534	534	94.6	-
Kirushya	1890	1890	93.6	0

Mabawe	0	0	0	0
Kabanga	13	13	96.5	0
Murusagamba	28250	28250	97.2	
Muganza	26,400	26,400	98.5	
Nyakisasa	11342	11342	94.5	
Mbuba	16	16	93.5	-
Bukiro	1590	1590	92.6	4
Bugarama	9800	9800	91.7	41.5
Keza	28,250	28,250	98.6	-
Kibogora	7690	7690	96.5	-
Nyamagoma	9776	9776		
Mamlaka ya Mji Mdogo wa Ngara	5	5	98.6	
Mamlaka ya Mji Mdogo wa Rulenge.	11000	9000	93.5	-
Total	165,933.00	163,933.11		

Source: Ngara District Council 2015

### 2.2.10.3 Natural resources sub sector

Natural resource is one of the subsectors under land and natural resource sector it comprised of forestry, beekeeping and tourism. The forestry sub sector plays an important role in maintaining ecological balance, protect soils erosion and conserves water and wildlife. Forests are sources of domestic energy and provide industrial raw materials. Forests also provide useful non-wood products mainly honey and bee wax.

#### (i) Forests and Tree Plantation

The district has approximately 107,688 hectares of forests. The natural forest covers 103,688 hectares and the remaining 4,400 hectares are covered by domestic forests. Trees from these forests are mainly used for fuel wood, building poles and timber. The reserved areas include Goyagoya forest reserve (1,434 hectares), Burigi Game Reserve (Ngara portion) with 13,500 hectares and Kimisi Game Reserve (Ngara portion) covering 37,000 hectares. In 2011 to 2015 the district council raised a total of 5,824,197 tree seedlings, The smallest number of tree seedlings of 786,811 was raised in 2015 which was equivalent to 13.5 percent of the total seedlings. At ward level, Ngara Mjini (2,503,000 seedlings, 42.9 percent) was leading in planting tree seedlings (See Table 67).

Table 67: Tree seedlings raised

Ward	Number of Tree Seedlings Raised						
	2011	2012	2013	2014	2015	Total	Percentage.
Rusumo	188000	200000	159000	47000	21000	615000	10.5
Kasulo	40000	27000	17000	12000	5000	101000	1.7
Nyamiaga	6000	56000	48000	55000	30000	195000	3.3
Murukurazo	8000	10000	12000	5000	6000	41000	0.7
Ntobeye	0	0	0	0	0	0	0
Kibimba	0	0	0	0	0	0	0
Kanazi	0	0	0	0	0	0	0
Mugoma	5000	5721	6237	6951	7021	30930	0.5
Kirushya	5562	8021	9821	11321	1234	35959	0.6
Mabawe	0	0	0	0	0	0	0
Kabanga	0	0	0	0	0	0	0
Murusagamba	0	0	0	0	0	0	0
Muganza	20000	10000	19000	22000	7000	78000	1.3
Nyakisasa	0	0	0	0	0	0	0
Mbuba	3600	3900	4200	4600	5100	21400	0.4
Bukiro.	468000	420000	389000	320000	299000	1896000	32.6
Bugarama	19,274	10,738	49,521	39,419	79,456	198408	3.4
Keza	0	0	0	0	0	0	0
Kibogora	0	0	0	0	5000	5000	0.08
Nyamagoma	0	0	0	0	0	0	0
Mamlaka ya Mji Mdogo wa Ngara	600000	550000	466000	587000	300000	2503000	42.9
Mamlaka ya Mji Mdogo wa Rulenge.	19000	22500	17000	24000	21000	103500	1.8
Total	1382436	1323880	1196779	1134291	786811	5824197	100

Source: Ngara District Council 2015

#### 2.2.10.4 Tourism

Ngara district council is one of the unique destinations in Kagera region that has yet been discovered by many. It is a land of much wonder holding an unparalleled diversity of fauna, flora and many natural features. Among the potential tourist destination is the wonders of Mafiga Matata hills where one can see three countries Tanzania, Burundi and Rwanda at once as well as good Kagera river meanders, Rusumo falls which is in the boundary between Tanzania and Rwanda. Other historical sites are like Chieftdom home (house for the chief) at Kanazi and Keza, in these two areas we can get good history of the Hangaza tribe who are the dominant tribe in the district. Regarding to these tourism potentials, Ngara District Authority through Public Private Partnership (PPP) has the responsibility of advertising those tourism potentials available in the district council. Advertising tourism potentials through mass media such as television, radio and even organizing investor's forum are among the strategy that can make tourism potentials known to the public. Moreover, initiatives taken to promote tourism in Ngara district council

should go hand in hand with improvement of road infrastructures as well as financial and accommodation services.

#### 2.2.10.5 Wildlife

Some portions of Burigi and Kimisi Game Reserves fall in Ngara District. In these reserves, there are varieties of animals like impala, elephants, buffalo, jaguar, zebra, giraffe, leopards, hippos and crocodiles, cheetah, newt, caribou and gorilla. Kimisi Game Reserve which was established in 2003 is the potential tourist and game hunting area if well protected, promoted and basic infrastructures being established.

Despite all progress concerned with the development of land and natural resources, there are several factors hindering the progress such as; Lack of staffs in all sections of the Department, Low knowledge of the community on legalizing their land, Lack of modern technical materials of surveys and mapping section, Lack of free land to be surveyed and located for different land uses, Low knowledge of the community on environmental management and conservation of biodiversity at all levels, Lack of town planning drawings in the gazetted urban areas, Lack of cultural tourism, Lack of beekeeping apiaries and factories for processing bee products in the District and Lack of knowledge to the communities on implementation and updating of village land use plans.

#### 2.2.11 Beekeeping Unit

Beekeeping is a sub unit like other sections in land and Natural department, beekeeping contributes much in social economic income due to selling bee products in and out of the district. Beekeeping in Ngara District Council is still in low performance due to low technical aspects. Bee keepers in Ngara District are still using traditional / local beehives. Local beehives are always used in many villages which results in low production of bee productions. The status of Beekeeping in Ngara District Council is presented in Table 68

Table 68: Traditional and modern Beehives, Ngara District Council

Ward	Traditional beehives							Modern beehives						
	2011	2012	2013	2014	2015	Total	%	2011	2012	2013	2014	2015	Total	%
Rusumo	202	232	262	292	303	1291	9.9				50	50	100	7.9
Kasulo	200	250	295	305	350	1400	10.7				50	80	130	10.3
Nyamiaga	200	250	220	295	320	1285	9.8				70	70	140	11.1
Murukura	60	90	115	125	125	515	3.9	-	-	-	0	10	10	0.8
Ntobeye	120	80	100	50	200	550	4.2	-	-	-	0	10	10	0.8
Kibimba	40	70	96	108	116	430	3.3				40	40	80	6.4
Kanazi	77	97	123	133	151	581	4.4				10	10	20	1.6
Mugoma	65	85	95	110	145	500	3.8				0	15	15	1.2
Kirushya	70	80	135	55	65	405	3.1	-	-	-	15	43	58	4.6
Mabawe	50	70	98	140	155	513	3.9	-	-	-	0	15	15	1.2
Kabanga	50	70	98	118	120	456	3.5	-	-	-	0	15	15	1.2
Murusaga mba	80	96	127	132	157	592	4.5	-	-	-	0	30	30	2.4
Muganza	70	95	133	154	164	616	4.7	-	-	-	0	32	32	2.5
Nyakisasa	60	73	81	75	130	419	3.2	0	0	0	0	135	135	10.7
Mbuba	28	37	42	55	80	242	1.8	-	-	-	20	40	60	4.8

Bukiro	52	95	125	130	165	567	4.3	-	-	-	0	19	19	1.5
Bugarama	0	0	0	0	150	150	1.1	-	-	-	0	24	24	1.9
Keza	35	42	48	74	98	297	2.3	-	-	-	0	0	0	0.0
Kibogora	0	0	0	0	290	290	2.2	-	-	-	0	21	21	1.7
Nyamago	0	0	0	0	0	0	0.0	-	-	-	0	15	15	1.2
Mamlaka ya Mji Mdogo wa Ngara	0	0	0	0	130	130	1.0	-	-	-	50	80	130	10.3
Mamlaka ya Mji Mdogo wa Rulenge.	256	306	320	410	580	1872	14.3	0	0	0	0	200	200	15.9
Total	1655	2118	2573	2761	3906	13101	100	0	0	0	305	954	1259	100

Source: Ngara District Council 2016

Ngara District Council is lacking as pecialized staff on beekeeping. This factor makes the community transformation hard, hence obstructing beekeeping development. The council should work on the challenge seriously to enhance honey production in Ngara. Ngara District Council has the potential to transform its economy though bee keeping.

## 2.2.12 Works

The roads sector in Ngara District Council is performing its duties basing/adhering on Roads Act No. 13 of 2007, Regulations and Council by - Laws. Previously the sector performed its duties relying on funds from the Roads Fund Board. Of recent, the Government has instead established TARURA (Tanzania Rural and Urban Roads Agency) with its core function being to construct and maintain road works. For the most previous and current years the District, Feeder and Urban Roads have been obtaining routine, spot and periodic maintenance as well as culverts construction. The roads are passable throughout the year and have a total distance of 679.2 Km which are categorized: 157.3Km of District Roads, 494.2Km of Feeder Roads and 27.7Km of Urban Roads (See Table 69)

Table 69: Current road situations by category

No.	Road category	Situation (Km)			Total (Km)
		Good	Fair	Poor	
1	District Roads	100	37	20.3	157.3
2	Feeder Roads	250	230	14.2	494.2
3	Urban Roads	27.7	0	0	27.7

Source: Ngara District Council 2016

The existing economic infrastructure in Ngara District Council. It covers the road network development in terms of road classification, type of road surface and passability by each ward in the council. It also covers marine, postal services and other means of telecommunications such as mobile phones. In the energy sector developments with regard to electricity and source of energy for cooking are also discussed.

### 2.2.12.1 District Road network including Trunk and Regional Roads

The total road network for Ngara District Council in 2017 is 966 kilometres. Among the total road network in the council, 87.4 kms (8.63 percent) Trunk roads, Regional roads network 246.4 kms (24.32 percent) 185 kms (18.26 percent) district roads, 446.8 kms(46.25 percent) were feeder roads. This implies that the large

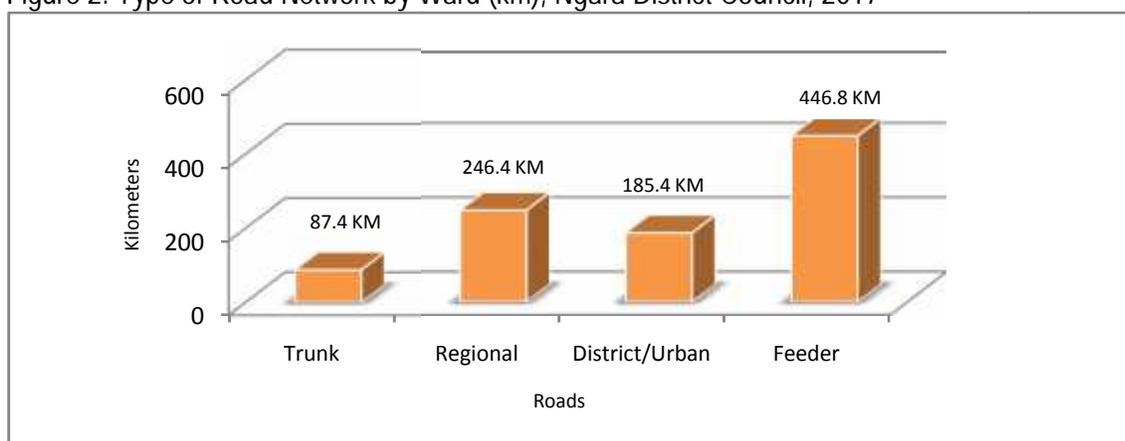
parts of road network in Ngara District Council are feeder roads. The distribution lengths of the road network in each ward within the council by type of road (in km). However, Muganza ward 80.8 Kms had the longest road network in the council followed by Nyakisasa 71.13 Km's and other wards listed in that order.

Table 70: Length of Road Network by Ward (km)

Ward	Type (in km)				
	Trunk	Regional	District/Urban	Feeder	Total
	87.4	246.4	157.3 District	446.8	966
			28.1 Urban		
Rusumo	9	0	0	19	35
Kasulo	28	6	0	18.6	52.6
Nyamiaga	4	6	0	10.8	16.8
Murukurazo	0	12	5	23	40
Ntobeye	0	0	9	17	26
Kibimba	16	0	3.8	32.2	52
Kanazi	4.4	0	12.7	20.7	39.8
Mugoma	0	0	14	31.2	45.2
Kirushya	0	0	26.7	0	26.7
Mabawe	5	0	10	11.6	28.6
Kabanga	10	14	15	21.61	60.61
Murusagamba	0	26	0	24	50
Muganza	0	38	12	30.8	80.8
Nyakisasa	0	31	12.93	24.2	71.13
Mbuba	0	16	5.47	20.5	41.97
Bukiro	0	19	10	30.2	59.2
Bugarama	0	14.4	0	24.85	39.25
Keza	0	27	5	20.93	52.93
Kibogora	0	13	0	37.16	50.16
Nyamagoma	0	15	0	12.2	27.2
Mamlaka ya Mji Mdogo wa Ngara	4	0	36	6.95	46.95
Mamlaka ya Mji Mdogo wa Rulenge.	0	6	7.8	9.3	23.1
Total	87.4	246.4	185.4	446.8	966

Source: Ngara District Council 2016

Figure 2: Type of Road Network by Ward (km), Ngara District Council, 2017



### 2.2.12.2 Road Passability

In 2017, the total road network in Ngara District Council is 966 kms. Of the total road length, 136.5 km were passable greater parts of the year, 768.5 km passable throughout the year and 61 kms not passable greater part of the year. In general, the total road networks which were passable in the year in Ngara District Council were 905 km equal to 93.6 %. Table 71 indicates that many wards are passable above 84.5 %.

Table 71: Condition of Road Network by Ward

Ward/ District	Condition of Road Network Throughout the Year in km				Percentage Passable
	Passable Througho ut the Year(2)	Passable a Greater Part of the Year (3)	Not Passable Most of the Year (4)	Total Road Network(5)	( Columns 2 +3)/5
	768.5	136.5	61	966	96.73
Rusumo	28	7	0	35	80
Kasulo	48.6	0	4	52.6	92.4
Nyamiaga	13.8	3	0	16.8	82.1
Murukurazo	14	24	2	40	35
Ntobeye	8	13	5	26	30.8
Kibimba	40	4	8	52	76.9
Kanazi	20.8	15	4	39.8	52.3
Mugoma	41.2	2	2	45.2	91.2
Kirushya	16.7	7	3	26.7	62.5
Mabawe	22.6	5	1	28.6	79.02
Kabanga	57.61	2.5	0.5	60.61	95.05
Murusagamba	40	7	3	50	80
Muganza	58.8	18	4	80.8	72.8
Nyakisasa	69.13	0	2	71.13	97.2
Mbuba	39.97	0	2	41.97	95.2
Bukiro	49.2	6	4	59.2	83.1

Ward/ District	Condition of Road Network Throughout the Year in km				Percentage Passable
					( Columns 2 +3)/5
	Passable Through the Year(2)	Passable a Greater Part of the Year (3)	Not Passable Most of the Year (4)	Total Road Network(5)	
Bugarama	31.85	4	3.4	39.25	81.1
Keza	38.93	9	5	52.93	73.5
Kibogora	44.56	4	1.6	50.16	88.8
Nyamagoma	19.2	6	2	27.2	70.6
Mamlaka ya Mji Mdogo wa Ngara.	45.95	0	1	46.95	97.9
Mamlaka ya Mji Mdogo wa Rulenge.	19.6	0	3.5	23.1	84.8
Percentage	79.6	14.1	6.31		
Total	768.5	136.5	61	966	93.7

Source: Ngara District Council 2016

### 2.2.12.3 Road Network Classification.

The proportion 51.7 % (499.9 kms) of the total road network (966 km) in Ngara District Council in 2017, are gravel roads, followed by earth road 369.9 (38.3 percent). Ngara District Council had tarmac roads in 6 wards (Table 72).

Table 72 : Length of Road Network by Type of Road Surface

Types	Tarmac	Gravel	Earth	Total
Area	96.154	499.9	369.946	966
Rusumo	9	13	23	45.8
Kasulo	30.7	32	8.9	71.6
Nyamiaga	5	12	5.7	22.7
Murukurazo	0	12	26	38
Ntobeye	0	18	32	50
Kibimba	16	23	13	52
Kanazi	4.4	17	8	29.4
Mugoma	0	23	7	30
Kirushya	0	9	17	26
Mabawe	5	7	9	21
Kabanga	10	9	4	23
Murusagamba	0	36	28	64
Muganza	0	38	33	71
Nyakisasa	0	33	15	48
Mbuba	0	16	20	36
Bukiro	0	23.5	18	42
Bugarama	0	30	37.4	67.4

Keza	0	36	59	95
Kibogora	0	8.6	35	43.6
Nyamagoma	0	12	32	44
Mamlaka ya Mji Mdogo wa Ngara	8	13	5	18
Mamlaka ya Mji Mdogo wa Rulenge.	8	22	16	27.5

Source: Ngara District Council 2016

#### 2.2.12.4 Railway Transport

Ngara District Council has no any railway transport services up to 2017. The service is not yet available in Ngara District Council. However, there is expectation in some years to come that the rail will be elongated from Isaka towards Burundi and Rwanda .For that case the plan shows that the rail will pass in Ngara at Keza ward where will be the main station. This means that there will be rail transport in Ngara.

#### 2.2.12.5 Air Services

Although air transport service is needed by people in the area in order to speed up and simplify transportation of goods and services it is not widely utilized. The District Council has one airstrip. The airstrip in Ngara District Council is named as Ruganzo and in 2017 a total of 10 passengers, and 12 tons of cargo were estimated to use Ruganzo air strip.

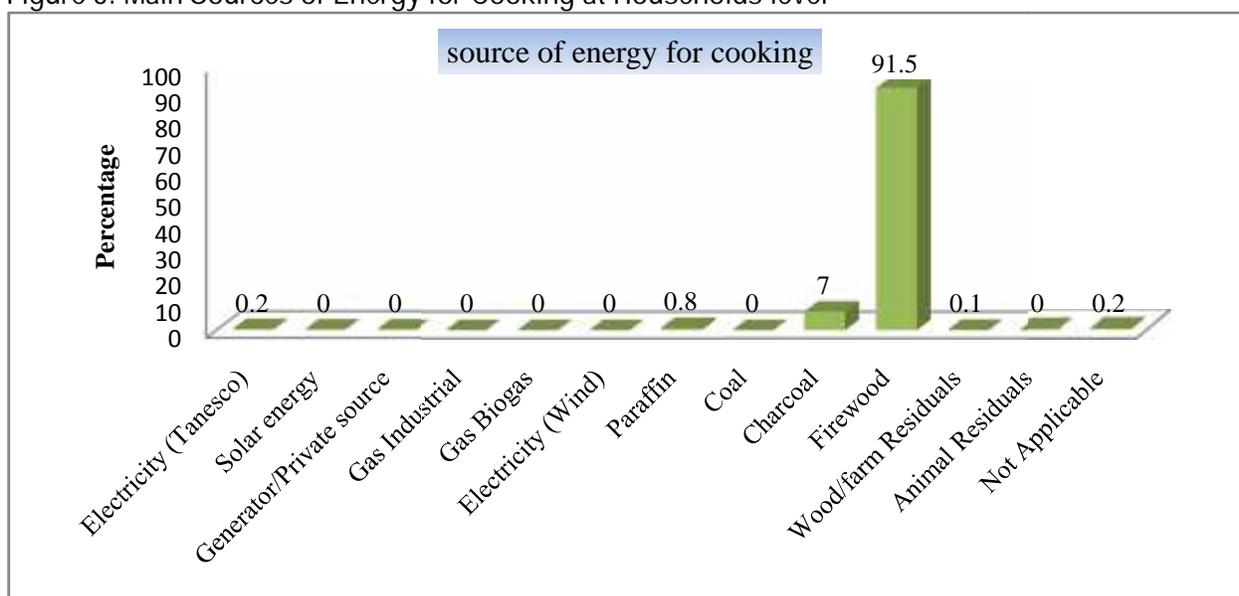
#### 2.2.12.6 Telecommunication Services

In Ngara District Council there is a moderate availability of internet and telephone services for both cellular phone and land line based telephone services and postal services. In 2017, the Council has 1 radio station namely Redio Kwizera but also it has 4 internet cafe, 1 post office and 1 sub post offices. By 2017 the Council has secured services for mobile phones such as Tigo, Vodacom, Airtel, Halotel and TTCL Land line.

#### 2.2.12.7 Energy

Energy is a prerequisite for proper functioning of nearly all sectors in the economy. It is an essential service whose availability and quality determines success or failure of development projects. As such, the importance of energy as a sector in the council economy cannot be over-emphasized. The main sources of energy for cooking and lighting in Ngara District Council were firewood, charcoal, electricity, paraffin, solar energy. Firewood is very common in rural areas. The 2012 Population and Housing Census collected information on households' main source of energy for cooking. The results in Figure 3 showed that firewood remains as the most prevalent source of energy for cooking in many households. The alarming issue to be considered is the matter of fact that the continuing trend of relying on firewood as the source of energy will result into deforestation and depletion of natural vegetation. Measures should be taken to ensure that natural vegetation and ecology of the council are restored.

Figure 3: Main Sources of Energy for Cooking at Households level



Source: Ngara District Council 2016

#### 2.2.12.6 Electricity

Electricity supply stimulates both social and economic development, Generally, electricity improves the quality of life. Like other parts of the country, TANESCO is the sole supplier of electricity in the Council and the region as whole. Previously the Electricity supply in the Council was not stable and faced a number of problems such as intermittent power supply, low voltage, rationing, and outages. In one way or another, these problems affected production of goods and services in the Council. But currently the situation has been rectified by installing modern electrical machines. There have been different types of customers supplied electricity by TANESCO in 2011, 2012, 2013, 2014 and 2015 (see Table 73). The number of institutions connected with electricity in the Council was 14 in 2015. The number of domestic installation was 720 customers in 2015 while commercial segment of customers was 135 in 2015. One general observation from these data is that the installation or supplies of electricity in Ngara District Council for both institutions, domestic and commercial were brought to a total of 1698 users from 2011-2015.

Table 73: Customers using/connected to Electricity from 2011 to 2015

Year	No. of Customers		
	Institution	Domestic	Commercial
2011	23	216	4
2012	-	224	-
2013	27	549	10
2014	-	720	-
2015	14	536	135

Source: TANESCO Ngara District Council 2015

Few challenge such as Improper use of Road Reserves by community, and Late disbursement of funds and hence completing some road activities as "backlog" in the next year has been hindering development in works in Ngara District Council

### 2.2.13 Cleansing and Environment

Cleansing and Environment is among the 13 Ngara District departments. This is a new department which was formed in 2011 after the minister for local government authorities endorsing the local government authorities new structure. The name of the department reflects the major two sections of the department itself, which are Environmental management sector and Cleansing sector. Currently, the department is managed by only 3 staffs. Core Functions of the Department have been: to ensure the enforcement of the EMA No 20 of 2004 in the district; To manage and sustain environmental Cleansing and cleanliness in the district; To advise the district Environmental Management committee on all matters relating to the environment; To promote environmental awareness in the district on the protection of the environment and the conservation of natural resources; To gather and manage information on the environment and utilization of natural resource in the district; To prepare periodic report on the state of the local environment; To monitor the preparations, review and approval of Environmental impacts assessment (EIA) for the Ngara district environment; To review by-laws on environmental management and on sector specific activities related to the environment.

Operations of Cleansing and Environment department are guided by Local Government Act No. 7 of 1982, which stipulates the mandatory and permissive functions of Local governments. The Act insists involvement of the community in decision making regarding their development and social welfare. On top of that the Environmental Management Act No 20 of the 2004 supplements the Local Government Act No. 7 of 1982 in daily operation of this department. Furthermore, acting of the department is guided by good number of policies and time to time guidelines issues by central government.

#### 2.2.13.1 Environmental Management Sector

Environmental management and conservation is important to assure activities taken by human being do not cause much harm to the environment. Initiatives towards environmental conservation in Ngara DC have been engineered government through its department since all issue related to environments are cross cut and others implemented by Nongovernmental Organizations (NGOs) registered and operating within Ngara DC which totaled at 9 by December 2016.

#### 2.2.13.2 Cleansing Sector

For good health and favorable living environment in any society, cleansing activity especially for solid wastes is essential. However, the district council has most data showing number of households with and without toilet facilities which coordinated by health department. Taking care of this will help the district get rid of communicable diseases like diarrhea and water borne diseases. Table 74 presents the proportion of households with toilet facilities in Ngara District Council.

Table 74: Households with Toilet Facilities

Ward	Total Number of Households	Total Number of Households with Toilets	% of Households with Toilets	Total Number of Households without Toilets	% of Households without Toilets
Rusumo	2750	2686	97.7	64	2.3
Kasulo	3031	2953	97	78	3
Nyamiaga	1746	1698	97.3	48	2.7
Murukurazo	3155	3115	98.7	40	1.3
Ntobeye	2832	2748	92%	84	8
Kibimba	2440	2401	98.4	39	1.6
Kanazi	3816	3771	98.8	45	1.2

Mugoma	2304	2218	96.3	86	3.7
Kirushya	2279	2178	95.57%	101	4.43
Mabawe	2760	2732	98.9%	28	1.0
Kabanga	4581	4393	95.8%	188	4.2
Murusagamba	2271	2232	98.3	39	1.7
Muganza	2941	2843	96.7	98	3.3
Nyakisasa	5187	4998	98	189	2
Mbuba	2586	1982	76.6	604	23.3
Bukiro	5026	4989	99.26	37	0.8
Bugarama	3,544	3,340	94.1%	204	5.8
Keza	2162	2162	100%	0	0
Kibogora	2515	2493	99.1	22	0.99
Nyamagoma	1348	1282	95.1	66	4.9
Mamlaka ya Mji Mdogo wa Ngara	4765	4721	99	44	1
Mamlaka ya Mji Mdogo wa Rulenge.	3533	3487	98.7	46	1.3

Source: Ngara District Council 2015

Data presented shows that there are wards of priority to increase campaigns amongst households to have toilets. While every household is having a toilet in Keza Ward, the proportion 23 % of households in Mbuba Ward does not own a toilet at their homestead. For ensuring that water and sanitation services are accessible to the majority of Ngara residents, equipping water and sanitation department with required number of staff, and necessary working facilities, is vital. Therefore, for promising future in provision of water and sanitation services, initiatives are needed to solve staffing shortage (Ngara District Socio Economic Profile 2015).

In promoting, ensuring the cleansing of the district's health, the department has the following key functions which are To manage and sustain environmental Cleansing and cleanliness in the district and To construct and maintain environmental Cleansing and cleanliness infrastructures in the district. However, the sector is obstructed by Shortage of technical staff as well as lack of extension Staffs, Delay of fund for the implementation of the various projects; Ceiling to implement proposed target is insufficient, hence fail to meet targets, Lack of fund released to implement a planned budget, Low understanding of EMA No 20 of 2004 among the community; lack of vehicles to transport solid wastes from refuse collection bays to the dumping area; and Climate change which affect the conservation of existing environment;

#### 2.2.14 Finance and Trade

The overall objective of the department is to administer and ensure the implementation of Financial Law, Regulations and procedures are adhered to and to identify revenue sources as well as to enhance strategies of Revenue collections. The operations of the department are carried out in accordance with the finance Act No. 9 of 1982. Moreover the local Authority Accounting Manual of 1999 and the Local Authority Financial management of 1997 as well as the public procurement Act of 2004 provide the procedures relating to financial matters and the procurement of goods and services by the council. The departments is having a variety of staffs at different level of professional qualifications, whereby it is lead by the head of department who is the District Treasurer and subordinates who are trade officers(2), accountants (7), assistant accountants(1), accounts assistants(2) and accounts clerk(6) who in total are 19. The department

use financial report system, EPICOR version 7.2 in recording keeping and reporting financial data, the system was updated to EPICOR Version 9.02 which used effectively from financial year 2015/16.

Core functions of the Department has been To provide the business regulations to all stakeholders; To maintain revenue and expenditure effectively; To prepare the financial reports; To maintain the books of Accounts; To prepare the monthly and quarterly financial reports; To prepare the annual finance Statements; To administering Income & Expenditure Account; To prepare organization Cash Flow statement; To communicate with internal and external auditors and to maintain an effective storage of accounting document and other stocks.

#### 2.2.14.1 Revenue collections trend

Finance department made an effort to introduce different revenue sources, made close monitoring, supervision to all sources of revenue and take strong and effective measure on businessman to pay their fees and levies. The collections have been improved over the period of five years, being 58.4 % of the budget in 2012/13 to 70.1 % of the budget in the year 2016/17 (see Table75).

Table 75: Revenue Collection trends in the District

No.	Year	Budget	Amount collected	Percentage
1	2012/13	250,000,000.00	131,479,155	58.4
2	2013/14	230,000,000.00	138,560,145	60.2
3	2014/15	400,000,000.00	248,617,132	62.2
4	2015/16	845,000,000	803,478,369.00	95.1
5	2016 / 17	1,721,801,000.00	1,059,519,077.00	61.4

#### 2.2.14.1 Revenue Received from central Government

For the financial 2015/2016 Central Government approved TZS.28,060,208,855.00/= as grant for Ngara District Council for development budget as well as for recurrent expenditure budget. Out of approved budget TZS 19,754,132,000/= was for Personnel Emoluments (PE), TZS 2,465,420,000.00/= was for Other Charges (OC), TZS. 1,682,110,000.00/= was collection from Own Sources and TZS.4,158,546,855.00/= was for development budget. Up to 30<sup>th</sup> June, 2016 Ngara District Council received a Total TZS27,339,003,261.17as grant from Central Government equivalent 97.43% of the approved annual budget. The total fund received as been classified as follows; whereas TZS. 1,433,443,583.34/= is Own Source Revenue, TZS. 20,352,917,248.93/= covers Personal Emoluments (PE), TZS. 1,853,315,919.60/= for Other Charge (OC) and TZS. 3,699,326,509.30/=for development expenditure. The department has improved through revenue collection, where by the revenue increasing from 65% to 75%.The department is preparing budget effectively.

The department is boosting by having the revenue collections increased, from 65 %to 75 %, Ngara District Council have being receiving clean certificate auditing report (80 %). The department however, is suffering from lack of development funds and inadequate staff at the department. Inadequate facilities in the department such as computer system and electronic devises have also been reported as shortfall reducing working efficiency.

### 2.2.15 Procurement Management Unit

Procurement is a function responsible for purchase, lease or other legal means of acquisition of the right goods (equipment, material, consumables) , works (construction, repairs, rehabilitation), and services(individual consultants, consulting firms, training, workshops)required to satisfy certain needs at the right time from the right supplier or service provider, in the right quantities and at the right price. The procurement unit has been responsible to Manage all procurement and disposal by tender activities of the procuring entity except approvals done by the tender board, Support the functioning of the tender board, Implement the decisions of the tender board, Act as a secretarial to the tender board, Plan the procurement and disposal by tender activities of PE, Recommend procurement and disposal by tender procedures, Check and prepare statements of the requirements, Prepare tendering documents, Prepare advertisements of the tender opportunities, Prepare contract documents, Issue approved contract documents, Maintain and archive records, Maintain a list or register of all contracts awarded, Prepare and submit to the management meeting quarterly reports on the implementation of the annual procurement plan, Co-ordinate the procurement and disposal activities of all the departments of the PE, and prepare other reports as may be required from time to time.

In Ngara District Council, the procurement section staff has got four (4) members who work for different departments. During the year under review, there are total of 19 contracts awarded by the unit. Such contracts are Contracts for road maintenance (13), Contracts for upgrading Ngara town roads (2), Contract for heavy motor vehicle parking bay at BENACO (1) and Contract for water projects (3). The unit however, is challenged by not having enough staff, lack of funds, contractors' unawareness about tender related issues and the lack of working tools.

### 2.2.16 Information Communication Technology and Public Relations

Information and Communication Technology (ICT) & Public Relation Unit deals with all activities relied on all electronic services and information dissemination within the District. The Unit divided into two areas, ICT and Public Relations where ICT part controlled by ICT Officers and Public Relations Part controlled by Information Officers. The Unit was established due to the rapid development in ICT worldwide which has created new opportunities and many challenges on ways of living among people. ICT is positively performing in business development and transactions, service delivery and decision making process. The use of ICT is important to the council because it facilitates much in communication and other activities like reporting, data entry, revenue collection and budget planning.

Core Functions of ICT section and Public Relation are to supervise and testing all electronic equipment in the council; To manage all computer programs, computer accessories and information systems' equipment; To manage all electronics accessories maintenance activities; To make sure all information systems in council run accordingly; To give technical support for all ICT users in the council; To train council staff on the safe use of ICT hardware and software; To manage policy, strategies and guidelines provided by the central Government on the use of information systems, ICT infrastructures and ICT devices; Visualize the needs of information systems so that they can be developed and used; To make sure that the Local Area Network in the council is functioning accordingly and the internet is accessible; To give specifications for ICT devices and to check out for ICT device qualities during the procurement process; To manage policy, strategies and guidelines provided by the central Government on the public relations operations; To disseminate information on District council's activities done and services delivery to community; To make the community aware of the investment areas within the council; To make sure the council website is up to date with current information; To participate in the development debates with councils stakeholders

The use of ICT at Ngara District Council is constrained with various limitations including inadequate ICT infrastructure and ICT software. To enhance ICT applications, there is a need to improve ICT infrastructure and facilities, build capacity of its usage, establish mechanisms for ensuring proper storage of data and information through the use of server system as well as improving and updating councils' website.

The Unit supervises and give assistance to available information Systems which are:- District Council Website, Epicor (Finance), LGRCIS (Finance and Trade), HCMIS – Lawson(Human Resource), Planrep (Planning, Monitoring and Evaluation), GoT HOMIS (Health), NGUWASA(Water), CBS (Water), WMS (water), MoW- MIS (Water), ARDS-LGMD2 (Agriculture, Irrigation and Cooperative & Livestock and Fisheries), DHIS2 (Health), HMIS (Health). The Unit ensures that Electronic devices are tested and supervised, Electronics devices maintenance are performed, All information systems run accordingly, Support for ICT users, regularly training performed, LAN is working at HQ and Policy, strategies and guidelines provided by the central Government on the public relations operations are managed. The ICT environment at Ngara is lacking a focused ownership and visionary leadership that takes into account the multi-sectoral nature of ICT itself. The Unit has very small ICT infrastructures which needs large improvement while numbers of ICT equipments are not sufficient. Initiatives are fragmented, and sometimes duplicated, with loss of synergies and exploitation of economies of scale. It is therefore imperative that efforts be applied to build oversight and leadership capability to bring cohesiveness to the ICT environment. Such leadership will also help ICT initiatives to be merged with departmental and sectoral priorities, and be in harmony with realities and expectations of working well.

The core problems facing the sector are Misallocation of the budgeted fund; Low application of information and Communication Technology and systems; In adequate budget; Less priority posed to ICT activities; Low technology know how among community members and staff; Insufficient working ICT facilities; Poor Office environment for ICT requirements and Inadequate ICT and PR staff.

#### 2.2.17 Election

Election Unit is among of 6 Unit at Ngara District Council. The unit was formed in 2011 after the Minister of the Local Government Authorities endorsing the Local Government Authorities new Structure. The core function of the election unit is to facilitate and monitor all general election activities; To facilitate and dissemination of stationary and other electro equipment; To register voters for General Election (Union presidential and parliamentary elections); To supervise the conduct of the presidential and parliamentary elections and to Co-ordinate Training for Election. The Unit facilitates National election and Local Government election according to election law. Ngara District was administratively divided in to 4 divisions, 22 Wards, 75 Villages and 389 Hamlets. Ngara District has one Constituency which dominated by Chama Cha Mapinduzi (CCM) Party.

However, the recent state council meetings in 2014 has been put forward an argumentation to divide the District in to two Constituencies which will be North Ngara and South Ngara, This has been agreed for or the case after allocation of new Region which in the coming years the District will be sharing one Region with the other two District from Kigoma Region, Kakonko and Kibondo joining Ngara and Biharamulo from Kagera Region to form a new Region with its headquarters at Nyakanazi. However, this decision is waiting Government recommendation and approval. Table76 presents the councilors with part denominations.

Table 76: Councilors Denominations

No.	Political Party	Member Of Elected Councilors	Special Seat Councilors	%	Sex		Total
					Male	Female	
1	CCM	22	8	100	22	0	30
2	CHADEMA	0		0	0	0	0
3	ACT WAZALENDO	0		0	0	0	0
4	NCCR - MAGEUZI	0		0	0	0	0

Source: Ngara District Council, 2015

During the Local Government election held on 2014 all over the National, Ngara District also it was conducted in all 75 Villages, 389 sub Village (harmlet). The ruling party, CCM managed to have voted in to 73 (97.3 %) of all chairmanship seats in villages where CHADEMA managed to occupy 2 seats these being 3.7 % of village chairmanship.

The Election Unit which has its target to enhance and facilitate general Election, by Election and Local government Election by June 2025 is facing several challenges such as; influx Non-citizen from neighboring countries (i.e. Rwanda, Burundi and DRC Congo) Interfering the preparation of election by pretending to be citizen of Tanzania; no trustfulness between political part and election operator (commission), Inadequate electro staff; Inadequate Budget and the Lack of transport facility to enable operations due to the unit.

#### 2.2.18 Internal Audit

The Internal Audit Unit of Ngara District Council performs its activities in accordance with section 45 (i) of the Local Government Finance Act. No. 9 of 1982. Internal Audit Unit has also stated clearly under order No. 13 (1) and (2) of the Local Authority Financial Memorandum of 2009 with the principal activity of advisory unit for Executive Director (assurance/consultancy) on Financial and Non Financial activities within the Council as indicated in order no.14 (1-10) LAFM 2009.

The internal Audit Unit is obliged to carry out functions such as Preparing Annual Work Plan for Internal Audit section and share it to the CAG, prepare the Annual Risk Based internal audit plan; appraising the soundness and application of accounting, financial and operational Control and in particular, Reviewing and report on proper control over the receipts, custody and utilization of all financial resources of the Council; Reviewing and report on compliance with financial and operational procedures laid down in any written law, instruction and good accounting practice as defined by the Minister from time to time in order to ensure sound financial practices; Reviewing and report on the correct classification and allocation of revenue and expenditure account; Reviewing and report on the reliability and Integrity of financial and operating data in order to allow for the preparation of accurate financial statements and other reports, Reviewing and report on the systems in place which are used to safeguard assets.

In Ngara District Council, The internal audit unit has managed to perform his duties and produce report as per approved audit programme. Various permanent documents have been consulted/reviewed as assistance of achieving the purpose of producing audit report as hereunder:

- Local Government Financial Memorandum (LAFM 2009)
- Internal Audit Manual (LGA – Internal audit Manual 2013)
- Tender Board Regulation (LGA – Tender Board 2007)

- Local Authorities Accounting Manual 2009
- Procurement Act. No. 21 of 2004/2011 and its regulations 2005/2013.
- Some of development contracts including BOQs.
- Standing Order 2009 and its updates.

The Audit Units has been performing its operations as required and produce the report each quarter and submit to the relevant authorities. From July 2016 to June 2017 the unit raised 80 queries, only 19 queries were fully implemented while 61 queries are under implementation. The Audit Unit however, has only one personnel, and hence suffering the shortage of 2 staff. Other challenges are inadequate and non-remittance of financial support, and the lack of transport facilities.

#### 2.2.19 Legal Unit

Legal unit is among the 6 units of Ngara District Council with cross cutting functions within the Departments. The unit serves on advisory and supervision as well as prosecuting and representing the council in courts and other dispute settlement against the council. On daily performance the unit is equipped with all relevant laws, by laws, Government circulars, and other policy guidelines.

The core function of the unit has been to advice the council on legal matters; Prepare legal documents; Prosecute/ represent the council in court for civil cases and executing thereof; In corroboration with other departments draft by laws; Supervise reconciliation ward tribunals and Provide legal aid to lower levels and community.

Through this unit the council has managed to establish conciliation ward tribunals in 22 wards which play a big role in reconciliation of disputes in lower levels on land matters and other crime as well as customary disputes arising within. The unit has also managed to settle 8 cases out of 13 at the end of June 2017, vetted 13 contracts and made 5 bylaws. The legal Unit has been benefiting staff at lower level through training and dissemination of various guidelines and by laws. The major challenges facing the unit are Corruption Complains to Members of Ward Tribunal and Village Leaders; Low understanding of existing laws and regulations to staff and community; Non - motivated members of ward tribunals and inadequate guidelines to ward Tribunals. Despite of achievements outlined the unit has only one staff and budget limits.

#### 2.3 External Environmental Scan

The external environment in which Ngara District Council operates goes beyond the national boundary to include the international environment. It is, therefore, important to review the external environment in order to understand the contextual setting envisaged in formulating strategic objectives for the development of the organization in the next five years to come. This will help the District Council to position itself in the broader context and be responsive to the changing environment.

##### 2.3.1 Tanzania Development Vision 2025

Tanzania is one of the countries striving with absolute poverty. The state has developed Development Vision known as Tanzania Development 2025 (TDV 2025). This vision aims at transforming the country into a middle-income country by 2025. The details in the vision indicate that, the transformation is expected to occur through a gradual industrialization of the currently agriculture-based economy. The achievement of the TDV 2025 relay very much on National development plans, strategies, supportive policies, plans at Districts and at low level of government, and commitment of Tanzanians in their respective localities. This Ngara District Council Strategic Plan 2016/17-20/21 is therefore a useful instrument to achieve the TDV

2025. This calls for all Ngara District Stakeholders inside and outside Ngara District to join hand to enable the effective implementation of the plan, which will ultimately result into realization of TDV 2025.

### 2.3.2 The Long Term Perspective Plan (LTPP, 2011/12-2025/26)

The Long Term Perspective Plan (LTPP, 2011/12-2025/26) is being implemented in a series of three Five Year Development Plans. In order to realize the socio-economic transformation envisaged in TDV 2025, the LTPP's strategic direction delineates specific sector policies, guiding principles and long-term objectives and targets. With greater emphasis on capital (development) investment, particularly in the productive sectors and human resources (skills) development, the Plan gives adequate attention to protect and improve the social sector gains, governance and key cross-cutting issues. This being the case Ngara District Council plans and strategies always are focused on the strategic direction envisaged in the LTPP as a way of ensuring its contribution to the implementation of the National LTPP.

### 2.3.3 National Five Years Development Plan (2016/2017 -2020/2021)

The National five-year development plan 2016/17-2020/21 is the second plan in the series of plans of the Tanzania Long Term Perspective Plan 2011/12-2025/26. The theme of this plan is "Nurturing Industrialization for Economic Transformation and Human Development". This transformation is expected to be realized through, among others, fostering economic growth, reducing economic vulnerability, enhancing forward and backward linkages between and within sectors, ensuring positive spill-over effects of skills development and technology innovation, creation of decent jobs and ensuring environmental sustainability. This being the case Ngara District Council through its strategic plan 2016/17-2020/21 is committed to working with various stakeholders to ensure that the current five-year development is realized effectively.

### 2.3.4 National Sectoral Policies

The national sectoral policies such as Rural Development Policy, Environmental Policy, Agricultural Policy, Livestock Development Policy, Transport policy, National Gender Policy, Land Policy and Higher Education Policy, emphasize on implementation of various national priorities. It is evident that in order for such priorities to be implemented, Local Government Authorities needs to play a very big role. It is based on this background that Ngara District Council has developed this strategic plan to capture and focus its resources on the addressing various national priorities without jeopardizing local priorities.

### 2.3.5 East African Community Initiatives

Tanzania is a member of several regional development initiatives such as East African Community (EAC). These initiatives provide a number of opportunities to member states ranging from extended markets of goods, services and human resources. A notable opportunity for Ngara District Council is to utilize its strategic location advantage of being closer to most of EAC country members. This may be through attracting investors for around East African Countries and/or helping the Communities in the District access market opportunities offered by these countries. Thus, the District Council needs to position itself to assist Ngara District residents harness these opportunities.

### 2.3.6 Sustainable Development Goals

Sustainable Development Goals (SDGs) is a global agenda which provide guidelines to Governments and Non-Governmental Organization for global matters of common interest. This global agenda replaced the Millennium Development Goals (MDGs) which ended in the year 2015. Unlike the MDGs, the SDGs have 17 goals and 169 targets. The SDGs are set with broad focus to address. Since the core business of the

Ngara District Council, is to deliver quality services to Communities in the District; services that will address climate, economic development and poverty related issues, the SDGs targets provide opportunity for the Council to focus its vision and mission in a way that enhance its contribution to achieving the global agenda for the betterment of the District residents and of the world at large.

### 2.3.7 Action Programme of Agenda 21 (APA – 21)

Another pertinent global agenda is the Action Programme of Agenda 21 (APA – 21) which is a UN General Assembly child brain, designed to curb environmental degradation starting with the 1990 Earth Summit in Rio de Janeiro and follow up summits in 2002 and 2012. A very long list of environmental issues to be tackled was initially produced for action and follow-up summits conducted to evaluate performance. The evaluation revealed that a wide range of environmental issues remained least tackled. These include poverty, inadequate access to drinking water, poor sanitation, damage to the ecosystems, pollution, unsustainable production and consumption, inadequate access to decent shelter and energy, deforestation, and degradation including erosion, loss of biodiversity, dissipation of water flows and unsustainable tourism. All these issues are part and parcel of the core business of the Ngara District Council. Therefore, the Council is by all means exempted from localizing the issues pointed out in the agenda 21, to enable it contribute to their arrest.

## 2.4 Results of the Strengths, Weaknesses, Opportunities and Challenges Analysis

This section presents a summary of the results of Ngara District's Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis, which is an outcome of the internal and external environmental scanning is summarized below:

### 2.4.1 Strengths

- Availability of human resource
- Existence of laws, by laws and regulations
- Well established organization structure
- Availability of skilled staff
- Effective communication among staff
- Presence of statutory and non formal meetings

### 2.4.2 Weaknesses

- In adequate of Own source fund
- Weak law enforcements
- Misallocation of fund/financial resources.
- Lack of commitment to some staff
- Hijacking of activities to some of the staff
- Selfishness and nepotism to some staff
- Bagging help someone for his/her work
- Misplacement of filing and documentation
- Weak record management
- Weak environment management
- Non an adherence to plan
- Fearing of computer technology to some staff
- Low responsiveness to audit internal and external query
- Failure to adhere ethics and guidelines

- Use abusing language to some staff
- Drunkenness to some staff during working hours.
- Weak knowledge in preparation of contracts among staff
- Lack of motivation scheme

### 2.4.3 Opportunities

- Willingness of community to participate in development activities
- Good arable land
- Favorable weather conditions suitable for agriculture.
- Presence of Development programs e.g. CDG, TASAF, ASDP, RWSSP, HBF and Jimbo
- Good road network (Both trunk , district and feeder roads)
- Availability of traders
- Well established community groups
- Availability of favorable weather condition
- Presence of many livestock in the district.
- Availability of water sources.
- Availability of local building materials.
- Proximity to borders
- Good relationship with implementing partners (ICAP, MDH)
- Consultancy services from RS

### 2.4.4 Challenges

- Existence of crops and livestock diseases
- Presence of communicable and non communicable disease among communities
- Land degradation on the sloping land
- Poverty among community members.
- Lack of communication
- Inadequate of education infrastructure.
- Large number of refugee in the district.
- Mass failure of science subjects.
- Shortage of staffs.
- Inadequate of funds to facilitate projects
- Delay of funds for implementation projects
- Land use conflict
- Shortage of working tools
- Low level of income within communities
- Low computer literacy to some staff
- Vandalism of water sources
- Deterioration of water supply system
- Inadequate of building contraction
- Shortage of heavy building machine
- Contradiction among government directives, policies and planning
- Political interference to plans
- Presence of natural calamity

## 2.5 Stakeholders Analysis

Stakeholders analysis for Ngara District Council involved the process of analyzing individuals, groups of people, institutions or firms that may have a significant interest in the success of the rolling strategic plan (either as implementers, facilitators, beneficiaries or adversaries). The key questions asked during stakeholder analysis were therefore 'whose problems or opportunities are we analyzing' and 'who will benefit or loose-out, and how, from a proposed strategic plan intervention'? The ultimate aim was to help maximize the social, economic and institutional benefits of the strategic plan to the target groups and ultimate beneficiaries, and minimize its potential negative impacts (including stakeholder conflicts). The result of stakeholders' analysis is summarised in the matrix shown in table below.

Table 77: Stakeholders Analysis Matrix

No.	Name stakeholder	Services delivered to stakeholder	Expectations of stakeholder	Potential impact if expectation is no met	Rank
1	community members	improved social services	access to improved social services	Poor living standards.	High.
2	Financial institutions(NMB AND CRDB)	Customers, Conducive working environment	Maximum collaborations	Running into bankrupt	High.
3	Community groups	Provision of soft loans ,provision of technical backstopping, Entrepreneurship skills	Low output	Operating with low output.	Medium
4	Contractors and supplies.	Awarding of contracts,	Winning of tenders.	Collapse of the companies.	Medium.
5	Development partners(TCRS,ICAP, MDH,TUMAIN FUND)	Technical support in implementing development projects.	Maximum collaboration, directing areas for intervention	Withdraw, affecting services deliveries.	
6	TASAF beneficiaries	Conditional cash transfer	Increased enrollment	Reduced cash transfer.	Medium
7	Business men	Investors	Offering licenses, Investment areas, Conducive environment for investment, Profit maximization	Leaving the places of investment.	Medium.
8	Political parties.	Conducive environment for them to work	Recognition, Implementation of political manifesto, Election guidelines, To remain in power.	Conflict of interest, mistrust, Demonstrations.	High.
9	Central government	Provision of various reports, Implementation of policies and directives, Receiving of grants.	Value for money and good governance	Qualified audit report, Demotions.	High
10	Research center	Providing primary data, Purchase of agriculture inputs,	Provision of good extensions services,	Linkage breakdown.	High.
11	e-GA Agencies	Provision of data services.	Improvement of data	Efficiency of gvt	High
12	Religious institution	Access to areas for establishing institutions	Expectation of maximum collaboration	Withdraw	High

No.	Name stakeholder	Services delivered to stakeholder	Expectations of stakeholder	Potential impact if expectation is not met	Rank
		collaboration			
13	Mass media	Primary data	Maximum cooperation	Low access to information by community members.	High
14	Law enforcers (policy, court, immigrations, PCCB)	Maintaining peace and order	Maximum collaboration	High rate of crimes.	High
15	Gvt Agencies	Provision of primary data, Collaboration in implementing dev. Activities.	Timely delivery of data. Meeting their statutory goals.	Poor social and economic dev.	High
16	Traditional healers	Improved health service delivery	Maximum collaboration	Poor service delivery.	Medium
17	Nearby countries(Rwanda and Burundi)	Deliverance of asylum areas where refugees are kept, To sell them food, collaborating on Cross border projects	Maximum collaboration	Collapse of cross border projects, Mistrust.	Medium

## 2.6 Core Values

The implementation of the Ngara District Council strategic plan shall be guided by 6 major core values that constitute what the council values most or guiding principles. The formulated principles will guide an organization's internal conduct as well as its relationship with the external world. They will stand as prerequisite norms for effective and efficient service delivery in the council. Based on the situation analysis the following were the key core values:

- (i) Adherence to agreed plans.
- (ii) Proper use of available resources.
- (iii) Enhanced community participation.
- (iv) Team work spirit among staff.
- (v) High commitment in service delivery.
- (vi) Good governance/Zero tolerance corruption.

## CHAPTER THREE

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

#### 3.1 Introduction

Performance review involved a critical assessment of the implementation of the previous strategic plan to measure outcome or impacts and longer term consequences of the interventions. For the period 2011/2012 to 2015/2016 Ngara District council committed its financial, human and material resources in implementing its five year medium term strategic plan; the effect or the change resulting from the interventions from the previous strategic plan was assessed in 13 departments and 6 sections. The review of the implementation of the previous strategic plan identified remarkable achievements against targets set and some constraints.

#### 3.2 Achievements made from the implementation of the Previous Strategic Plan

##### 3.2.1 Achievements in Human Resource and Administration

- ✓ Increased of Human Resource from 1870 to 2410 by 2017
- ✓ Statutory meeting conducted from 46% to 58% by 2017
- ✓ 10 elected leaders and 55 staff trained on anti- corruption by 2017

##### 3.2.2 Achievements in Health Sector

- ✓ Reduced HIV prevalence by 1% among tested people
- ✓ Reduced Prevalence of Malaria cases to 40.7% among OPD cases
- ✓ Strengthen Human Resources for Health Management Capacity for improved Health services delivery by 60%

##### 3.2.3 Achievements in Agriculture Irrigation and Cooperatives

- ✓ Crop production increased from 250,000 tons to 490,284 tons
- ✓ Extension services delivery enhanced by recruiting 13 Extension workers
- ✓ Coffee production increased from 360 tons to 960 tons of clean coffee.

##### 3.2.4 Achievements in Water Sector

- ✓ Number of people in rural areas accessing safe drinking water increased from 54% to 75% and accessing safe drinking water within 400m increased from 30% to 35% by June 2016. Only 45% of this target was achieved
- ✓ Water sector capacity development plan implemented through training of 8 sector staff and formation of 50 WUGS and 100 WUA by June 2016. Only 60% of this target was achieved
- ✓ Engagement of households and communities through CLTS triggering and follow - up from 20 to 72 villages by June 2016. CLTS was implemented in 15 Villages only (20-35 villages)
- ✓ Functionality of existing non-working water supply schemes are maintained and restored from 20% to 70% by June 2016. Only 10% (from 20% to 30%) of this target was achieved

##### 3.2.5 Achievements in Primary Education

- ✓ 7 latrines with 5 holes were constructed at Kasharazi, Rusumo Magereza, Kabulanzwili and Nyakahanga Primary schools, Nakatunga, Mukididili, and Mubuhenge.

- ✓ 3000 primary school desks has been made and are in use
- ✓ Rehabilitation of 2 classrooms at Nyakahanga Primary school by support "Mfuko wa Jimbo
- ✓ Makugwa primary school (new primary school) enhanced to procure industry materials by support "Mfuko wa Jimbo
- ✓ One pit latrine with 4 holes constructed at Kanyinya Primary school by support "Mfuko wa Jimbo"
- ✓ 13 latrines with 5 holes constructed in 13 wards (P4R – support).
- ✓ 7 classrooms constructed in 5 wards (P4R – support)
- ✓ 22 classrooms completed construction in 16 wards (P4R – support)

### 3.2.6 Achievements in Secondary Education

- ✓ 30 % of targeted group of HIV /AIDS affected sensitized about the problem
- ✓ 120 teachers out of 304 teachers managed to achieve conducive working conditions through various incentives
- ✓ 29 secondary schools managed to conduct National examinations effectively
- ✓ 42 teachers out of 75 teachers managed to attend subject workshops and seminars so as to improve Teaching capacity
- ✓ 90% of conducive learning/teaching to 15,000 students improved
- ✓ 14 classrooms out of 14 were constructed, 2 six in one out of 8 were constructed, 58 out of 65 Pit latrines were constructed, 3 hostels out 7 were constructed and 19 laboratories out of 66 were constructed so as to improve teaching and learning process

### 3.2.7 Achievements in Community Development Gender Youth and Children

- ✓ Active IG groups increased from 145 to 175 groups in 20 wards by June 2020
- ✓ Care and social support to 75 PLHIV Income Generating groups and 1920 Orphans facilitated in 20 wards by the year 2020
- ✓ Ensure District and community HIV and AIDS response strengthened, and program management enhanced in 20 wards by the year 2019
- ✓ Care and social support to 75 PLHIV Income Generating groups and 1920 orphans facilitated in 20 wards by the year 2019

### 3.2.8 Achievements in Planning Statistics and Monitoring

- ✓ Follow up, Monitoring and Evaluation of 14 Development projects out of 76 DP have been supervised during FY 2016
- ✓ District Council Data Bank and Resource Center improved and well managed for quality data production by June 2016.

### 3.2.9 Achievements in Land and Natural Resources

- ✓ 90 Plots surveyed and registered
- ✓ 17 villages were prepared participatory villages land use plans.
- ✓ 1,500,000 trees were planted and survived.

### 3.2.10 *Achievements in* Environment and Solid Waste Management

- ✓ Construction of the Ngara Urban dumping site for 54 % by June 2016;
- ✓ Construction of 3 refuse collection bays in Ngara urban, Kasulo/Benaco and Kabanga mini towns for 30% by June 2016;

### 3.2.11 *Achievements in* Beekeeping

- ✓ Increased number of farmers practicing improved beekeeping from 300 farmers to 1000 farmers
- ✓ Promote modern beekeeping technologies.

### 3.2.11 *Achievements in* Finance and Trade

- ✓ Revenue collection increased for 10%, from 65% to 75%
- ✓ Clear certificate auditing report attained by 80%

## CHAPTER FOUR

### THE PLAN

#### 4.1 Vision

To have a community with improved livelihood by 2025

#### 4.2 Mission

To provide high quality socio-economic services through using available resources for improve livelihood of Ngara community.

#### 4.3 Strategic Objectives

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

#### 4.4 Strategic Plan Matrices

##### 4.4.1 Strategic Objective 1

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced

##### 4.4.1.1 Result Area: Administration and Human Resource

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Increased number of staff practicing voluntary testing on HIV/AIDS from 6 to 100 by 2020	Mobilise financial resource Create awareness to all staff	Number of staff practicing voluntary testing on HIV/AIDS
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Increased number of trained elected leaders and staff on anti corruption from 65 to 200 by 2020	Allocate budget/ fund Train elected leaders and staff	Number of trained elected leaders and staff

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	One Administration block at the District council's Headquarters Constructed by 2020	Allocate budget/ fund	Number of administration block constructed
	Constructed Ward Offices increased from 8 to 22 by 2020	Allocate budget/ fund	Number of Ward Offices constructed
E. Good Governance and Administrative Services Enhanced	All statutory committees' meeting/ statutory meeting conducted increased from 58% to 100% by 2020	Allocate budget/ fund Train elected leaders and staff Conduct meeting Create awareness and mobilize community attend meeting	Number of statutory committees' meeting/ statutory meeting conducted
	Recruited/ Employed and Retained staff increased from 2,410 to 3,369 by 2020	Allocate budget/ fund Recruit/ Employ and Retain staff Motivate staff Promote staff timely	Number of staff Recruited/ Employed and Retained
	Decreased disciplinary cases facing staff from 31 0 to 0 by 2020	Allocate budget/ fund Train staff on public services' acts, regulations, circulars, schemes and guidelines	Number of disciplinary issues/ cases facing staff decreased

#### 4.4.2 Strategic Objective 2

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- H. Local Economic Development Coordination Enhanced

##### 4.4.2.1 Result Area: Agriculture, Irrigation and Cooperatives

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Increased number of extension staff practicing voluntary testing on HIV/AIDS from 0 to 50 by 2021	Create staff awareness Mobilize financial resource Engage mobile clinic	Number of extension staff practicing Voluntary Testing of HIV/AIDS
B. National Anti-Corruption Implementation	Increased number of workers fighting against corruption from 10 to 50	Create workers awareness Mobilize financial	Number of workers fighting against corruption

Strategic Objectives	Targets	Strategies	Performance Indicators
Strategy Enhanced and Sustained	by 2021	resource	
C. Access to Quality and Equitable Social Services Delivery Improved	Increased food crops production from 501,727 tons to 750,000 tons by 2021	Establish seed farms use farm inputs Apply modern technologies Train, procure insecticides Procure farm machinery Apply FFS Procure tractors	Tons of food crops produced
	Increased number of farmers visited by extension workers annually from 32,200 to 84,000 by 2021	Procure motorbikes Solicit fund for fuel, allowances Increase extension staff Procure working gears Establish groups	Number of farmers visited
	Soil analysis conducted from 0 villages to 30 villages by 2021	Procure soil testing kits Mobilize financial resource Invite researchers	Number of villages analysed
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Increase number of irrigation scheme from 0 to 3 by 2021	Procure building materials Solicit fund Identify areas	Number of scheme constructed
	Increased number of Staff houses from 8 to 13 by 2021	Procure building materials Solicit fund Identify areas	Number of residential house constructed
	Increased number of crop processing units from 2 to 5 by 2021	Procure building materials Solicit fund Identify areas	Number of processing unit constructed
	Increased percentage of the construction of Strategic market project from 50% to 100% by 2021	Procure building materials Solicit fund	Percentage of Strategic market project constructed
H. Local Economic Development Coordination Enhanced	Increased cash crop (coffee) production from 960 tons to 3,000 tons by 2021	Procure improved seeds Apply modern technologies Conduct training, procure insecticides	Tons of cash crops increased

Strategic Objectives	Targets	Strategies	Performance Indicators
		Procure farm machinery Control pest and diseases Establish nurseries	
H. Local Economic Development Coordination Enhanced	Increased hectares of Avocado from 35 ha to 532 ha by 2021	Procure improved seedlings Apply modern technologies Conduct training, procure insecticides Procure polythene tubes Control pest and diseases Procure watering canes	Number of hectares increased
	Established hectares of Sunflowers from 0ha to 700 ha by 2021	Procure improved seeds Apply modern technologies Conduct training, procure insecticides Procure fertilizers Control pest and diseases	Number of hectares established
	Increased number AMCOS from 1 to 3 by 2021	Establish participatory farmer groups Conduct registration Conduct training Create farmers awareness	Number of AMCOS established

#### 4.4.3 Strategic Objective 3

- A. Services Improved and HIV/AIDS Infections Reduced
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- E. Good Governance and Administrative Services Enhanced
- I. Emergency and Disaster Management Improved

##### 4.4.3.1 Result Area: Health

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Prevalence of HIV/AIDS among OPD cases reduced from 1% to 0.1% by 2021	Create community awareness Mobilise financial resource Engage mobile clinic Provide ARV to people living with HIV	Percentage of People living with HIV reduced

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Shortage of medicines, medical equipments and diagnostic supplies in health facilities reduced from 15% to 0% by 2021	Procure medicines, medical equipments and diagnostic supplies for Health Facilities. Establish Council Medical Store.	Percentage of shortage of medicines, medical equipments and diagnostic supplies reduced.
	Maternal Mortality rate reduced from 68/100000 to 5/100000 live births by 2021	Conduct focused ANC(PMTCT,Birthpreparedness,Iron&Folic supplementation,IPT,Syphilis screening,TTetc)	Rate of maternal mortality reduced
	Infant Mortality rate reduced from 7/1000 to 1/1000 live birth by 2021	Conduct focused ANC(PMTCT,Birthpreparedness,Iron&Folic supplementation,IPT,Syphilis screening,TTetc)	Rate of infant mortality per 1000 live births reduced.
	Neonatal Mortality rate reduced from 3/1000 to 1/1000 by 2021	Conduct safe and clean delivery by skilled personnel in a facility.	Rate of neonatal mortality per 1000 live births reduced.
	TB detection rate increased from 55% to 95% by 2021	Conduct intensive case detection and finding. Conduct proper treatment and prevention.	Percentage of detection rate increased.
C. Access to Quality and Equitable Social Services Delivery Improved	Prevalence rate of Malaria cases reduced from 20.6% to 2% by 2021	Conduct intensive diagnosis and treatment of Malaria cases with combination therapy Artemisinin (ACT&ALu)	Percentage of Prevalence rate reduced.
	Mental health conditions reduced from 0.04% to 0.01% by 2021	Conduct rehabilitative Support and Treatment. to people with mental illness.	Percentage of mental health conditions reduced.
	Complication related injuries reduced from 0.2% to 0.1% by 2021	Conduct integrated management of emergency and essential Surgical care	Percentage of complications of related injuries reduced.
	Prevalence of Non-communicable diseases reduced from 0.1% to 0.01% by 2021	Conduct intensive prevention and treatment.	Percentage of prevalence rate of non-communicable diseases reduced.
	Prevalence rate of Neglected Tropical Diseases(NTDs) reduced from 10% to 1% by 2021	Provide intensive case management(Diagnosis and Management)	Percentage of prevalence rate of Neglected Tropical Diseases reduced.
	Sanitation facility coverage increased from 67% to	Provide safe clean water, hygiene and sanitation.	Percentage of sanitation facility coverage

Strategic Objectives	Targets	Strategies	Performance Indicators
	98% by 2021. Shortage of skilled and mixed human resources for health reduced from 57.6% to 5% by 2021	Conduct professional development, staff deployment and productivity accompanied by good working conditions(availability of housing, water, electricity, equipments and medicines)	increased. Number of skilled and mixed human resources for health available.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Shortage of health facilities reduced from 40% to 5% by 2021.	Construct 31 dispensaries and 18 Health Centers.	Percentage of number of health facilities constructed.
E. Good Governance and Administrative Services Enhanced	Organisation structure and institutional management at all facility levels strengthened from 65% to 95% by 2021	Strengthen the functioning of CHMT and health facilities management teams, council health planning teams.	Percentage strengthened organization structure and institutional management increased.
I. Emergency and Disaster Management Improved	Capacity of management of emergency/disaster preparedness increased from 45% to 90% by 2021	Strengthen capacity building for emergency preparedness and response	Percentage of strengthened capacity of management of emergency/disaster increased.

#### 4.4.4 Strategic Objective 4

A. Services Improved and HIV/AIDS Infections Reduced

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

G. Management of Natural Resources and Environment enhanced and sustained.

##### 4.4.4.1 Result Area: Land and Natural Resources

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Increased number of people practicing voluntary testing on HIV/AIDS from 20 to 60 by 2021	Create community awareness Mobilize financial resource Engage mobile clinic	Number of people practicing VT on HIV/AIDS
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	corruption incidences reduced from 30% to 10% by June 2021	Mobilize community awareness on corruption issues	Number of incidences on corruption reported
G. Management of Natural Resources and Environment enhanced and sustained.	Town planning drawings increased from 14 to 20 by June 2021.	Mobilize community awareness on town planning preparation  Collect data, prepare	Number of new town planning maps prepared

Strategic Objectives	Targets	Strategies	Performance Indicators
		town drawings Submit prepared plans to the responsible authority for scrutiny and approval.	
G. Management of Natural Resources and Environment enhanced and sustained.	Surveyed land plots increased from 1860 to 2260 by June 2021.	Create community awareness on contribution towards surveying of plots.  Community mobilization on the importance of legalizing their land	Number of plots surveyed and registered  Number of certificate of titles prepared and issued.
	Village practicing customary right of occupancy (CCRO's) increased from 17 villages to 40 by June 2021.	Promote participatory village land use plans in rural areas.	Number of villages issuing CCRO's
	Customary rights of occupancy increased from 3275 to 3950 by June 2021	Mobilize community on building village land registries.	Number of CCRO's prepared and issued.
	Customary rights of occupancy increased from 3275 to 3950 by June 2021	Mobilize community on building village land registries.	Number of CCRO's prepared and issued.
	Villages with participatory land use plans increased from 17 to 50 by June 2021	Mobilize community on the importance of village use plans Train the community on Preparation and implementation of village land use plans	Number of villages with participatory village land use plan
	Tree seedlings planted and surviving increased from 3,200,000 to 4,700,000 by June 2021	Create Community awareness on environmental protection	Number of seedlings survived
	Participatory forest conserved areas increased from 200 to 500 hectares by June 2021	Demarcation of conserved areas	Number of conserved areas
	5 cultural tourism site	Sensitize the	Number of cultural tourism

Strategic Objectives	Targets	Strategies	Performance Indicators
	identified by June 2021	communities on the importance of cultural tourism.	sites identified

#### 4.4.5 Strategic Objective 5

A. Services Improved and HIV/AIDS Infections Reduced

C. Access to Quality and Equitable Social Services Delivery Improved

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

##### 4.4.5.1 Result Area: Primary Education

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Reduced number of primary school teachers with HIV/AIDS from 3 to 0 by 2021	Create community/ teachers awareness Mobilize financial resource	Quarterly and annual Meeting reports
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	50 latrines constructed in 115 primary schools by 2021	Sensitize and mobilize community Mobilize financial, and material resources	Number of latrines, , constructed
	20 teacher's houses constructed by 2021	Sensitize and mobilize community Mobilize financial, and material resources	Number of teachers house constructed
	30 classrooms constructed by 2021	Sensitize and mobilize community Mobilize financial, and material resources	Number of classrooms constructed
	400 desks distributed to 115 primary schools by 2021	Mobilize financial resources	Number of desks constructed

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Quarterly follow up in 115 primary schools conducted by 2021	Mobilize financial resources Mobilize transport Procure office consumable	Number of primary schools visited Quarterly
	Increased academic performance from 87% - 99% by June 2021	Mobilize financial resources Mobilize transport Procure office consumable	Percentage of academic performance increased
	The DEOs office renovated by June 2021	Purchase office furniture, stationary Procure office equipments Pay office bills/utilities (water charges, office telephone)	Number of furniture, curtain, office equipments and other expenses purchased/paid
	one motor vehicles and photocopy machine Serviced and repaired by 2025	Mobilize financial resources	LPOs, payment voucher/receipts, and Intact photocopy machine
	Quarterly reporting conducted in 115 primary schools improved by 2025	Mobilize financial resources Purchase stationary	Number of primary schools visited Quarterly
	Motivation to 650 teachers in the district provided by June 2020	Mobilize financial resources	Number of teachers motivated
	15 COBET and 7 MUKEJA Centres provided motivation by 2021	Mobilize financial resources Procure office consumable	Payment retirements, attendance registers
	National examinations conducted in 115 primary schools for STD VII and IV by 2021	Mobilize financial resources Mobilize transport Procure stationary	Std VII and IV National examinations conducted
	115 Primary schools surveyed and demarcated by June 2021	Mobilize financial resources Mobilize transport	Number of primary schools surveyed and demarcated
	Teaching and learning materials provided to 115 primary schools by 2025	Procure teaching and learning materials	Availability of teaching and learning materials
	140 Special education pupils provided with food	Buy food Sensitize school	Number of Special

Strategic Objectives	Targets	Strategies	Performance Indicators
	by 2021	community Mobilize financial and material resources	education pupils provided with food
C. Access to Quality and Equitable Social Services Delivery Improved	20 primary schools teachers with the access of electricity trained on computer knowledge	Mobilize financial resources	Number of teachers trained

#### 4.4.6 Strategic Objective 6

A. Services Improved and HIV/AIDS Infections Reduced

C. Access to Quality and Equitable Social Services Delivery Improved

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

##### 4.4.6.1 Result Area: Secondary Education

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Reduced numbers of staff affected with HIV/AIDS from 6 teachers to 0 by 2021	Sensitize teachers affected by HIV	Number of people attending HIV/AIDS meetings
C. Access to Quality and Equitable Social Services Delivery Improved	Monitoring and supervision of National examinations conducted annually to 29 schools by 2021	Supervise Monitor Mobilize fund	Number of schools supervised
	Teaching and learning materials provided to 533 teachers annually by 2021	Monitor supervise	Number of teachers provided with teaching and learning materials
	Teaching and learning materials provided to 4500 students annually by 2021	Mobilize Monitor supervise	Number of students get teaching and learning materials
	Statutory benefits to 533 teachers Provided annually by 2021	Supervise and monitor	Number of teachers get incentives
	Increased science teachers from 100 to 219 employed by 2021	Mentor new teachers	Number of science teachers employed
	Increased students' academic performance from 82% to 90% for form IV and to maintain	Monitor Supervise Evaluate Mobilize funds	Number of percentages achieved

Strategic Objectives	Targets	Strategies	Performance Indicators
	100% for form VI annually by 2021		
	Increased students' form one enrolment from 83% to 100% annually by 2021	Monitor Supervise Evaluate Mobilize funds	Number of students enrolled
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	47 laboratories completed by 2021	Supervise and monitor completion	Number of laboratories completed
	5 libraries constructed by 2021	Monitor construction Supervise construction	Number of libraries constructed
	20 staff houses constructed by 2021	Supervise construction Monitor construction	Number of 150 staff houses constructed
	120 pit latrines constructed by 2021	Supervise construction	Number of pit latrines constructed
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	12 administration blocks constructed by 2021	Supervise construction Monitor construction	Number of administration blocks constructed
	10 secondary schools installed electricity power by 2021	Supervise installation	Number of houses installed
	15 water tanks procured by 2021	Supervise and monitor procurement activities	Number of water tanks constructed
	1688 tables procured by 2021	Supervise and monitor procurement activities	Number of tables procured
	40 classrooms constructed by 2021	Supervise construction	Number of classrooms constructed
	8 teachers' houses completed by 2021	Monitor and supervise	Number of teachers' houses completed
	15 secondary schools' compounds surveyed and demarcated by 2021	Monitor and supervise	Number of schools compound and demarcated
	10 secondary schools installed internet services systems	Monitor and supervise	Number of schools installed internet services
	10 secondary schools' dormitories constructed by 2021	Monitor and supervise	Number of schools dormitories constructed

#### 4.4.7 Strategic Objectives 7

C. Access to Quality and Equitable Social Services Delivery Improved

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

#### 4.4.7.1 Result Area: Water

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Number of protected and safeguarded water sources against risks of contamination increased from 55 to 250 by June 2021	Demarcate and foretaste Water Sources. Create community awareness on conserving water sources Promote district sanitation marketing and hand washing behavior	Number of protected water sources
C. Access to Quality and Equitable Social Services Delivery Improved	Formation of WUAs increased from 6 to 100 by June 2021	Form, register and conduct training to WUAs	Number of WUAs formed
	8 Water sector staff trained on designing, operation and maintenance of water supply projects	Conduct training for skills and competency to sector staff	Number of sector staff trained
	Non functional water points decreased from 251 to 0 by June 2021	Rehabilitate non-working supply scheme Conduct training to community on operation and maintenance of water supply schemes	Number of maintained and restored water supply schemes
	Engaged households and communities through CLTS triggering and follow – up increased from 35 to 75 villages by June 2021.	Conduct training to community on CLTS triggering Conduct follow up on the signed declarations Conduct quarterly sanitation data collection and verification in Villages	Number of household engaged in CLTS triggering increased
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Number of people in rural areas accessing to safe and clean drinking water increased from 60.3% to 85% by June 2021	Complete construction of ongoing water supply projects Construct new water projects Form, register and conduct training to	Percentage of people accessing safe and clean water

Strategic Objectives	Targets	Strategies	Performance Indicators
		WUA who will operate and maintain water projects Rehabilitate and extend existing piped water scheme	

#### 4.4.8 Strategic Objectives 8

A. Services Improved and HIV/AIDS Infections Reduced

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

##### 4.4.8.1 Result Area: Works

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Increased number of road workers and staff practicing voluntary testing on HIV/AIDS from 20 to 30 by 2021	Create road workers and staff awareness Mobilise financial resource	Number of road workers and staff practicing VT on HIV/AIDS increased
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Maintained, rehabilitated and constructed District, Feeder and Village roads increased from 476.3 to 750Km by 2021	Mobilize financial resource Engage Contractors Monitor and supervise	Km. of passable District, Feeder and Village throughout the year increased
	Upgraded Ngara urban roads from gravel road to Tarmac road increased from 27.7Km to 60 Km by 2021	Mobilize financial resource Engage Contractors Monitor and supervise	Km. of passable District, Feeder and Village throughout the year increased
	Cleaned and opened culverts increased from 20 to 60 and ditches on District, Feeder and Village roads by 2021	Mobilize financial resource Engage Contractors Monitor and supervise	Number of clean and open culverts and ditches increased
	810km of road supervised by 2021	Mobilize financial resource Avail transport facilities Monitor and supervise	Km. of roads in good quality supervised

#### 4.4.9 Strategic Objectives 9

A. Services Improved and HIV/AIDS Infections Reduced

F. Social Welfare, Gender and Community empowerment Improved

#### 4.4.9.1 Result Area: Community Development, Social Welfare and Youth

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Spread of HIV/AIDS Prevalence reduced from 2.4 % to 1.5 % by 2021	Create community awareness on behavioral change Mobilize financial resource Promote HIV/AIDS testing promote use of condoms and safe sex	Percentage rate/ of prevalence
	Cross cutting support to PLHA increased from 400 to 600 by 2021	Strengthen care and support to PLHA Monitor and supervise progress	Number of PLHA and supported
F. Social Welfare, Gender and Community Empowerment Improved	Active IGA groups increased from 150 to 350 in 75 villages by 2021	Sensitize and create awareness to IGAs on entrepreneurial skills and group formation facilitate and advance soft loans Supervise and monitor progress	Number of economic groups formed and operating
	Increased women participation in politics from 26% to 30% by 2021	Sensitize and mainstream gender issues in development projects sensitize and encourage women to participate in politics, attend schools and employment opportunities	Percent of women participating in politics and development projects
	Increased income per capita from 937,412 to 950,412 By 2021.	Empower community in villages, instill the sense of hardworking and self help spirit Motivate and promote saving societies and village community Banks	Per Capita income raised.
	Delivery of child care, protection and development services increased from 600 to	Sensitize and mobilize communities to support vulnerable children	Number of children identified and supported

Strategic Objectives	Targets	Strategies	Performance Indicators
	1000 children by 2021	collect and analyze data on MVC in the district Mobilize financial resource	
	Increased support and services to old people from 1000 to 2500 by 2021	Sensitize and mobilize communities to support Mobilize financial resource	Number of elderly supported

#### 4.4.10 Strategic Objectives 10

A. Services Improved and HIV/AIDS Infections Reduced

C. Access to Quality and Equitable Social Services Delivery Improved

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

##### 4.4.10.1 Result Area: Livestock and Fisheries development

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Increased number of extension staffs practicing voluntary testing on HIV/AIDS from 20 to 60 by 2021	Create community awareness Mobilize financial resource Engage mobile clinic	Number of staffs practicing VT on HIV/AIDS
C. Access to Quality and Equitable Social Services Delivery Improved	Increased number of livestock vaccination provided from 1 vaccine to 5 by 2021	Create livestock farmers awareness Mobilize financial resource Vaccinate animals	Increased number of vaccine
	Awareness creation on improved fishing practice provided from 8 to 15 villages by 2021	Mobilize financial resources Conduct training	Increased number of villages
	Increased number of heifers inseminated from 20 to 150 by 2021	Create livestock farmers awareness Mobilize financial resource Inseminate heifers	Increased Number of heifers inseminated
	Increased number of livestock farmers and fish farmers visited annually from 150 to 700 by 2021	Mobilize financial resource Procure motorcycles	Increased number of farmers visited
D. Quality and Quantity of Socio-Economic	Increased number of Abattoirs from 0 to 1 by	Mobilize financial resource	Number of abattoirs constructed

Services and Infrastructure Increased  D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	2021	Procure building material Identify contractor	
	Increased number of fish ponds from 67 to 127 by 2021	Create community awareness Mobilize financial resources	Number of ponds constructed
	Increased number of charcoal dam from 0 to 4 by 2021	Mobilize financial resources	Number of charcoal dam constructed
	Increased number of rehabilitated dips from 9 to 22 by 2021	Mobilize financial resources Identify areas Identify contractor	Number of dips rehabilitated

#### 4.4.11 Strategic Objectives 11

- A. Services Improved and HIV/AIDS Infections Reduced
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- C. Access to Quality and Equitable Social Services Delivery Improved
- H. Local Economic Development Coordination Enhanced

##### 4.4.11.1 Result Area: Planning, Monitoring and Evaluation

Strategic Objectives	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Number of staff practicing voluntary testing on HIV/AIDS Increased from 0 to 6 by 2021	Create awareness on voluntary HIV/AIDS test	Number of staff tested HIV/AIDS
C. Access to Quality and Equitable Social Services Delivery Improved	Poor house hold with improved housing increased from 3473 to 8900 by June 2021.	Facilitate Conditional Cash Transfer(CCT)	Number of improved house constructed.
	PAA Facilitator trained on conditional cash transfer increased from 25 to 39 by June 2021	Request fund for facilitation	Number of PAA facilitators trained

	Pupils joined to primary and secondary school education increased from 3298 to 7000 by June 2021	Facilitate Conditional cash transfer	Number of pupil joined primary and secondary school education
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Beneficiaries engaged in Public works program increased from 6902 to 7954 by June 2021	Sensitize poor household beneficiaries to engage in Public works activities	Number of beneficiaries engaged in Public works program.
H. Local Economic Development Coordination Enhanced	Capacity of implementing departmental and sectional developmental projects Increased from 23 to 87 by 2021	Mobilize funds from own source	Number of developmental projects supervised, monitored and evaluated
	64 Unaccomplished development projects timely implemented as planned by 2021.	Close monitoring, supervision and evaluation of all planned developmental projects to be implemented.	Number of developmental projects timely implemented
	Increased collected ,analyzed and interpreted data from 20% to 65% by June 2021	Prepare data collection tools. Mobilize funds. Train staff on data analysis and interpretation	Percentage of collected and analyzed data.
	Increased incorporated plans of Nongovernmental Organization in the council plans from 0 to 9 by 2020	Create awareness to Non Governmental Organisations	Number of developmental projects Incorporated in Council plans

#### 4.4.12 Strategic Objectives 12

- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased
- G. Management of Natural Resources and Environment Enhanced and Sustained

##### 4.4.12.1 Result Area: Cleansing and Environment

Strategic Objectives	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	5 refuse collection bays constructed by 2021	Construct refuse collection bays	Number of refuse collection bays constructed
	One Ngara urban damp site demarcated and fenced by 2021	Demarcate and fence Ngara urban damp site	Number of demarcated and fenced damp site
	30 District projects screened, reviewed and get approved by 2021	monitor, review and approval of district projects	Number of District projects screened and audited
	2000 household inspected	Inspect and supervise	Number of households

	and supervised on environmental cleansing and sanitation practices by 2021	environmental cleansing and sanitation practices	inspected and supervised
G. Management of Natural Resources and Environment Enhanced and Sustained	1,500,000 trees planted every year up to 2021	Plant trees	Number of trees planted
	15 villages involved in land use planning by 2021	Prepare Land use Plan	Number of villages involved in land use planning
	15 water source demarcated by 2021	Demarcate water sources	Number of water source demarcated

#### 4.4.13 Strategic Objectives 13

##### E. Good Governance and Administrative Services Enhanced

###### 4.4.13.1 Result Area: Finance and Trade

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Revenue collection increased from Tsh 800,000,000. to 1,400,000,000 annually by June 2017	Create new sources of revenue Create awareness to tax payers Imply electronic tax collection facilities	Percentage of revenue collected
	Increased staff in the department from 19 to 25 by 2021.	Recruit new staff	Number of staff employed
	Own source of revenue increased from 18 to 25 by 2021.	Identify and establish number of sources of revenue.	Number of sources of revenues increased.
	Increased working facilities (computers) from 6 to 25 by 2021	Mobilize fund Procure new computers	Number of computers procured

#### 4.4.14 Strategic Objectives 14

##### E. Good Governance and Administrative Services Enhanced

###### 4.4.14.1 Result Area: Internal Audit

Strategic Objectives	Targets	Strategies	Performance indicators
E. Good Governance and Administrative Services Enhanced	1 unqualified audit report acquired annually by June 2021	Enhance and support supervision and auditing of various activities Provide financial advices and non financial to	Number of clean audit report produced

		management	
	Increased number of staffs recruited from 2 to 4 by 2025	Recruit 2 internal auditors	Number of staffs recruited
	Increased means of transport from 0 to 1 by June 2021	Procure 1 motor vehicle	Availability of motor vehicle

#### 4.4.15 Strategic Objectives 15

##### C. Access to Quality and Equitable Social Services Delivery Improved

##### 4.4.15.1 Result Area: Procurement Management Unit

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Working tools increased from 15% to 75% by 2021	Procure working tools	Availability of working tools
	Procurement staffs increased from 3 to 6 by 2021	Employ 3 staffs	Number of staffs employed
	9 Contractors trained on contract management by 2021	Train contractors	Number of contractors trained
	Procurement of common items in 15 departments and 6 Units conducted annually by 2021	Supervise procurement processes.	Number of departments and units provided with procurement services

#### 4.4.16 Strategic Objectives 16

##### C. Access to Quality and Equitable Social Services Delivery Improved

##### 4.4.16.1 Result Area: Legal

Strategic Objectives	Targets	Strategies	Performance Indicators
B. Enhance, sustain and Effective Implementation of National anti-Corruption strategy	Increased number of village leaders and ward tribunal members trained on anti-corruption from 50 to 348 by June 2021.	Train members and leaders Disseminate guidelines	Number of Village Leaders and Ward Tribunal members trained
E. Good Governance and Administrative Services Enhanced	Increased level of understanding of laws and regulations among members of ward	Create awareness Conduct meetings Disseminate laws and regulations	Number of staffs and member of tribunals capacitated.

	tribunals and council staffs from 75 to 185 by June 2021		
	Guidelines and Registers disseminated to 7 Ward Tribunals by 2021	So list Fund	Number of Wards Tribunals received guidelines

#### 4.4.17 Strategic Objectives 17

G. Management of Natural Resources and Environment enhanced and sustained.

##### 4.4.17.1 Result Area: Beekeeping

Strategic Objectives	Targets	Strategies	Performance Indicators
G. Management of Natural Resources and Environment enhanced and sustained.	Increased farmers practicing improved beekeeping from 300 to 1,000 by June 2021	Train farmers. Assessment of forest Potentials for bee forage.	Number of farmers practicing improved beekeeping.
	Increased number of beekeeping groups from 10 groups to 40 groups by June 2021	Form beekeeping groups Facilitate formation of by laws.	Number of groups formed and trained.
	At least 20 suitable land for apiaries identified and demarcated.	Mobilize the communities to set aside suitable land for apiaries	Number of apiaries identified and demarcated
	Build 4 factories for processing bee products by June 2021	Facilitate the communities to build factories for processing bee products	Number of factories built and equipped.
G. Management of Natural Resources and Environment enhanced and sustained.	Bee keeping groups trained increased from 10 to 40 by 2021	Train bee keeping groups Facilitate establishment and demarcation of bee reserves and apiaries. Construct modern box bee lives and durable local hives. Purchase of bee protective tools and equipments Improve quantity and quality of bee products and marketing system.	Number of groups trained.

#### 4.4.18 Strategic Objective 18

- B: Enhance, sustain and Effective Implementation of National anti-Corruption strategy
- E. Good Governance and Administrative services enhanced

##### 4.4.18.1 Result Area: Election

Strategic Objectives	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Reduced number of Non citizens Voting from 28-0 by 2021.	Train elected leaders and Staffs in lower level Create awareness Updating Voters Registration book	Number of non citizen reduced
	1 meeting with Political Parties and electoral staff conducted annually by 2021	Create awareness and conduct meeting	Number of meeting conducted.
	Human resource Increased from 1 to 3 by 2021	Recruit staff	Number of staff Recruited
B. Enhance, sustain and Effective Implementation of National anti-Corruption strategy	Reduced Number of Election Complains on corruption from 11 to 0 by June 2021.	Build Capacity. Create awareness in the community	Reduced number of corruption incidences reported

#### 4.4.19 Strategic Objectives 19

- A. Services Improved and HIV/AIDS Infections Reduced
- C. Access to Quality and Equitable Social Services Delivery Improved
- D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased

##### 4.4.19.1 Result Area: Information Communication Technology and Public Relation

Strategic Objectives	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Increased Number of ICT officers and ICT technician from 1 to 10 by June 2021	Recruit sufficient and qualified ICT staff	Number of ICT staffs recruited
	Increased staff with skills and knowledge on the use of ICT from 100 to 200 by June 2021.	Create awareness Mobilize fund Conduct training	Number of staff trained on ICT

D. Quality and Quantity of Socio Economic -Services and Infrastructure	Increased ICT offices from 1 to 6 by June 2021.	Mobilize funds Identify contractor	Number of ICT office Constructed
	Increased Computers from 40 to 60 by June 2021	Mobilize fund Procure Computer	Number of computers procured
	Increased printers from 10 to 20 by June 2021	Mobilize fund Procure Printers	Number of printers procured
	Increased scanners from 10 to 20 by June 2021	Mobilize fund Procure scanners	Number of scanners procured
	Increased computers connected to Internet from 0 to 40 by June 2021	Mobilize fund Identify internet service provider	Number of Computers connected to internet
	Increased computers connected to LAN from 30 to 40 by June 2021	Mobilize fund Construct LAN	Number of Computers connected to LAN

## CHAPTER FIVE

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

#### 5.1 Plan Implementation

The District Executive Director (DED), who is the Chief Executive Officer of the council, is the custodian and accountable for the implementation of Ngara District Council strategic plan 2016/2017 - 2020/2021. DED will be an overseer for the strategic plan implementation, monitoring and evaluation process and reporting. Moreover, with the support of the management, shall regularly report to the full council with regards to the strategic plan implementation and its overall performance.

For the successful coordination of all Result Areas, the Planning Statistics and Monitoring department is dedicated to coordinate and provide oversight on the implementation, monitoring and evaluation of this strategic plan. Thus, the respective Departments and Sections with a helping hand from the key stakeholders from within and outside the Council shall be responsible for the day to day operation of the Strategic Planed activities that shall derived from respective targets and included in the Medium Term Expenditure Framework for annual costing and implementation.

#### 5.2 Plan Monitoring

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

- Determine whether implementation is focused on the fulfillment of the vision and mission of the District Council.
- Facilitate review of the implementation process
- Facilitate feedback to management which is necessary for decision making
- Ensure that strategic objectives are being accomplished within the expected timeframe and taking necessary measures for timely implementation
- Ensure that the activities are carried out as planned, and that any deviations are corrected promptly
- Ensure that financial discipline as a cornerstone for proper and prudent use of resources is sustained.

Monitoring reports shall be prepared quarterly, semi-annually and annually and shall be presented by the Head of the planning statistics and monitoring department to the organs representing NgaraDistrict Council Community including the District Management Team and the District's Full Council. Presentations shall be made to make sure that able 78 shall guide the format of the progress reports.

Table 78: Example of quarterly progress report

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

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

### 5.3 Plan Evaluation

In order to assess the plan performance, three types of evaluations are recommended; there shall be on-going evaluation that shall be taking place throughout the life span of this strategic plan at specified period preferably on annual basis. At this stage it is recommended that the evaluation exercises are conducted at the end of the financial year. There shall be also Midterm review as an interim evaluation that shall be conducted after two and half years to be carried out by internal evaluators. The Midterm review shall draw lessons from the previous annual implementation period and in the process generate information that can be utilized in the subsequent period of plan implementation. This evaluation will focus at the Matching activity funding with plan implementation, evaluation and review. The third type of evaluation to be carried is terminal evaluation that shall be carried out at the end of the plan period to determine achievements, failure and constraints. This is preferably done by using external evaluators with the assistance from internal evaluators. Here detailed assessment of each plan components will be done. Both the quarterly ones, annually and midterm reports shall form the basic inputs of updating and rolling over the planned but unexecuted activities of the Strategic Plan.

- (i) Specifically, the evaluation of the Ngara District Council Strategic Plan (2016/2017 - 2020/2021) shall largely aim at:
- (ii) Establishing whether the District Council is mobilizing adequate resources and the use of such scarce resources is justifiable.
- (iii) Assessing the reasons given with regards to success or failure in achieving implementation targets
- (iv) Understanding whether the Plan implementation is achieving desired impact in fulfilling the Council Objectives Mission and Vision

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

#### 5.4 Plan Review

Plan review is carried out in order to remain focused in realizing the District Council core missions, strategic objectives, targets and therefore stay the course to the vision. Plan reviews shall be triggered by the results of evaluation activities. That is, plan reviews are meant to be responsive to the shortcomings in the course of plan implementation. There shall be minor plan reviews annually, Mid-term review after two and half years and a major Plan review after five years.

Table 79: A Review Plan

S/No.	Years	Planned Review	Time Frame	Responsible
1.	Year 1: 2016/17	Annual Performance review	May, 2016	Head of department responsible for Planning, Monitoring and Statistics
2.	Year 2: 2017/18	Annual Performance Review	May, 2017	
3.	Year 3: 2018/19	Mid-term review	March, 2018	
4.	Year 4: 2019/20	Annual Performance Review	May, 2019	
5.	Year 4: 2020/21	Final MDCSP Outcome Review	May, 2020	

#### 5.5 Internal Reporting Plan

There shall be internal reporting plan to control the periodic internal reporting system during plan implementation period. In this case there shall be six internal reports disseminated to a range of committees; these reports include: Council Procurement Report provided quarterly, Council Audit Report provided quarterly, Council workers report provided bi annual, Council Fraud and Risk Management Reports provided quarterly, Council Progress Reports provided monthly, Council Finance and administration Report provided monthly.

Table 80: Internal Reporting Plan

S/No.	Types of Report	Recipient	Frequency	Responsible
1.	Council Progress Reports	Management Team, Council standing Committee & full Council	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
2.	Council Audit Report	Audit Committee,	Quarterly	Head of section responsible for Internal Audit
3.	Council workers report	Workers Board Meeting	Bi annual	Head of department responsible for Human Resource and Administration
4.	Council Fraud and Risk Management Reports	Council Management, Finance Committee	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
5.	Council Finance and administration Report	Finance and administration Committee	Monthly	Head of department responsible for Finance
6.	Council Procurement Report	Finance and administration Committee	Monthly	Head of Section Responsible for Procurement

## 5.6 External Reporting Plan

The external control of the plan shall involve the external reporting system in which various reports shall be presented to heterogeneous respective authorities. There shall be 7 external reports provided to external organs; these include: The Council CCM Manifesto Implementation Report submitted to the District Commissioner Officer, Regional Administrative secretary and to the Ministry Responsible for Local Government. The Council Performance and Progress Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Annual Audited Financial Statements submitted to Regional Administrative Secretary, Ministry Responsible for Local Government and the Controller and Auditor General. The Council Fraud and Risk Management Reports submitted to Regional Administrative Secretary and Ministry Responsible for Local Government. The Council Audit Report submitted to the Regional Administrative secretary and Ministry of Finance, the Council Procurement Report submitted to Regional Administrative secretary and Public Procurement Regulatory Authority. And the Council Sector Progress Report submitted to Regional Administrative secretary and Ministry responsible for each sector.

Table 81: External Reporting Plan

S/No.	Type of Report	Recipient	Frequency	Responsible
1.	Council CCM Manifesto Implementation Report	District Commissioner Officer, Regional Administrative secretary and Ministry Responsible for Local Government	Biannual	Head of department responsible for Planning, Monitoring and Statistics
2.	Council Performance and Progress Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
3.	Annual Audited Financial Statements	Regional Administrative secretary and Ministry Responsible for Local Government ,CAG	Annually	Head of department responsible for Finance
4.	Council Fraud and Risk Management Reports	Regional Administrative secretary and Ministry Responsible for Local Government	Quarterly	Head of department responsible for Planning, Monitoring and Statistics
5.	Council Audit Report	Regional Administrative secretary and Ministry of Finance	Quarterly	Head of Internal Unity Section
6.	Council Procurement Report	Regional Administrative secretary and Public Procurement Regulatory Authority	Quarterly	Head of Section Responsible for Procurement
7.	Council Sector Progress Report	Regional Administrative secretary and Ministry responsible for each sector	Quarterly	HoD/Section responsible for each Sector