

UNITED REPUBLIC OF TANZANIA



PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT



MWANZA CITY COUNCIL
STRATEGIC PLAN
2016/2017-2020/2021

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EXECUTIVE SUMMARY

This strategic plan has taken into account the strategic location of Mwanza city council as an economic hub for industrialisation and trading with great lake countries and East African community. Mwanza City Council is committed to be an economic hub with conducive environment for investment and provision of high quality services for sustainable development of all community members. This shall be realised through creating enabling environment for investment and provide high quality service through efficient utilization of available resource. The city's long term dream shall be achieved through realized through strategic objectives which are coded from A to J. That include: 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 and j. Information and communication Technology improved.

Participatory approach was used in the process of strategic plan preparation with involvement of Management team of the city council who were head of departments, head of units and consortium of other stakeholders. Analysis of internal and external environment was conducted where both qualitative and quantitative data were collected with the aim of determining the level of service delivery, community satisfaction or dissatisfaction with the service delivered from which critical issues from each sector were identified to be addressed in the next five years. Moreover, in determining the existing situation for future projection, both primary and secondary data were collected analysed and presented. Primary data were collected through checklist, brainstorming, Key informant interview (interview with head of departments and sections), while secondary data were mainly collected through documentary review (literature review, performance review report, self assessment report and logic model analysis). Data presentation is in the form of expressions in terms of context, figures, tables and matrixes.

In contributing towards overall national direction, the plan has mainstreamed the, the party CCM manifesto 2015/2016-2020-/2021, the Tanzania Development Vision (2025),The Long Term Perspective Plan (LTPP 2011/2012-2025/2026), the Tanzania Five Years Development Plan 2016/2017-2020/2021 (FYP II), East African Community Initiatives, Agenda 2063: The Africa We Want, Sustainable Development Goals (SDGs), Small and Medium Enterprise Development Policy 2002, Tanzania Mini- Tiger Plan and sectoral policies. The plan is divided into five chapters where by chapter one presents background information and mandate of the city council, chapter two provide information on situation analysis of the council, chapter three presents performance review on the implementation of the previous 2011/2012- 2015/2016 strategic plan, chapter four presents the plan where the vision, mission, strategic objectives and plan matrix has been provided; and chapter five describe the implementation, monitoring, evaluation, plan review, internal and external reporting plan. The successful implementation of this strategic plan shall be guided by 6 major core values that must be adhered by all stakeholders, these are: Team work spirit, transparent and accountability, professionalism, competence and innovations, corruption free zone, fairness, equity and Customer focused and recognition of the employees' contributions.

TABLE OF CONTENT

EXECUTIVE SUMMARY	2
TABLE OF CONTENT	3
LIST OF ABBREVIATIONS AND ACCRONYMS	6
LIST OF TABLES.....	9
LIST OF FIGURES.....	10
STATEMENT OF THE CITY MAYOR	11
STATEMENT OF CITY DIRECTOR.....	12
CHAPTER ONE	13
BACKGROUND INFORMATION OF MWANZA CITY COUNCIL.....	13
1.1 Background Information	13
1.2 Geographical Location.....	13
1.3 Land Area and Land Use Pattern	13
1.4 Administrative Units.....	13
1.5 Climate and Topography.....	14
1.6 Agro-Economic Zone	14
1.7 Population Size and Growth	14
1.8 Ethnic Groups.....	15
1.9 Strategic Planning Approach.....	15
CHAPTER TWO	16
SITUATIONAL ANALYSIS	16
2.1 Introduction.....	16
2.2 The Analysis of Internal Environment	16
2.2.1 Human Resource Management and Administration	16
2.2.2 Economic Planning, Statistics and Monitoring.....	18
2.2.3 Agriculture, Irrigation and Cooperatives	20
2.2.4 Livestock and Fisheries	23
2.2.5 Community Development, Social Welfare and Youth.....	25
2.2.6 Primary Education.....	27
2.2.7 Secondary Education	30
2.2.8 Health.....	33
2.2.9 Finance and Trade	35
2.2.10 Urban Planning, Land and Natural Resource.....	36

2.2.11 Solid Waste management and Environment	39
2.2.12 Beekeeping.....	41
2.2.13 Legal and Security.....	43
2.2.14 Election Section.....	45
2.2.16 Information Communication Technology and Public relation	46
2.2.17 Internal Audit.....	47
2.2.18 Water.....	48
2.2.19 Works.....	49
2.3 The Analysis of External Environment	50
2.3.1 Tanzania Development Vision 2025	50
2.3.2 The Long Term Perspective Plan (LTPP, 2011/12-2025/26).....	50
2.3.3 National Five Years Development Plan (2016/2017 -2020/2021)	50
2. 3.4 Tanzania Mini - Tiger Plan.....	50
2.3.5 Small and Medium Enterprise Development Policy 2002.....	51
2.3.6 National Livestock Policy 2006.....	51
2.3.7 East African Community Initiatives.....	52
2.3.8 Sustainable Development Goals	52
2.3.9 Agenda 2063: The Africa We Want.....	53
2.4 Strength Weaknesses Opportunities and Challenges (SWOC) Analysis.....	53
2.4.1 Strength.....	53
2.4.2 Weaknesses	54
2.4.3 Opportunities	54
2.4.4 Challenges	55
2.5 Stakeholders Analysis	55
2.6 Core Values.....	57
CHAPTER THREE	59
PERFORMANCE REVIEW ON THE IMPLEMENTATION OF 2009/2010-2013/2014 STRATEGIC PLAN	59
3.1 Introduction.....	59
3.1 Major Achievements.....	59
3.2 Major Constraints	63
CHAPTER FOUR	65
THE PLAN.....	65
4.0 Vision.....	65
4.2 Mission	65

4.3 Strategic Objectives	65
4.4 Strategic Plan Matrix	65
4.4.1 Strategic Objective 1	65
4.4.2 Strategic Objective 2	67
4.4.3 Strategic Objective 3	72
4.4.4 Strategic Objective 4	73
4.4.5 Strategic Objective 5	75
4.4.6 Strategic Objective 6	77
4.4.7 Strategic Objective 7	77
4.4.8 Strategic Objective 8	79
4.4.9 Strategic Objective 9	82
4.4.10 Strategic Objective 10	84
4.4.11 Strategic Objective 11	88
4.4.12 Strategic Objective 12	90
4.4.13 Strategic Objective 13	92
4.4.14 Strategic Objective 14	95
4.4.15 Strategic Objective 15	96
4.4.16 Strategic Objective 16	98
4.4.17 Strategic Objective 17	99
4.4.18 Strategic Objective 18	102
4.4.19 Strategic Objective 19	103
CHAPTER FIVE	106
PLAN IMPLEMENTATION, MONITORING, EVALUATION, REVIEW FRAMEWORK INTERNAL AND EXTERNAL REPORTING PLAN	106
5.1 Plan Implementation.....	106
5.2 Plan Monitoring.....	106
5.3 Plan Evaluation.....	107
5.4 Plan Review.....	108
5.5 Internal Reporting Plan	108
5.6 External Reporting Plan	109

LIST OF ABBREVIATIONS AND ACCRONYMS

ACSEE	Advanced Certificate of Secondary Education
ADC	Alliance for Democratic Change
ARDS	Agriculture Routine Data System
ART	Antiretroviral treatment
BEMIS	Management Information System
BOT	Bank of Tanzania
CAG	Controller and Auditor General
CBOs	Community Based Organisations
CCM	Chama cha Mapinduzi
CD	City Director
CDL	Centers for Distance Learning
CHADEMA	Chama cha Demokrasia na Maendeleo
CHF	Community Health Fund
CMT	Council Management Team
COBET	Complementary Basic Education Training
COWSO's	Community Owned Water Supply Organizations
CSEE	Certificate of Secondary Education Examination
CTC	Care and Treatment Clinic
CUF	Civic United Front
CWST	City Water and Sanitation Team
FBOs	Faith Based Organisations
FMPs	Facility Management Plans
FYNDP II	Five Years National Development Plan II
GDP	Gross Domestic Product
GEPF	Government Employee Pension Fund
GOT HOMIS	Government of Tanzania Health Management Information System
GPS	Geographical Positioning System
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
HOD	Heads of Departments
HOU	Head of Units
IAG	Internal Auditor General
IASC	International Accounting Standard Committee
ICBAE	Integrated Community Basic Adult Education
ICT	Information Communication Technology
IFMIS	Integrated Financial Management Information System
IIA	Institute of Internal Auditors
ILMIS	Integrated Land Management System
IPPF	International Professional Practice Framework
LAN	Local Area Network
LAN	Local Area Network
LAPF	Local Authority Pension Fund
LAWSON	Human Capital Management Information System
LGA	Local Government Authority
LGDG	Local Government Capacity Development Grand
LGRCIS	Local Government Revenue Collection Information System

LLB	Bachelor of laws
LTPP	Long Term Perspective Plan
MCC	Mwanza City Council
MDGs	Millennium Development Goals
MTEF	Medium Term Expenditure Framework
NAP III	Third National Action Plan
NBAA	National Board of Accounting and Auditors
NCDs	Non-Communicable Diseases
NECTA	National Examination Council of Tanzania
NGOs	Non Governmental Organisations
NHIF	National Health Insurance Fund
NMB	National Microfinance Bank
NSSF	National Social Security Fund
O&M	Operation and Maintenance
O&OD	Opportunities and Obstacles to Development
ODL	Open and Distance Learning
OPD	Out Patient Department
OPRAS	Open Performance Review and Appraisal System
P4R	Performance for Results
PEDP	Primary Education Development Programme
PHC	Primary Health Care
PMCT	Preventive Mother to Child Transmissions
PO-RALG	Presidents Office Regional Administration and Local Government
PoS	Point of Sell
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PReM	Primary Records Manager
PSPF	Public Service Pension Fund
RCH	Reproductive and Child Health
SACCOS	Savings and Credit Cooperative Society
SEDP	Secondary Education Development Program
SLO	Statistics and Logistics Officer
SME's	Small and Medium Enterprises
SNE	Special Needs Education
STD	Standard
SWOC	Strength Weaknesses Opportunities and Challenges
TANROADS	Tanzania National Roads Agency
TASAF	Tanzania Social Action Funds
TB	Tuberculosis
TDV	Tanzania Development Vision
TISS	Tanzania Interbank Settlement System
TLP	Tanzania Labour Party
ToR	Terms of Reference
TPD	Town Planning Drawings
TRA	Tanzania Revenue Authority
TTCL	Tanzania Telecommunications Company Limited
TZS	Tanzania Shilling
UDP	United Democratic Party
VAEO	Village Agriculture Executive Officer

VCT	Voluntary Counseling and Testing
VFM	Value for Money Audit
WAEO	Ward Agriculture Executive Officer
WDF	Women Development Fund
WMIS	Water Management Information System
WS	Water and Sanitation
WSDP	Water Sector Development Programmed
YDF	Youth Development Funds

LIST OF TABLES

Table 1: Land areas by ward in square kilometer	13
Table 2: Estimated Livestock Population by ward 2017/2018	23
Table 3: Participation in managerial, political, professional and technical personnel by gender and by ward.....	25
Table 4: Number of School Toilets by Ward.....	29
Table 5: Number of School Infrastructure	30
Table 6: Number of student’s enrollment in 2017	31
Table 7: Number of teachers by gender and qualifications by 2017	32
Table 8: Number of infrastructures required, available, and shortage.....	32
Table 9: Types of extraction systems in water schemes	49
Table 10: Stakeholders’ analysis matrix	55
Table 11: Example of quarterly progress report	107
Table 12: A Review Plan	108
Table 13: Internal Reporting Plan.....	108
Table 14: External Reporting Plan.....	109

LIST OF FIGURES

Figure 1: Budget estimates and actual amount received.....	19
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STATEMENT OF THE CITY MAYOR

The preparation of this Strategic Plan has considered the functions of the Council, the Sustainable Development Goals (SDGs,) Election Manifesto of CCM, Tanzania Vision 2025, Five Year Development Plan (2016/2017-2020/2021), President's Inaugural Speech (November, 2015), Sectoral Policies and other relevant documents. The preparation of this Strategic Plan has been participatory involving members of Council Management Team, Councilors and a diversity of stakeholders. The City has registered several achievements during the implementation of the previous Strategic Plan as presented in the performance review chapter. This document will guide the City Council's operations for the next five years.

I wish to extend my thanks to the City Director and City Economist for their commitment during the whole process of developing this document. The Council is gratefully acknowledging the technical support from Dr. Titus Mwangeni and Prof. Baltazar Namwata from the Institute of Rural Development Planning (IRDP) - Dodoma who has enabled the process of reviewing and preparation of this key document. The participation and involvement of the Councilors, Council's staff and other key stakeholders is acknowledged too.

While appreciating the achievement realized in the implementation of previous Strategic Plan, the focus during the 2016/2017-2020/2021 Strategic Plan will be for the City Council to sustain its success in all its undertakings and ensure improved services while ensuring financial and technical sustainability. Mwanza City Council expects support from residents of the Council, Regional Administration, Potential investors, Central Government and Development partners in implementing this strategic plan in achieving vision, mission, strategic objectives, targets and strategies enumerated in this Plan. This five year Strategic Plan aims at enabling Mwanza City Council to achieve a comprehensive and focused fulfillment of tasks assigned to it under the Act and Subsidiary legislation.

Hon. James Bwire
Mayor
Mwanza City Council

STATEMENT OF CITY DIRECTOR

It is my pleasure to present the Strategic Plan for Mwanza City Council for the operational period between 2016/2017 and 2020/2021. This Strategic Plan for Mwanza City Council for the next five years has been prepared in conformity with the Tanzania Development Vision 2025, Sustainable Development Goals (SDGs), the Second Five Year Development Plan (2016/2017-2020/2021), the CCM Election Manifesto of 2010, President's Inaugural Speech, Sectoral Policies and other relevant documents.

During implementation of the previous Strategic Plan for Mwanza City Council, attained several achievements in its mandate and functions of providing quality services. This Strategic Plan is an important road map since it articulates our Vision, Mission, Core Values, Strategic Objective, Targets and Strategies.

I would like to thank all of you – Councillors, members of the community, staff, stakeholders and development partners and key stakeholders for their participation during preparation of this document. Also my sincerely gratitude goes to Planning, Monitoring and Statistics department for coordinating this Plan and volunteered their time and energies on this important work to be accomplished.

The SP has highlighted the Council's Vision, Mission and Core Values. The Council's Strategic Objectives, Targets, Strategies and Performance Indicators for each Department/ Unit are presented in a Matrix form.

I conclude by asking all Councillors, members of the community, staff, stakeholders and development partners and key stakeholders to fully participate in the implementation of this SP and by so doing, making it possible for our Council to realize its Vision.

Thank you for your participation.

Mr. Kiomon K. Kibamba
City Director
Mwanza City Council

CHAPTER ONE

BACKGROUND INFORMATION OF MWANZA CITY COUNCIL

1.1 Background Information

Administratively, Mwanza city was established in 2000 and became among the eight councils of Mwanza Region. Besides being a headquarters of the City council, it is also the headquarters of Mwanza region, a major Tanzanian port of Lake Victoria and a business centre of a Great Lake Region and East Africa Community. The City can easily be reached by Ugandans and Kenyans through Lake Victoria and by road to countries of Rwanda, Democratic Republic of Congo and Burundi.

1.2 Geographical Location

Mwanza City is located on the southern shores of Lake Victoria in Northwest Tanzania. It covers an area of 256.45 Kilometer square of which 184.90 (72 percentages) is dry land and 71.55 Kilometer (28 percentages) is covered by water. Of the 184.90 kilometer dry land area, approximately 173 kilometer is urbanized while the remaining areas consist of forested land, valleys, cultivated plains, grassy and undulating rocky hill areas.

1.3 Land Area and Land Use Pattern

Mwanza City has a total area of 256Sq. Km, divided into land area covering 173Sq.Km, equivalent to 67.6 percent of total area and 83.0 Sq.Km, equivalent to 32.4 percent of water area, mostly dominated by lake Victoria. Comparing with other councils in Mwanza region, Mwanza city possess smallest area covered only a percent of the total area (25,233.0 Sq. Km) of the region. Looking at ward level, Mkolani is the largest ward possessing 19 percent of city area followed by Buhongwa (17.6 percent) and Igoma (16.0 percent). The least wards in terms of area are Pamba and Mirongo covered on 0.8 percent of city area each.

1.4 Administrative Units

Administratively, Mwanza city council comprises one division, namely Nyamagana, 18 wards and 175 streets. However, it is important to note that, although the law identify Mwanza as a city, still has both rural and urban settings resulted to have both urban and rural wards. The urban wards comprises with Mbugani, Butimba, Mkuyuni, Mabatini, Nyegezi, Nyamagana, Igoma, Pamba, Mkolani, Mirongo, Isamilo and Igogo. The rural wards formed by Lwanhima, kishili, Buhongwa, Mhandu, Mahina and Luchebele.

Table 1: Land areas by ward in square kilometer

Ward	Land Area		Water Area		Total Area	
	Sq.km	Percent	Sq.km	Percent	Sq.km	Percent
Buhongwa	31	68.9	14	31.1	45	17.6
Lwanhima*	n.a	0.0	0	0.0	0	0.0
Mkolani	35	0.0	13.54	27.9	48.54	19.0
Luchebele*	n.a	n.a	0	0.0	0	0.0
Butimba	12.91	61.7	8.01	38.3	20.92	8.2
Nyegezi*	0	0	0	0.0	0	0.0
Igogo	10	43.5	13	56.5	23	9.0

Ward	Land Area		Water Area		Total Area	
	Sq.km	Percent	Sq.km	Percent	Sq.km	Percent
Mkuyuni	4	20.6	15.45	79.4	19.45	7.6
Pamba	2	100	0	0.0	2	0.8
Nyamagana	2	16	10.5	84.0	12.5	4.9
Mirongo	2.09	100	0	0.0	2.09	0.8
Isamilo	5	37.0	8.5	63.0	13.5	5.3
Mabatini*	0	0	0	0.0	0	0.0
Mbugani	4	100	0	0.0	4	1.6
Mahina	24	100	0	0.0	24	9.4
Mhandu*	0	0	0	0.0	0	0.0
Igoma	41	100	0	0.0	41	16.0
Kishiri*	0	0	0	0.0	0	0.0
Total	173	67.6	83	32.4	256	100

* These are new wards their areas are included in their former wards

Source: City Director's Office, Land and Natural Resources Department, Mwanza City, 2016

1.5 Climate and Topography

Mwanza City lies at an altitude of 1,140 meters above the sea level with mean temperature ranges between 25.70C and 30.20C in hot season and 15.40C and 18.60C in the cooler months. The City also experiences the average annual rainfalls between 700 and 1000mm falling in two fairly distinct seasons, short and long rainfalls. The short rain season occurs between the months of October and December and long rain season last between February and May.

The topography of Mwanza City is characterized by gently undulating granites and granodiorite physiography with isolated hill masses and rock inselbergs. It is also characterized by well-drained sandy loamy soil generated from coarse grained cretaceous. The vegetation cover is typical savannah with scattered tall trees and tall grass.

1.6 Agro-Economic Zone

The status of the City causes agriculture-Economic Zone to be not extensive to date. There is only 21 square hectares suitable for irrigation. Currently, an urbanization process transformed the extensive Irrigation system to simple irrigation along the lake shores and some inland areas. Irrigation is mostly used in vegetable, fruits and maize production. The main areas where agriculture is practiced include; Kishili, Lwanhima, Buhongwa and Mkolani wards respectively. However, production of vegetables and fruits is increasing due to higher market demand within the city, whereas, a number of tons of vegetables and fruits are transported from other areas such as Kagera, Geita and Sengerema.

1.7 Population Size and Growth

According to the 2002 and 2012 Population Censuses reports, the population of Mwanza City increased from 241,923 (119,617 male and 122,305 female) in 2002 and reached 363,452 (177,812 male and 185,578 female) in 2012 with the annual natural growth rate of 3.0 percent. At ward level, the highest population increase was recorded in Buhongwa ward with an inter-censual increase of 121.7 percent between 2002 and 2012. It was followed by Mahina (85.5 percent), Mkolani (67.8 percent), Igoma (56.5 percent), Mkuyuni

(41.6 percent) and lowest increase was recorded in Isamilo ward (35.6 percent). On average, population density increased from 945 persons per Sq. km in 2002 to 1,420 persons per Sq. Km in 2012.

1.8 Ethnic Groups

Mwanza city council is one of fast growing city in Tanzania experiencing fast population growth by both natural increase and migration. As a result, there are varieties of ethnic groups living in the city. The major ethnic groups are Sukuma, Zinza, Kerewe, Kara, Haya and Kurya, though are other minority ethnic groups such as Nyamwezi, Arabs, Hindi and other Asians which they speaks their native languages along with Swahili are also found in Mwanza city council. The important thing to note is that the Sukuma tribe has sub ethnic groups such as Bakamba, Bakwimba, Bagolo, Baminza, Bajigaba, Balungu, Babasana, Bahwela, Bakwaya, Nyantuzu and many others, but all of them speak same native language of Kisukuma along with Kiswahili.

1.9 Strategic Planning Approach

The approach used to develop this Strategic Plan for Mwanza City Council was participatory workshop involving different stakeholders who divided into two phases. The first workshop on strategic planning process was conducted to all heads of department and units in the council. In this phase, heads from all thirteen (13) departments within the council which are Human Resources and Administration , Finance and Trade, Health, Environment and Sanitation ,Water ,Works, Agriculture, Irrigation and Co-operatives, Economic Planning, Statistics and Monitoring, Livestock and Fisheries, Lands and Natural Resources, Urban Planning and Environmental, Community Development, Social Welfare and Youth, Primary Education and Secondary Education and its six (6) sections which are Legal, Internal Audit, Election, Information Technology and Public Relations, Bee- keeping and Procurement were involved.

All heads of Departments and Sections were trained for five days on (5th-10th November 2017) so as to become knowledgeable with strategic planning process for the duration of three (3) days. The process of developing this plan involved undertaking situation analysis, performance review of the reviewed Strategic Plan, stakeholder's analysis, SWOC analysis (Strengths, Weaknesses, Opportunities and Challenges) of the Council. The situation analysis formed the basis for developing vision, mission, strategic objectives, core values, objectives, strategies and targets. The output of the first workshop was the first draft of the Strategic Plan that was presented during the second workshop. In order to improve the draft Strategic Plan, the second workshop was conducted involving a variety of stakeholders within the council including, councilors, council management team, staff and other development partners. The plan has taken into account the second Tanzania National Five Years Development Plan (2015/2016-2020/2021), Sustainable Development Goals (SDGs), Ruling Part Election Manifesto of 2015 and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual 2011/2018.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 Introduction

This chapter presents the internal and external situational analysis report of Mwanza City Council. The analysis of internal environment for the Council, involved the comprehensive data collection and analysis of the service areas which entailed the determination of major functions, contemporary capacity or performance in service delivery and issues of major concern affecting specific departments and units. On the side of external environment, the analysis involved an overview of National policies, National Visions, National strategies, National initiatives. Also the analysis involved International targets, Agenda and Conventions which the Nation has agreed upon hence has a bearing on operations of the Council. Moreover, this chapter provides the stakeholders analysis report and report on a summary of Strengths, Weaknesses, Opportunities and Challenges of the Council.

2.2 The Analysis of Internal Environment

2.2.1 Human Resource Management and Administration

Administratively, the Council under the leadership of Lord Mayor runs the City Council affairs. However, the City Director under the assistance of 13 Heads of Departments (HOD) and 6 Head of Units (HOU) – with several sections does the day-to-day implementation of administrative issues of the City Council. At the grass-root level there are 18 Wards and 175 Mitaa with other grass-root elected leaders who are under the control of the City Council. Based on establishments, the Council has thirteen Departments and Six Units. These include the following Departments: Human Resources and Administration; Works; Water; Urban Planning, Land and Natural Resources; Finance and Trade; Community Development; Health and Social Welfare; Cleansing and Environment; Agriculture, Irrigation and Cooperatives; Livestock and Fisheries; Primary Education; Secondary Education; Planning, Statistics and Monitoring plus Legal and Security; Procurement Management; Internal Audit; Technology, Information, Communication and Public Relations; Elections; and Bee Keeping Units. The major functions of the department include:

- Ensuring efficient and effective Management and optimum utilization of Council human resources for achieving the planned targets by efficient and economic use of available resources.
- Ensuring timely availability of appropriate number of human resources, at the right time, to the right place, and ensuring their optimum utilization with high morale.
- Prepare employees leave schedules and benefits.
- Responsible for economic and efficient use of all types of resources of the Department.
- Prepare and submit to the City Director recommended Department strategies, operational and annual budget for the Department.
- To interpret to the subordinates, Council policies.
- Recommending to the City Director, Departmental and Council Organization structure.
- Interpretation to the City Director and employees, of Human Resources Governing Instruments.
- Handling of disciplinary matters.
- Effective Council transport Logistics Management.
- Management of Workers' Council matters.
- Effective Management of Human Resources Recruitment, Selection, Induction, Evaluation, Promotion, Training, Development and preparation of Seniority list and staff establishment.

- Establishing and maintaining up to date staff inventory and staff educational skills analysis.
- Preparation of annual Council Employees Personal Emoluments Estimates.
- Maintaining conducive and enabling work environment through best possible house-keeping and improved workers morale.
- Ensuring proper industrial and human relations between the Council employees, Supervisors, Stakeholders and the public at large.
- Managing employees of terminal benefits: PSPF, LAPF, NSSF, GEPF etc.
- Effective management of open and confidential registry.
- Proper management of Council Committee matters.
- Effective management of Ward affairs.
- Advising the City Director on human resources and administrative matters.
- Liaising with relevant external organs within the department's functions jurisdiction.
- Performing any other duties as may be assigned by the City Director.

In this financial year, the Council has approved a promotion of 1360 employees waiting for their salary approval by the President's Office, Public Service Management and Good Governance Ministry. With regard to training, the Council has planned long term training for 208 staffs and short course training for 368 employees from both higher and lower levels of the council. On the other hand, a total of 1072 council leader including Councillors and Mitaa Chairpersons have been trained on a number of governance and administration skills so that to improve their performance. In order to support capacity building initiatives, the Council has set a total of TZS 91,484,400/= through Local Government Capacity Development Grand (LGDG) under Capacity Building Grant (CBG). The CBG has been allocated based on the criteria set for their disbursement where by: a total of 45% equals to TZS 41,167,980/- to be used for community facilitation; a total 30% equals to TZS 27,445,320/- to be used for On the Job Training/Skills Development/for elected leaders and staff; a total of 15% equals to TZS 13,722,660/- to be used for Technical Assistance, and a total of 10% equals to TZS 9,148,440/- to be used for Retooling.

On personnel emoluments, the Council has a total of 4379 employees with a deficit of 974 employees of different professional cadres across all departments and units. On staff houses and houses, the Council has a deficit of 165 and 5 offices for Mitaa Executive Officers and Ward Executive Officers, respectively. Moreover, the Council has a deficit of 9 houses for heads of departments.

Mwanza City Council has striving to recruit more qualified people to perform the important tasks identified for the accomplishment of the organizational goals. However, the process of acquisition of new staff and rightsizing the available staff faces a number of setbacks including:-

- Inadequate number of staffs as compared to the work-load as provided in strategic plan.
- Inadequate skills in relation to job responsibilities.
- Lack of experience to some job holders.
- Lack of enough working equipments/ tools.
- Lack of theoretical, technological and professional background especially among the Lower Local Government Staffs.
- Little understanding of ethics infrastructures (including awareness about code of ethics and anticorruption legislation).
- Failure to implement discipline procedure as required by law
- Failure to supervise and monitor staff outside the main office.

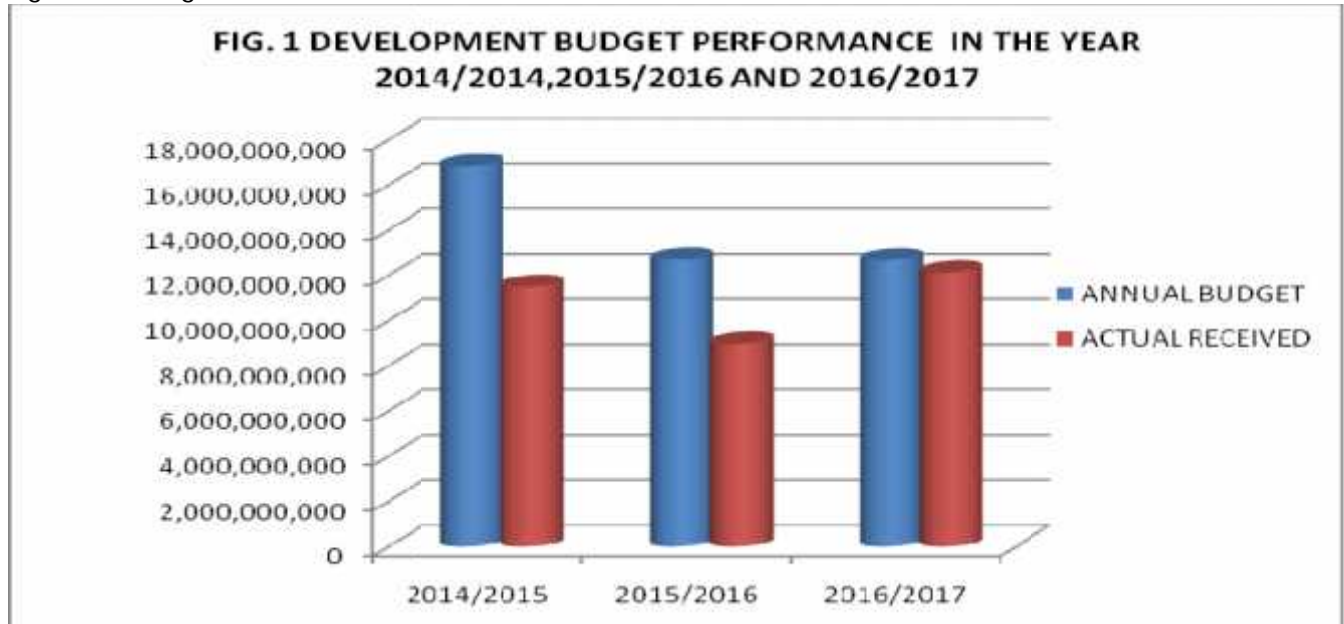
- Lack of motivation to staff.
- No regular meeting to update knowledge and provide feedback to HR department.
- Performance appraisal is not done accordingly.
- Incapacity of some staffs in making decision and seniority.
- Shortage of working infrastructures i.e. office, furniture and stationaries.
- Delay of funds to the grassroots level such as ward and mitaa office lead to failure to implement some activities planned.
- Changes of ward officers frequently lead to failure to implement development strategies.
- Lack of knowledge to some Human Resource Officers on HCMIS (LAWSON) due to daily updates of the system.
- Lack of funds to facilitate workers union meetings.

2.2.2 Economic Planning, Statistics and Monitoring

The core functions of this department are to conduct Planning, Coordination, and Facilitation of participatory activities on poverty reduction. Other functions include:- To coordinate the overall socio-economic development projects in the Council; to coordinate preparation, monitoring and evaluation of plans (Strategic plan, action plan, and budget); Scrutinize, consolidate and monitor the preparation and implementation of council plans and budget; to coordinate implementation of special projects and cross-cutting issues such as gender, HIV/AIDS, environment; to monitor and evaluate the performance of development projects; Socio-economic data collection, analysis and management of different data provided for the sake of doing simulation; Implementation of Government policies, programmes and directives; Advising City Director in planning and economic issues; Policy dissemination to grassroots; to coordinate sectors and investment priorities; Preparation and timely submission of various reports; also cooperating with researchers, proposal writing and implementation of development project from Own institution, Central Government, development partners and other stakeholders. According to establishments, the department has seven staffs out of the required nine staff.

The Figure 1 below reveals that during the FY 2014/2015 the council's Budget estimated was Tsh.16,846,559,000.00 but the actual amount received was Tsh.11,498,276,839.00 equals to 68 percent, and During the FY 2015/2016 the council's Budget estimated was Tsh.12,698,930,000.00 but the actual amount received was Tsh.8,976,35,355 equals to 70.6 percent, and During the FY 2016/2017 the Council Budget estimate was Tsh.12,663,199,280 where the actual amount received was Tsh.12,120,358,773.00. In order to solve this problem the Council need to strengthen the own source collection by creating the new sources and strengthened the revenue sources available.

Figure 1: Budget estimates and actual amount received



The Department has a key role of making sure that all socio-economic development projects are implemented according to plan. This involves the participation of different stakeholders ranging from the community under the supervision of their sector departments. Also the same coordination has been applied when the management and Finance committee pay a visit to supervise the projects quarterly and also to report in full council committee. Despite the efforts which the department have been doing and the management as whole, politics have caused a slowdown in the performance of projects. Also, there is a challenge of inadequate or no release of funds as per planned budget.

The department has a core role of doing Monitoring and Evaluation of Development Projects. The department is supposed to set a baseline indicators which are supposed to be traced periodically so that to see if the budget has been utilized fully and if the implementation of the projects are within a time set. The M&E is being conducted but not in a professional way. This has caused many projects to delay in its implementation and sometimes even the quality of projects can be questioned. This has created problems during self-assessment of the budget performance exercise. Also lack of enough fund set for doing M&E exercise.

The department has a section of Statistics unit and Statisticians personnel with core function of collecting, analyzing, interpreting and dissemination of information. The data are collected from all departments and sections whereby the department has the role of making sure the collected data are of high quality to represent the real situation of Mwanza city Council. Also Statistics are essential in setting the baseline data which are helpful in setting output and outcome indicators which are helpful in assessing the Plans and Budget performance. On investment issues, the Council need to ensure the adequate, Equitable and quality services provided to residents, the council has to reduce rate of dependency by improving its own source revenue to ensure the supply of resources is adequate. To meet this council come up with the

strategy of adding establishing investment section in order to ensure that all investment potential potentials are fully utilized.

Despite of importance of quality statistics required, the Council is facing lack of the data Bank, unreliable data from different sectors, lack of knowledge and skills on the new technology of data analysis and shortage of working tools such computers, Data analysis software, colored printers and scanner.

2.2.3 Agriculture, Irrigation and Cooperatives

Core functions of the department are to develop and promote crop programmes in the city council, liaise with parastatals and NGOS institutions dealing with crop development in the city council, co-ordinate, and implementation of agricultural development programmes in the city council, provide guidelines for implementation of agricultural policy in the city council, collaborate with institutions which deal with environment conservation in order to ensure that agricultural development conserves the environment, coordinate and supervise preparation of estimates for inputs and agricultural implements requirements for the city council and make follow up for their availability and distribution, coordinate and supervise, give advice to all agricultural activities undertaken by the city council, preparation of annual budgets and reports of the city council, recommending, developing and promoting the implementation of agricultural by-laws. collecting data on production and marketing of crops, to promote cooperative societies establishment, registration, cooperative education and skills in accordance with the provision of the cooperative act of 2013. Currently, the staff capacity of the department is 23 staff (Extension officers) including those who at head quarter and ward level while the requirement number of staff is 29 staff, the deficit is at ward level 6 extension officers.

Mwanza city council has scarcity of land only endowed with about 2,228.54 hectares of arable land all is under crop production, horticultural crops 287.24 hectares and other food crops 1,941.3 hectares. The potential agriculture land in the city decreases rapidly when surveyed for settlement development. However, agriculture is not the mainstay of the city dwellers economy only employs about 46,682 (12.8%) of the total population of 363,452 (Census 2012). Farmers in Mwanza city council context are very broad category of actors ranging from small-scale subsistence crop producers, machinga selling different agricultural produces such green maize, boiled maize, grilled maize, root crop (cassava, sweet potatoes), plain /ripe banana, boiled grand nuts, variety of vegetables, hence more than 12.8% per cent of household families engage in agricultural process.

In Mwanza city council due to limited land for agriculture production, the sector does not creating conducive environment for farmers to transform their farming from subsistence to modern commercial agriculture, majority of farmers fails to maintain their ability to ensure food security but also fails to produce surplus for their development. With respect to total population of 363,452, the total food demand in Mwanza City is 91,589 tons/year of cereals and 32,711 tons/year of leguminous crops. The average food production stood at 185.2 tons/year for cereals and 22.2 tons/year of leguminous which led to food shortage of about 91,403.8 tons/year of cereals and 32,688.8 tons/year of leguminous respectively in the year of 2016/2017. Therefore, food shortage is covered by business people importing food from other regions and distribute/ selling to various markets within Mwanza city.

The area under production of horticultural crops is 287.24 hectares that give average production of 3,030.4 tons/year, for fruits production each individual farmers plant several fruit trees at his homestead for family consumption and excess for selling to get income. Production of horticultural crops is increasing due to higher market demand within the city.

Farm machinery, implements and equipment are important tools for increasing area under production. Despite its importance, the utilization of farm machinery and implements in the peri-urban of Mwanza city is extremely very low with about 98.4 percent of farmers using the hand hoe, 1.4 percent draught animal power and 0.2 percent tractors. However, the use of modern farm machinery is hindered by absence of enough land only farmers own small area i.e 0.5 hectare to 1 hectare for agriculture and low purchasing power of most farmers; . About 98.4 per cent of food and cash crops production in Mwanza city are done through using hand-hoe, ox-ploughing is done at 1.4 per cent and 0.2 per cent using tractors

We acknowledges that increased use of modern inputs (fertilizers, agrochemicals, seeds, farm machinery) is a pre-requisite for achieving sufficient agricultural production and growth to meet economic development, poverty reduction and food security and nutrition goals. Despite their importance, the availability of agricultural inputs is constrained by weak quality control mechanism for input; low utilization of modern inputs in agricultural production due to high cost. Currently Mwanza city council has 53 Agro dealers who supplies inputs services to simplify availability of input services to our farmers.

Extension services are crucial in supporting poverty reduction in rural and peri-urban areas and market competitiveness for commercial agriculture in the domestic and global markets. It enables producers to realise increased production and productivity through accessibility to marketing information and other support services essential for agricultural development. The transformation of agricultural extension services is important in order to impart the right tools, knowledge and skills as well as ensuring farmers adhere to Good Agricultural Practices. However, the provision of agricultural extension services in the country is hindered by lack of strong research-extension-farmers linkage; low participation of private sector in extension services delivery; weak supervision and insufficient manning levels; insufficient knowledge regarding technological advancements and weak coordination of agricultural extension services; lack of service delivery performance standards and regulations; poor living and working conditions of extension officers.

Generally, crops in the council are marketed in raw form with little or no value addition. Agro-processing provides an opportunity for increasing incomes and creating jobs along the value chain through expansion of forward and backward linkages in the economy. In light of this, development of agro-enterprises has the potential for providing employment through such activities as handling, packaging, processing, transportation and marketing of food and agricultural produce. However, agro-processing in this mainly is constrained by limited supply electricity, high costs; inadequate raw materials; inappropriate machinery and technology; and limited skills. Mwanza city Council has 6 milling machines purposely for cereals/paddy value addition, the machines are owned by farmer groups namely; Wakombozi group (in Kishiri ward), Upendo Igwambiti group (in Lwanhima ward), Upendo-Mwalugila group (in Lwanhima ward), Tutaweza Isebanda group (in Lwanhima ward) and Jipe Moyo group (in Lwanhima ward) and Umoja wa Jamii ng'washi.

Irrigation is essential for increased productivity and production as it mitigates variation of weather, which are becoming more frequent and intensive because of global climate change. The area under irrigation in Mwanza city council is about 287.24 hectares under traditional and improved irrigation system. The farming households that use irrigation are 12.9 per cent while 87.1 per cent depends on rain fed agriculture production. The traditional and improved traditional irrigation system is mostly used in horticultural and green maize production. The main challenge is on how to exploit the practice of bio-intensive irrigation for horticultural crop production as well as creating an enabling environment for the private sector to develop

mechanized small scale irrigated farms. Efforts to develop an effective irrigation system in the city are constrained by inadequate private sector capacity and funding for irrigation development; inadequate sector co-ordination and lack of holistic integrated planning in water resource utilization; weak irrigators' organizations to undertake overall irrigation water management and infrastructure maintenance; and low production and productivity in constructed irrigation schemes.

Producers' organizations exist in many different forms and purposes in Mwanza city council. The most important ones include cooperative societies, saving and credit cooperatives (SACCOS) and consumer cooperative societies. In Mwanza city council there are 81 farmers organization among this Cooperatives society is 1; Saving and Credit Cooperative Societies (SACCOS) 40 and other mixed cooperative societies 41. In nature of service provisional to its members only 24 SACCOS are active and 57 cooperatives societies are inactive. When established Cooperatives were expected to providing services such as information, inputs, credit and procurement of produce; Collecting and disseminating marketing information to members; Conducting membership education; Providing training on technical and organizational issues; Lobbying and advocacy on behalf of their members; and participating in the processes of policy formulation, programme planning and implementation.

Farmers' organizations in the form of cooperatives, associations or groups are important means through which farmers are empowered they are organizations that represent farmers' interests. In Mwanza city council there are 81 farmers organization among this Cooperatives society is 1; Saving and Credit Cooperative Societies (SACCOS) 40 and other mixed cooperative societies 41. In nature of service provisional to its members only 24 SACCOS are active and 57 cooperatives societies are inactive. When established Cooperatives were expected to providing services such as information, inputs, credit and procurement of produce; Collecting and disseminating marketing information to members; Conducting membership education; Providing training on technical and organizational issues; Lobbying and advocacy on behalf of their members; and Participating in the processes of policy formulation, programme planning and implementation. The sector is facing the following constraints:

- Prevalence of crop pests and diseases
- Low productivity and crop production due to low level of inputs
- Inadequate support of extension services to the farmers
- Erosion of natural resource base, environmental degradation
- Unfavorable weather conditions on crop production
- Inadequate land for agriculture production expansion.
- Less involvement of in agro-processing crops for value addition.
- Lack of small-scale capital to invest irrigation
- Low and underdeveloped irrigation potential.

In general, most cooperatives societies are weak managerially and financially and have limited capacity to attract professional staff, credit and related financial services. In view of this, most of them are unable to live up to their objectives such as provision of financial, advisory and marketing services and a common voice on issues of common interest to their members. In Mwanza city council with the collapse of the cooperative system, most farmers do not have access to financial services, especially in peri-urban areas. Cooperatives, SACCOS have insufficient capital due to failures of members to make saving and purchasing of shares in order to increase internal capital, other problem include:

- Cooperative society key actors, board members, management, credit committee and supervisory committee fail to attend their responsibilities to adhere bylaws and policy.

- Cooperative leaders and members to become defaulters to their loans.

2.2.4 Livestock and Fisheries

The core activities of the department are Dissemination of knowledge on livestock and Fisheries production, Prevention and treatment of livestock diseases, livestock Statistical and data analysis, livestock production and marketing, improvement of livestock infrastructure, Animal feeding and nutrition, development of Fisheries infrastructures, aquaculture and fisheries assurance. Like other urban areas in the country, rapid urbanization taking place in Mwanza City Council has not been accompanied with equitable economic growth and has resulted into increased urban poverty. As a result of this worsening of urban poverty, many low-income households suffer from extremely limited livelihood food security. To address this issue, most livestock keepers in Mwanza City Council whom majority are people of low-income engage in urban livestock keeping as a response to limited alternative livelihood options and food insecurity. The department have total of 33 staff of which 21 are Livestock staff and 12 are Fisheries staff. However, the department has a deficit of 11 staff for Livestock sector and 6 staff for fisheries sector.

Livestock farming is one of the major livelihood activities in Mwanza City Council. It contributes significantly to the people livelihood. Concurrently, the indigenous breeds of cattle, goats, sheep, pig, and poultry are the most common dominates the industry. However high mortality rates, low reproductive rates and poor quality products are among the challenges facing the industry in the City Council. As of today, the City Council was managed to establish livestock population through ward executive officers and livestock extension staff. Total number of livestock is as follows: Cattle 9,001, Goats 8730, Sheep 921, Chicken 45,799, Pigs 3,170, Pigeon 3,672, Donkeys 35, Ducks 8,352, Dogs 2,699, rabbits 609, cats 927 and Guinea fowl 183. Detailed distribution per ward is shown in Table 2.

Table 2: Estimated Livestock Population by ward 2017/2018

NO.	WARD	CATTLE	GOATS	SHEEP	CHICKEN	PIGS	PIGEON	DONKEY	DUCKS	DOGS	RABBITS	CATS	GUINEA FOWL
1	MKOLANI	562	952	113	6,216	460	690	4	994	368	122	91	48
2	MBUGANI	54	263	28	1,291	30	108	-	160	31	3	7	18
3	MKUYUNI	103	291	-	1,567	44	18	-	842	57	-	-	-
4	BUHONGWA	1,426	597	58	1,012	103	-	-	-	5	-	-	-
5	PAMBA	88	143	18	2,078	41	209	-	428	92	34	38	-
6	ISAMILO	166	380	45	3,202	58	345	-	506	160	51	39	23
7	BUTIMBA	182	201	22	2,426	154	35	-	294	75	9	24	7
8	NYEGEZI	172	284	4	3,155	158	118	-	310	119	46	23	8
9	IGOMA	1,897	1,193	266	7,774	980	549	11	1,260	602	119	250	64
10	NYAMAGANA	13	74	-	273	19	20	-	163	21	-	3	-
11	MHANDU	47	185	41	4,397	165	274	8	988	240	26	132	-
12	MAHINA	491	737	30	3,300	201	447	-	282	230	12	43	-
13	KISHILI	957	868	127	4,025	61	337	12	726	331	90	140	-
14	LUCHELELE	1,219	716	36	1,386	144	118	-	497	205	80	79	2
15	LWANHIMA	1,453	1,345	95	95	203	14	-	25	12	-	12	-
16	IGOGO	66	347	29	2,006	35	322	-	589	93	16	29	4
17	MIRONGO	-	4	-	2	-	-	-	-	-	-	-	-
18	MABATINI	105	150	9	1,594	314	68	-	288	58	1	17	9
TOTAL		9,001	8,730	921	45,799	3,170	3,672	35	8,352	2,699	609	927	183

Source: City Director's Office (Livestock and fisheries department), Mwanza City Council, 2017

Mwanza City Council has facilities which are used to provide livestock services at ward level these includes 3 cattle dips, 2 veterinary centres, 2 charco dams one slaughter house which is at rehabilitation stage but it lacks fences, slaughtering facilities, loading rump, hide and skin shed. Common diseases affecting livestock in Mwanza City Council includes Tick and tick borne diseases which caused 10% of death rate. Anaplasmosis accounts for 8% death rates. Foot and Mouth diseases, Helminthosis, Bovine Tuberculosis, Brucellosis, New castle Disease currently caused mortality rate of 40%, Duck hepatitis virus caused death rate of 16%, Fowl pox virus accounts for 40% mortality rate, Rabies, Leptospirosis in dogs caused 20%

death rate, Rabbits are affected by Pneumonia which accounts for 12.5% death rates, Pigs are affected by Collibacillosis which caused 18.5% death rate, Coccidiosis, Diarrhea and lumpy skin. Canine Parvovirus infection in dogs account for 40% and extension staff vaccinates animals when vaccines are available.

Problems facing livestock keeping include: limited grazing land, financial constraints, low productivity, poor husbandry and value addition skills, inadequate number of livestock extension staff, pests and diseases outbreak, limited livestock infrastructures (production and processing), unreliable marketing systems and market infrastructures, limited genetic resource base and breeding, poor bio security, lack of awareness and incentive to adopt improved management practices.

Fish Industry is an important income generating activity in Mwanza City Council it provides employments, food as well as income to the communities. It is estimated that the subsector is employing a total of 2130 including fisherman and fishmongers. Fishing activities are mainly carried out in Mkuyuni, Nyamagana, Kishiri, Luchebele, Pamba, Igoma, Mhandu and Buhongwa Wards. The area of about 83 sq km is covered with water which enables the communities to be engaged in fishing activities. The main species caught in Lake Victoria are Nile Perch (Sangara), Tilapia (Sato) and Sardine (Dagaa). Fishing also provides revenue to the government through fishing licenses, registration of fishing vessels, trading licenses, marketing levy. Fishing industry accounts for 1.2% of the Mwanza City Total Own Source collection for the year 2016/17. At present, most the fishery is dominated by artisanal fishers who use traditional or locally made vessels in fishing such as out dugout canoes (Mtumbwi) and small boats of between 7 to 11 meters long mainly motorized by outboard engines. Also, the catches are processed locally by smoking or sun-drying. However, a significant part of fish is sold when it is still fresh. There are two companies by now doing processing of Nile Perch for export. These Companies are NILE PERCH located in Igoma Ward and VIC FISH found in Mkuyuni Ward. They are not doing well due to an adequate fish stock. Beach Management Unit (BMU) members as a co- management unit participated fully with Fisheries Staff to monitor and manage the fisheries resources. Regular awareness creation to BMU members is required to impart skills to monitor fish resources.

Currently, Lake Victoria is faced with illegal fishing, which affects the sustainability of fisheries resources. Fisheries staff frequently conducts patrols in water to ensure efficient and effective use of the fisheries resources. Patrol reports conducted for 5 years revealed illegal fishing has declined from a total of 91 beachseine in 2012 to 22 for the year 2010. Fish culture in Mwanza City Council practices in ponds in a small-scale aquaculture, it offers many benefits including employment, increase income and food security to local communities. Local communities and some institutions have continued to be involved in aquaculture. Currently, aquaculture is not fully practiced, there are 40 ponds and 25 fish farmers/owner of the ponds. It seems to be a risky venture activity, because of economic factors such as the price instability, technical and financial assistance. Mwanza City Council has five beaches namely Mkuyuni, Sweya, Ihumilo, Luchebele and Shadi which used as fish landing sites. These landing site are not official owned by the communities, they lack infrastructures such as offices, jets, stores, toilets and fish drying racks, out of five beaches only Mkuyuni site has office, store and toilet. Problems facing fisheries section include: poor coordination to some members in fisheries community, illegal fishing, informal fish landing site, lack of awareness to some communities on fish culture, inadequate number of fisheries staff needed for daily routine, lack of working facilities for participatory Beach Management Units (BMU) to execute efficiently their supervisory roles to protect Lake Victoria Natural Resources such as engine boats and lack of modern fish markets at Mkuyuni area.

2.2.5 Community Development, Social Welfare and Youth

Community Development Department is divided into five sections: section of women development, Youth Development, CSOs Coordination, HIV/AIDS coordination, Gender mainstreaming. Currently there are 22 community Officers of which 12 Community Development Officers are placed at ward Level and 10 Community Development Officers are placed at the Council Headquarter. However there is a shortage of six (6) Community Development officers where by six wards are without community Development Officers and also lack refreshers courses. Functions of Community Development Department

- To support the community to identify community problems and assist in finding solutions and develop implementation plans.
- To promote self-help community projects.
- To assist the community to formulate economic groups both for women and youth to improve their welfare.
- To network with partner organizations for implementing community Development programs (NGOs), Faith Based Organizations (FBOs), Community Based Organizations.
- To provide advisory services to women and youth group and small scale business/project management.
- To promote implementation of women and youth group activities.
- To sensitize community to use appropriate and affordable technology so as to reduce workload to women.
- To promote the community to protect natural resources for sustainable development.
- To promote community to be aware of HIV infection.

Women are one of the most disadvantaged groups in Mwanza City Council. Women suffer from a high degree of social inferiority influenced by customs and low status in the family circles. Among the goals and targets of National Vision 2030 and Strategic Development Goals (SDGs) is to empower women by involving them in decision making at various levels. This goal has not yet reached in Mwanza City council since men are still dominating most levels of decision making by far than women. Only 8 percent of 200 political posts, including Commissioners, members of parliament and councilors were held by women and 46.3 percent of 121 managerial posts available in the council were held by women and 45.1 percent of 2863 professionals and technicians' posts were held by women.

Table 3: Participation in managerial, political, professional and technical personnel by gender and by ward

Ward	Managerial			Professionals/ Technicians			Politicians (MPs, DC, Councilors)		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Buhongwa	6	60.0	15	83	49.1	163	19	5	20
Lwanhima*	5	44.4	9	86	35.8	134	18	5.3	19
Mkolani	3	50.0	6	162	46.9	305	11	0	11
Luchebele*	4	20.0	5	97	43.3	171	10	0	10
Butimba	2	60.0	5	145	53.7	313	8	11.1	9
Nyegezi	4	20.0	5	31	73.5	117	8	11.1	9
Igogo	4	20.0	5	64	41.8	110	9	0	9
Mkuyuni	5	44.4	9	87	40.0	145	7	22.2	9

Pamba	4	42.9	7	263	38.7	429	11	8.3	12
Nyamagan a	3	40.0	5	26	55.2	58	5	16.7	6
Mirongo	2	50.0	4	65	33.0	97	4	20	5
Isamilo	4	50.0	8	113	37.2	180	12	7.7	13
Mbugani	1	80.0	5	38	50.0	76	7	0	7
Mabatini*	2	66.7	6	47	58.8	114	7	0	7
Mahina	6	0.0	6	84	36.4	132	10	0	10
Mhandu*	4	42.9	7	50	46.8	94	11	8.3	12
Igoma	4	33.3	6	86	35.3	133	14	17.6	17
Kishiri*	2	75	8	46	50.0	92	13	13.3	15
Total	65	56	121	1573	1290.0	2863	184	16	200
Percent	53.7	46.3	100	54.9	45.1	100	92	8	100

Source: Mwanza city council, Community Development, Social Welfare and Youth 2016

However, the huge majorities of women are restricted to tradition roles such as family cooks and housekeepers and firewood and water collectors, farm labours and even hose builders. Therefore, the Department has taken various measures to rectify the above situation through: gender sensitization of the community on negative effects of patriarchy system whereby total of 183 women attended the training in 2016/2017, the total of 345 women were provided with entrepreneurship skills to improve their business and build their confidence in order to involve themselves into social and economic activities, Furthermore, the Department is supporting women income generating activities by giving them soft loans under Women Development Fund in order to help them to be competent in entrepreneurship issues. In the year 2015/2016 the total amount of 30,000,000 was provided to 27 women economic groups and in 2016/2017 the total amount of Tsh. 99,000,000 was provided to 97 women economic groups. However, large number of loan applications from women economic groups fail to be accommodated due to limited amount of funds available, Failure of some women groups to repay the loan in time due to negative attitude assuming that loan provided to them are not supposed to be repaid but rather given to them as grants. Women groups which were provided loan in 2016/2017 were supposed to pay all the loan and its interest of Tsh.33, 000,000 by September, 2017 but they have only repaid the amount of loan Tsh. 22,205,500, Inadequate entrepreneurship skills and knowledge to identify plan and select viable projects and small amount of loan provided per group.

The department implements issues of youth development as per youth policy of 2007 whereby every Council should allocate 5% of its total revenue of each Financial year, also to make sure that youth will be able to employ themselves in small and medium scale bossiness and to sensitize youth to join into Health insurance. In implementing the above policy, department has conducted entrepreneurship skills to 113 youth economic groups in 2015/2016 and the total of 120 youth economic groups in 2016/2017. However, youths in Mwanza city council are mainly involved in small scale activities like plumbing, fishing, driving bodaboda, street venders (Machingas) and small businesses. Self-employment in these sectors needs some preparation and some capital input. Mwanza city council seem to encourage this group by providing soft loans so as they can develop their potential and contribute to the regional economy and eradicate poverty. In 2015/2016 total amount of 29,000,000 was provided to 29 youth economic groups and in 2016/2017 total amount of 63,000,000 were provided to 51 youth economic groups. However, large number of loan applications from youth economic groups fail to be accommodated due to limited amount of funds available, Failure of some women groups to repay the loan in time due to negative attitude assuming that

loan provided to them are not supposed to be repaid but rather given to them as grants. Youth groups which were provided loan in 2016/2017 were supposed to pay all the loan and its interest of Tsh. 32,100,000 by September, 2017 but they have only repaid the amount of loan Tsh. 16,054,700, inadequate entrepreneurship skills and knowledge to identify plan and select viable projects and small amount of loan provided per group

HIV/AIDS is both a disastrous pandemic and at the same time a challenge to our Nation and Mwanza City included. It is a disaster because it kills a lot of people who are the productive force in the society. It is a social, cultural and economic problem which touches on private life style of all individuals; as a consequence, it reduces man-power which is required in production. However, the prevalence rate of HIV/AIDS in Mwanza city is 4%. Therefore, the Department of Community Development continues with its efforts in providing education to the community on HIV/AIDS to different age groups. In this regard, we carry on the following activities: Sensitization meeting were held in 175, HIV/AIDS education was provided to 5 secondary schools and 8 HIV/AIDS clubs were formulated, training was provided to people living with HIV to 12 group, the total amount of 13,000,000 was provided to 13 groups of People Living with HIV/AIDS (PLHIV) with the aim of engaging themselves into economic activities, 18 WMACs were formulated in all wards and 20 MACs in 2016/2017. However, Mwanza city is facing the following challenges: insufficient knowledge on the essence of HIV and AIDS program, inadequate Public awareness creation meetings/dialogues, inadequate of 155 MACs, insufficient budget to support PLHIV groups, the existing WMACs and 20MACs formulated lack HIV/AIDS knowledge.

The existence CBO's and Social economic groups in the city council is among the factors contributing to development especially for low income families and individuals. CBO's members have access to financial resources because financial institutions in Tanzania prefer to channel loans to these groups or individuals through their CBOS and Social Economic groups. In the year 2015/2016 a total of 131 and in 2016/2017 a total of 158 CBO's were registered. In 2015/2016 the City Council received the total amount of Tsh.4, 080,000 from CBOs registration and the amount of Tsh. 4,740,000 in the year 2016/2017. However, there are many CBO's which are not registered. Problems facing the department include: dependence syndrome among community members, limited budget to support amount of community projects, inadequate entrepreneurship skills and knowledge among youth and Women Groups, reluctance of beneficiaries of WDF and YDF to repay back loan from WDF and YDF, lack of permanent business places for some borrowers of WDF and YD, lack of refresher courses to community Development staff, gender inequalities in terms of roles, control over resources, status and power, un-functional of Junior Councils (Children Council), insufficient knowledge on the essence of HIV and AIDS program, inadequate Public awareness creation meetings/dialogues, lack of knowledge on HIV/AIDS issues at the community level, lack of HIV/AIDS clubs to both in and out of school youth groups, insufficient budget to support PLHIV economic groups, lack of HIV/AIDS knowledge among WMACs and MACs and inadequate community awareness on the important of CBOs registration

2.2.6 Primary Education

Primary Education department has a role of providing high quality education, increase access and equity from Pre-Primary up to Primary level in the city The department works as a team, to ensure high quality performance is achieved. The specific roles of Primary Education Department are:

- To conduct enrolment of all units in Mwanza city each academic year.
- To Monitor and Evaluate Education syllabus in collaboration with Education Quality Assurance Department;

- To improve performance rate.
- To Coordinate National Examination, Mock Examination and other internal Examinations within the wards and schools.
- To conduct Adult Education activities.
- To conduct Special Needs programs. To conduct Seminars and workshops to teachers.
- To collect, process, analyze and utilize data all primary education sector.
- To disburse and monitor financial activities in the department.
- To supervise construction of infrastructure in primary schools.
- To coordinate and supervise PEDP implementation in the council.
- To manage and prepare education department plans and budget.
- To conduct and supervise cultural, sports and games in schools like prepare city teams from schools by using our government and private primary schools, also visit all halls entertainment halls in Mwanza city council and make sure that are meet National Art rules and regulation, give seminars to singers, actors, drawings artist, traditional dancers and writers.
- To teach traditional dances at our schools National Anthem, National Flag, traditional drama and Kiswahili which is our National Language.
- To prevent and manage emergences and disasters in schools.
- To manage cross cutting issues concerning to education perspective.
- To mobilize community in participating in the construction of school buildings including classes and teachers houses through Schools Committees.

Mwanza city council has 18 wards with 73 Government Primary Schools and Pre -Primary Classes are located in each school. There are 35 Private Primary schools with 35 Pre – Primary school and Baby Classes. The Council also has 7 Special Education Units, 10 Schools with Complementary Basic Education (COBET) centers, 12 Integrated Community Basic Adult Education (ICBAE) groups, 22 Secondary Schools with Open and Distance Learning (ODL) centers and two Vocational Schools.

For smooth operationalisation of primary education functions, the department is divided into three Units, namely; Primary Education Administration, Adult Education and Cultural section. Primary Education Administration: this unit has two sub-units namely Statistics and Logistics and Academic sub-unit. The Statistics and Logistics Sub-Units deal with data collection, including; number of pupils, teachers, furniture and buildings; monitoring of financial activities, construction of school infrastructure; and examination supervision and security. On the other hand, the academic unit is mainly accountable for academic issues in schools including; academic performance, examinations supervision, teachers performance and allocation, and in service training. Adult education unit: this unit is concerned with Special Need Education, COBET, ICBAE, ODL, and vocational school programs. It also deals with school environmental issues, health care for students. Cultural sports and games unit: This unit has the role of conducting and supervising cultural activities, sports and games in schools and to other groups in the city.

Mwanza City Council has a total of 73 Pre – Primary Schools/classes and 80 Primary Schools where by 7 primary school has no preprimary school classes. There are 12,837 pupils in pre – primary schools, while in the Primary schools there are 121,036 pupils. In the year 2017, the City council has a total number of 1,853 school teachers which is less than the required number of 2,618 teachers, (Special Education teachers not included). This shows that there is the shortage of 355 qualified teachers in pre - primary schools and 337 Primary school teachers. Table below shows the demand, available and shortage of teachers in Pre- primary and primary schools. School Infrastructure and Furniture: The department is facing

shortage of infrastructure and furniture to pre -primary and primary school such as classrooms, teachers' houses, pit latrines, tables, and chairs to teachers. The provision of pre – primary education directed each school should have pre –primary classes. Pre – primary use all facilities of primary schools, this cause rapidly shortage of infrastructures and furniture in primary schools. Pit Latrine ratio to boys is 1:88 instead of 1:25 Pit Latrine ratio to girls 1:80 instead of 1:20 and Pupils Classroom ratio is 1: 208 instead of 1:40.

Table 4: Number of School Toilets by Ward

S/N	Ward	Required			Available			Deficit		
		B	G	T	B	G	T	B	G	T
1	Mkolani	111	143	254	31	31	62	80	112	192
2	Igoma	256	214	470	34	34	68	222	180	402
3	Mirongo	43	54	97	26	27	53	17	27	44
4	Igogo	84	150	234	42	42	84	42	108	150
5	Nyegezi	40	58	98	16	16	32	24	42	66
6	Buhongwa	134	188	322	54	55	109	80	133	213
7	Pamba	163	203	366	48	48	96	115	155	270
8	Isamiro	86	138	224	22	32	54	64	106	170
9	Mahina	117	156	273	37	38	75	80	118	198
10	Butimba	145	192	347	36	47	83	109	147	256
11	Nyamagana	17	19	36	10	10	20	7	9	16
12	Kishiri	157	198	355	36	48	84	121	160	281
13	Luchebele	58	75	133	24	28	52	34	47	81
14	Mabatini	110	128	238	29	29	58	81	99	180
15	Mkuyuni	74	92	166	17	23	40	57	69	126
16	Mhandu	189	240	429	48	68	116	141	172	313
17	Lwanhima	53	68	121	26	36	62	27	32	59
18	Nbugani	35	47	82	6	12	18	29	35	64
Total		1872	2363	4245	542	624	1166	1330	1751	3081

Source: Mwanza city Council Primary Education Department, 2017

The ratio between the pupils and desks is 1:3 which is the required ratio of the National standard therefore we have no deficit of desks in Mwanza city Council and we need to Maintain it in the next five years. The serious problem here is the number of classrooms to put the available desks and we need to solve it in the next five years. We have deficit of 613 tables, 619 chairs, 153 cupboards and 153 shelves for teachers.

Special Need Education focuses on Society willingness to meet the learning needs of all its members in their locality. In the year 2016 special need education was implemented in six locations with a total of 214 students (boys 136 and girls 78). Those locations are Nyanza, Iseni, Mirongo, Igoma, Buhongwa, and Bugando Primary schools. Intellectual impairment, Mirongo, Igoma and Buhongwa and hearing impairment are Iseni, Nyanza, Bugando blind school is Nyanza. The required teachers are 43 while there are only 6 teachers. The Special need education unit also conducts integrated schools and Inclusive Schools. These are schools which have registered Special Need students as well as normal students in the school but do not have special Needs Education Teacher who deals with them. The disabled students are monitored by the special needs Education officer and others to address their needs. The council does not have friendly infrastructure in all 7 schools.

Table 5: Number of School Infrastructure

Type	Required	Available	Deficit
Classrooms	2190	482	1708
Teachers' House	1853	45	1808
Head Teachers' Office	151	62	89
Teachers' Office	80	80	160
Teachers' Latrines	196	99	97
Students' Latrines	2966	728	2238
Counseling Room	--	--	--
Libraries	80	1	79
Kitchen	--	--	--
Entertainments halls	80	--	--
Drums	160	--	--
Materials use for traditional dancing.	250	--	--
Dining Halls	80	--	80
Stores	80	80	
Water Tanks	80	8	72

Source: Mwanza city Council Primary Education Department, 2017

In Mwanza city council there are 300 Complimentary basic education training (COBET) registered in different groups. COBET program is being conducted in primary school's buildings after school hours. There are 10 primary schools conducting this program with 10 qualified teachers. After the program, students obtain qualifications to sit for Standard Four National Examination in the formal education system. The program experiences lack of fund for teachers' allowance, and teaching and learning materials. ICBAE groups conducted in 64 different centers in the city perform different activities related to their skills and interest. Those groups also affected by lack of fund to conduct their activities. Problems which facing primary education sector include: shortage of classrooms, shortage of teacher's offices and houses, shortage of teachers and pupils latrines, shortage of libraries, lack of clean water and electricity to some schools, school Drums, playing pitch and balls, schools dining and kitchen, materials use for traditional dancers and shortage of cupboards, shelves, and conducive environment for special schools.

2.2.7 Secondary Education

The Secondary Education Department has the responsibility of overseeing the implementation of education policies and plans in the City, it monitors and evaluate the education systems in schools to achieve educational required standards. The department is responsible for coordinating, supervising, and evaluating all academic issues within the City for form one up to form six. It is also responsible to advice the City Director about improving students' academic performance and quality education service delivery in general. Furthermore, it supervises income and expenditure of schools, co-ordinate and supervise construction of infrastructure in schools and to control teachers and students transfers and deployment.

In executing departmental functions, there are 10 working staff, where 6 are officers, 2 are secretaries and 2 are supporting staffs. The core function of secondary education are:

- To implement law, principles, and policy of Secondary education

- To advise City Director about academic overview and performance of students and measures to improve them
- To supervise income and expenditure of Secondary schools
- To prepare and supervise the implementation of Secondary education development plan
- To ensure that there is conducive environment for teaching and learning
- To coordinate and evaluate the national examination for CSEE FTNA and ACSEE by collaborating with regional and national level (NECTA).
- To control teachers and students transfers and deployment
- To control all teachers' professional development.
- To supervise and coordinate sports and games for students
- To collect, interpret, analyze, and evaluate Educational data from schools, ward, Region, and National and use them for the quality education service delivery in the city.
- To supervise, co-ordinate and advise schools' Boards on proper utilization of school funds
- To co-ordinate and supervise construction of infrastructure in Secondary schools in the city.
- To co-ordinate, supervise and make follow up on teachers' promotion and teachers' debts.
- To prepare various seminars and workshops on how to collect and utilize data.
- To prepare and co-ordinate weekly, monthly, quarterly, and annual Educational reports

Mwanza City Council has a total of 57 secondary schools where 30 are public and 27 are non-government schools. Out of 30 public schools, 4 are boarding schools and 26 are day schools, 28 are co-mixed schools while 2 are single sex schools. Two schools are only advanced secondary schools for form five and six, 3 are both ordinary and advanced level schools and 25 are day and ordinary secondary schools.

(i) Students Enrollment

The total number of Students in the Council is 36,158 where 26,336 are from government secondary schools and 9,822 are from non-government schools. In public schools there are 13,138 boys and 13,198 girls while in non-government schools there are 5,113 boys and 4,709 girls. Table 2 shows the number of students' enrollment by form and sex for public and non-government schools.

The projection of number of students in 2018 is expected to be 30,850 for public schools, this is because we expect to enroll 9,000 form one students in 2018, meanwhile 4,486 form four students (2017) are completing their studies.

Table 6: Number of student's enrollment in 2017

Ownership	Sex	Form I	Form II	Form III	Form IV	Form V	Form VI	Total
Government	Boys	3550	3181	2541	2306	783	777	13138
	Girls	3694	3326	2467	2180	810	721	13198
	Total	7244	6507	5008	4486	1593	1498	26336
Private	Boys	1059	1274	1052	983	451	294	5113
	Girls	939	1082	1056	1256	165	211	4709
	Total	1998	2356	2108	2239	616	505	9822
Total	Boys	4609	4455	3593	3289	1234	1071	18251
	Girls	4633	4408	3523	3436	975	932	17907
	Total	9242	8863	7116	6725	2209	2003	36158

Source: Mwanza City Council, Secondary Education, March 2017

(ii) Number of Teachers

Mwanza City Council has 1,470 teachers, where 789 are male and 681 are female. There are 269 science teachers and 1,201 are for art subjects. However, there is a shortage of 195 teachers for science subjects and mathematics, and an excess of 627 teachers for art subjects. Also, there are 75 teachers with masters where 42 are male and 33 are female, 1047 with bachelor degree where 537 are male and 510 are female, and 348 with Diploma where 210 are male and 138 are female. Table 3a shows number of teachers by gender and qualification and table 3b shows the number of teachers required, available, excess and shortage.

Table 7: Number of teachers by gender and qualifications by 2017

Sex	Academic Qualification			Total
	Masters	Degree	Diploma	
Male	42	537	210	789
Female	33	510	138	681
Total	75	1047	348	470

Source: Mwanza City Council, Secondary Education Department, 2017

(iii) Schools Infrastructures

In Mwanza City Council, there are 414 classrooms, 90 Laboratories, 329 girls' toilets, 238 boys' toilets, 21818 students' chairs, 20505 students' tables, 85 teachers' houses, 21 dormitories, 9 School administration blocks, 75 teachers' toilets, 588 teachers' chairs, and 520 teachers' tables. Conferring to the number of students, number of teachers, and number of schools available, these infrastructures are inadequate. In 2018, the demand for infrastructures is expected to increase due to projection enrollment of form one students in 2018 to be 9,000.

Table 8: Number of infrastructures required, available, and shortage

Infrastructure	Required 2017	Projection Required in 2018	Available	Shortage	Projection shortage
Classroom	685	798	414	271	384
Laboratory	90	90	90	0	0
Students toilets (Girls)	659	766	329	330	437
Students toilets (Boys)	515	603	238	277	365
Students' chair	26,336	30,850	21,818	4,518	9,032
Students' table	26,336	30,850	20,505	5,831	10,345
Teachers house	1,470	1470	85	1,385	1,385
Dormitories	66	66	21	45	45
Administration blocks	30	30	9	21	21
Teachers toilets	120	120	75	45	45
Teachers chair	1,470	1,470	588	882	882
Teachers' table	1,470	1470	520	950	950

Source: Mwanza City Council, Secondary Education 2017

The ratio of existing infrastructure vary from one infrastructure and another, where by classroom ratio is 1:63 while required is 1:24 students toilets for girls is 1:40 while required 1:20 students toilets for boys is 1:55 while required 1:25, students' chairs 1:1.2 while required 1:1, students' table 1:1.3 required 1:1, teachers house 1:17 required is 1:1 teachers chair 1:25 required is 1:1 and teachers tables 1:28 while the required ration i1:1. Generally, the situation indicates various critical issues affecting secondary education sector which include: inadequate classrooms, inadequate furniture, inadequate latrines, inadequate of teachers' houses, inadequate number of science teachers, insufficient fund to run the department, low pass rate in form four and form six examinations, inadequate text books, inadequate dormitories, inadequate laboratories and lack of in-service training for teachers.

2.2.8 Health

Health department is one of thirteen Departments of Mwanza city council mainly responsible for provision of health and social welfare services to the community of Nyamagana district. Health services provided includes preventive and curative. Preventive services are provided at facility and community levels. At facility level, the clients attending at the health facilities are provided with health education on particular issues i.e. Family planning, Malaria prevention, early detection of cervical and breast cancer etc. At community level, health education on behavioural change on different issues (Malaria, HIV, Non-communicable diseases, cleanliness, FP) is provided through the use of environmental health officers and community change agents CCAs). Curative services are provided at health facilities. The council has a total of 71 health facilities (8 hospitals, 13 health centers, and 43 Dispensaries and 7 clinics) and among these 15 are council owned (1 hospital, 2 health centers and 12 dispensaries). During the year 2016, a total of 175,579 OPD cases attended at the health facilities for different purposes. Among these 68,754 (39.2%) were children under five and this high number of cases was contributed mainly by Malaria, ARI and UTI.

Medicine, medical equipment, medical and diagnostic supplies management system. This refers to the availability of medicine, medical equipment, medical and diagnostic supplies at the health facilities. Last year (2016), the council managed to supply her health facilities with medicine, medical equipment, medical and diagnostic supplies at a level of 75% which is below the target of 80% (national target). According to the guideline of establishing district hospital and in order to deliver quality services to community, the district hospital should be equipped with x- ray machine. Currently there is no x-ray machine at the hospital; this leads to lack of radiology services.

Infant mortality has remained problem to the community of Mwanza city council. It has slightly decreased from 26/1000 to 24/1000 (2016). This may be due to infections, sepsis and so on. Though, the infant mortality. Under five mortality rate has remained to be high (14/1000); it has increased from 13/1000 last year (2015) to 14/1000 in 2016. Although, under-five mortality rate is below national target of 45/1000, more efforts are needed to reduce these deaths. These deaths are mainly caused by communicable diseases including Malaria, diarrhea, pneumonia and malnutrition. Maternal mortality is still a problem in the council with the rate of 251/100,000 (2016), this means that a total of 62 mothers died due to delivery complications. This may be due to inadequate medical supplies and equipment, low skills of personnel in providing emergency obstetric care and low community awareness on the risk factors which may lead to maternal deaths.

Non-communicable diseases have continued to threaten the health of the people of Mwanza city council. These include hypertension (1.6%), injuries and fractures (3.6%), oral conditions (4.1%), diabetes (1.1) and mental illness (0.8%). These proportions are derived out of OPD attendances (2016). Communicable diseases refer to all diseases which can be transmitted from person to person by direct contact with an

affected individual or the individual's discharges or by indirect means (as by a vector). HIV, TB and Malaria are among the communicable diseases which causes morbidity and Mortality in Mwanza City council. According to the last year's HIMS data (2016) ,HIV prevalence rate was 4.5% which is below the national target of 5%, while TB cure rate was 85% compared to the national target of 85% and Malaria incidence rate was 13.2% which is lower than the national target of 15.1%

Human resource for health is very important in performing daily to daily activities in health sector. They play an essential role in achieving departmental objective. According to staffing level for ministry of health and social welfare health departments, health service facilities, health training institutions and agencies of 2014-2019 health department has 76% of human resource for health with the deficit of 24%. The table below shows the availability of staff in a health department. The cadre with inadequate number includes, Medical Doctors, Assistant Medical Officers, Dhobi, and Health laboratory assistant, Nursing Officers, Medical attendants and Security guards.

According to the national health policy and national five year development of 2016/17 – 2020/21 every ward should have a health centre and deliveries services to pregnant women should also be conducted at dispensary level in order to reduce maternal mortality, overcrowded at district and regional hospitals and long distance from one health facility to another. In Mwanza city council only 2 wards have health centers out of 18 wards. Also laboratory services should be provided at all health facilities but due to inadequate infrastructure laboratory services are being provided at only 5 facilities out 15 health facilities.

According to the national health policy the government introduced Community health fund in 2000 in order to increase the number of people accessing health services. In Mwanza city council the enrollment of CHF members is still low (3%) compared to the national target (30%). There are 71 government and private health facilities in the city. According to the guidelines all these facilities are supposed to be visited by CHMT at least once in a quarter. There department has 2 vehicles used for supportive supervision activities to the health facilities and distribution of drugs, vaccines and supplies. But due to shortage of vehicles the CHMT do not manage to conduct all the planned visits.

The Social Welfare section: deals with family welfares and child care, growth and development, home care, centres for orphans and vulnerable children, adoption and foster care, community based case, support and protection of orphans and vulnerable children in the streets, poor families, behavioural change and children rights as well as old (aged) people and people with disability rights among others. Violence is a daily reality for large numbers of children in Mwanza. According to Global human development report (2015), 35% of children have experienced physical or sexual intimate partner violence in Mwanza city council.

Child Welfare Services: These cater for the abused or neglected children, orphans, and children whose parents are physically or mentally incapacitated. Help provided includes adoptive or foster homes, orphanages, day care, and so on. A total number of 50 children were abused in 2011 compared to 48 children in 2016. During the implementation of these intervention, the NGOs which are dealing with child protection including Railway children, Child Protection Team, Fit persons, MVCCs, Wote Sawa, FKT, MOCSO, KIWOHEDE, SOS, UPENDO DAIMA, CDF, AMANI GIRLS, CHEKA SANA and FONELISCO were involved A total number of 8893 most vulnerable children (MVCs) were identified and supported in collaboration with NGOs. The identified MVCs were supported in different programs like Pamoja Tuwalee, TASAF and other WORTH groups which were formulated in collaboration with NGOs like MOCSO, PACT, and NI HEKIMA PEKEE. Support provided included food, clothing, treatment, shelter, and few MVCs in scholastic materials. In the year 2016, a total number of 1314 street children identified, 343 were reunified

back to their families, and 122 admitted at dropping centre for rehabilitations and counseling purpose, waiting for reintegration. Concerning Family Welfare Services; a total of these 230 couples provided with counseling services. In 2016, the council has identified 12,888 old aged people who need exemptions for the medical care. A total number of 5398 were provided with identity cards for free medical care. Also, the council has identified 620 identified disabled people who need economic and social support. Again, the council has identified and supported 73 albinos.

The major constraints affecting health sector includes : shortage of Medicine, Medical equipments and diagnostic supplies in health facilities by 25%, high Maternal Mortality rate by 251/100,000, high Infant Mortality rate by 24/1000, high Under five Mortality rate by 14/1000, high HIV prevalence rate by 4.5%, low TB cure rate by 84%, high prevalence rate of Malaria of 13.2%, shortage of human resource for health in the council by 26%, high proportional of non-communicable diseases (hypertension, diabetes, oral conditions, Mental illness and injuries and fractures) out of OPD attendance by 3.6%, shortage of 16 health centers, 12 delivery units and 10 laboratory rooms, low enrollment of CHF members by 3%, shortage of 2 vehicles, lack of x-ray Machine at Nyamagana district hospital, reduced number of child marriages from 15 cases to 0 by June 2020, increased parenting skills to parents and other care givers from 08 ward to 18 wards by 2020, reduced number child abuse cases from 100 to 20 by June 2020, increased knowledge on life skills and reproductive health, child protection for CPTs, MVCCs, students and teachers from 10 wards to 18 wards by 2020, number of street children reduced from 1314 to 600 by June 2010, increased number of elderly people provided with identity card the medical care exemption from 5398 to 7490 by June 2020

2.2.9 Finance and Trade

Finance and trade department comprises four sections namely revenue, expenditure, Final accounts and trade respectively. Revenue section deals with revenue collections from various council revenue sources, Expenditure section deals with processing payments to various payees, final accounts section prepares financial statements and trade section roles' are to conduct business formalization and issue business licenses. The Department has 35 Accountants, 4 Accounts Assistants, 6 Trade officers and 1 market inspector. The department needs 20 trade officers in order to fulfill its duties efficiently but the actual strength is 6 trade officers. In order to accomplish the department's functions properly, Finance and Trade department needs 6 motor vehicles for administration and revenue collection purposes, currently 3 motor vehicles are available making the deficit of 3 motor vehicles.

Own source revenue collected is guided by the By-laws approved by the council which govern the whole process of revenue collection. Taxpayer records in Mwanza city council are maintained both manually and electronically. Mwanza city Council uses Local Government Revenue Collection Information System (LGRCIS) for own source revenue collection. This revenue collection information system has increased transparency and accountability since each transaction of revenue is accessed and monitored by third parties at (PO-RALG). This system of revenue collection simplifies collection by using Point of Sale machine (POS) whereby each POS at each point of revenue collection centre is linked to the system. The LGRCIS is also integrated with NMB Bank, where a customer is given a bill or invoice for the purpose of depositing revenues and after depositing revenues into council revenue bank account the transaction made is accessed in the LGRCIS.

Mwanza city council has 28 sources of own source revenues. Major own sources revenue counting to 90% of the total own source budget estimates are six namely; Service levy, property tax, business license, permit for billboards, parking fee and market stalls/market dues. Own source revenue collections have

been increasing from one accounting period to another since the year 2014/15 to 2016/17. During the financial year 2014/15, the sum of Tzs 8,991,086,471 revenue was collected against the budget of Tzs 10,555,498,000 equivalent to 85%. In the financial year 2015/16, own source revenue collection increased from Tzs 8,991,086,471 to Tzs 10,671,566,212 equivalent to an increase of 19%. In addition, the rise in revenue collection trend maintained during the year 2016/17 whereby Tzs 10,680,809,037 were collected against the budget of Tzs 10,848,425,801 equivalent to 98%. The central government directives that directed property tax to be collected by the Tanzania Revenue Authority (TRA) caused the decrease in budget estimates for the year 2016/17 as compared with budget estimates for the year 2015/16. The following table illustrates own source revenue collection performance for the past three years. Mwanza city council is using EPICOR Accounting system in making all payments, posting revenue collection and bank reconciliation. EPICOR accounting system is also integrated with Bank of Tanzania (BOT) whereby all payments are done through Tanzania Interbank Settlement System (TISS). TISS system assisted payees to be paid timely thus avoiding inconveniences of coming at the council headquarters to collect cheques.

Apart from the mentioned achievements, the finance and trade department is facing the following obstacles in performing its functions:

- Insufficient working tools and equipments especially motor vehicles to be used in revenue collection.
- Employees statutory claims not settled on time
- Capacity building not done to accountants and trade officers as per plan
- Financial statements are prepared both manually and generated from Integrated Financial Management Information Systems(EPICOR 9.05), preparing financial statements manually and semi-manually attracts errors and omissions
- Existence of businesses operating without business licenses
- Lack of direct link from LGRCIS to EPICOR systems whereby revenue from LGRCIS system is exported to Excel then manually posted to EPICOR system.
- Debilitated market infrastructures that cause clients to complain and reduce voluntary compliance on tax payment
- Presence of petty traders/ marching guys in unauthorized areas

2.2.10 Urban Planning, Land and Natural Resource

Urban Planning, Land and Natural Resource department is comprise with 5 sections, these are urban planning section, land section, survey section, valuation section and natural resource section. Mwanza city is the most populous urban centre in the Lake Zone with estimated population of 363,452 people distributed in 82,487 households with average household size of 6 persons per household. The city maintains the status of being the highest hub centre providing a variety of commercial and business services in the Lake Zone and thus it is the most dependable shopping centre by the entire population in Mwanza, Kagera and Mara Regions.

Mwanza city covers a total area of 1325 square kilometres (km²) out of which 900 km² (67.9% is water and the remaining 425 km² (32.1%) is land which is shared by both urban and rural oriented activities. Land in the city is of moderate naturally fertile soil type which is however deteriorating steadily under condition of continuous cultivation and other related human activities. However, due to increased urbanisation which is characterised by population growth more and more land has been turned into physical development for residential, commercial, industrial, institutional and construction of infrastructure. However much of the

development is taking place in unplanned areas especially on the hilly masses situated around the Central Area.

The proportion of land covering the urban activities has been increasing steadily. For example, in 1992 land area of 86.8 km² was making the built up area in the city. The coverage increased to 90km² land area (22% of city land area) in 1994 whereas potential open developed land and agricultural lands (in rural settlements) villages was 272km² or 66% of total city land area. Difficult land occupied 50km² and land under forestry covered 1.5km². Land use planning is a key aspect of development for urban growth in the country. 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.

(ii) Land Use

The main land uses in the city land area include residential by 7.9%, commercial by 0.73%, institutional 3.0%, industrial 1.7%, open spaces and recreational 0.3%, special areas 1.7%, agricultural 66.5%, forestry 0.4% and open bushy land and villages. The demand for surveyed land plots has exceeded the supply as a population increasing in Mwanza city. By the end of 2013 the number of building plots surveyed were 5037. However in 2015, the number of plot surveyed decreased to 1199 but there were total number of plots allocated as it was in 2013. It is obvious that lack of surveyed plots in most cases create a problem of crowded environment and mushrooming of slums or shanty town at the end.

The land utilization in Mwanza is dominated by two land use types i.e. Unplanned Settlement and Scattered Settlements. Both land use types collectively occupy as much as 45% of the entire city. Planned settlements are limited to just 31% of the city area. Rest of the areas occupies remaining 25% of the city area. Both unplanned and scattered settlements are seen as development constraints due to the prevailing legal framework associated with such land use types i.e. "right of occupancy of the land" and "customary ownership of the land". So far, it has been difficult to integrate and influence development of such land parcels as per original intent Master Plan or Detailed Plans. Land use of the parcels within the Planned settlements largely respects the original intent of the Town Planning Schemes but the difference in built environments of planned versus unplanned settlements is not significant. The key reason behind the same appears to be delayed infrastructure provision due to budgetary constraints and procedural matters. Remaining 25% constitutes key land use types such as Industrial Zones, Institutional areas, Special areas and wetlands. Out of this, Institutional occupy largest share (7%).

Mwanza city, alike other urban centers in developing countries, is facing a number of development challenges especially the rapid urbanisation rates and unguided urban expansion. The demographic changes in Mwanza city have been leaving serious implications on the quality of life in the city apparently due to marked inability of the public sector to provide adequate services including provision of shelter. The inadequacy of shelter delivering systems to cater for the ever increasing urban population has led to extensive and continued proliferation of unplanned development. Unplanned development is taking place unabated because unplanned areas provide not only cheap houses but also plots for housing construction. Due to this most urban residents between 60-80% of the population are living in unplanned areas.

In 2006 the city's urbanised area was covering a total land area of 13,766 hectares of which 2900 hectares land was occupied by unplanned settlements. The areas were occupied by a total of 49000 residential houses accommodating about 74% of the city population residents. Unplanned residential areas have been developing due to social and economic factors and are often easily available housing options to new

residents. The limited capacity of the Government and City Council to provide serviced land for development has led to increased individual efforts to develop land without the requisite infrastructure and services. In general unplanned settlements continue to emerge in the city because of the following factors:

- Bureaucratic and cumbersome procedure for acquiring serviced land
- Lack of community awareness on planning and building standards
- Lack of Housing Finance
- High demand for accommodation resulting from population increase
- Simple and cheaper procedures for acquiring land in unplanned areas
- Lack of finance to support surveying of plots

As a result more than 70% of city residents live in unplanned and serviced settlements necessitating unfavorable living conditions of communities. Poor accessibility, lack of storm water drainage inadequate provision of water and poor sanitation, etc. are common features in unplanned settlements. The residents in unplanned settlements depend on services provided in the adjacent planned areas.

In Mwanza city, unplanned development is rampant at Bugando Hills, Mabatini, Igogo and Mkuyuni and Butimba. Also unplanned settlements are found in, Isamilo Hills and Igoma. The areas have a total housing stock of 49,000 which is equivalent to 75% of the total housing stock in the city. Only 25% of housing stock is in the planned residential areas. The unplanned development cause considerable environmental degradation and expose their inhabitants to restricted and unhealthy living conditions. The settlements are mostly situated on the slopes of rocky hill sites and sensitive land which striped of the vegetation cover and aggravated by stone extracting and sand mining for housing construction. In addition, the potential for aesthetic and enhancement of the general environmental presented by numerous hill masses has been lost due to illegal use of those areas for unauthorized housing development. Such system of development has established rock formation and is potentially dangerous as rocks are known for tumbling down the hill sides which threatens the safety of the inhabitants with their properties. Urban Planning and Land sections are facing the following problems:

- Problems Inefficient sustainable land use plans
- Absence of integrated land management information system
- Inadequate land compensation fund
- Land conflicts
- Absence of land bank
- Unplanned settlements and growing slums in urban centers
- Less transparent, inefficient and worse resourced land sector

Natural resource sector is a Section in the Department of Lands, Urban Planning and Natural Resources comprised of forestry, beekeeping and tourism. The forestry sub sector plays an important role in maintaining ecological balance, protect soils from 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.

Urbanization of Mwanza City Council is accompanied by rapid population growth. Social impact associated to this including changes of natural resources use and economic activity. Protection of natural resources is the most challenging problem facing management of urbanization process in Mwanza City Council. This is true as high urban population growth raised the need for the Mwanza City Council to have adequate planned, surveyed and serviced land for households and public uses which all these processes put more

pressure on natural resources. In due cause, balancing urban development and management processes against natural resources protection guiding principles is important for sustainable development of the city council.

Mwanza City Council has a total area of 506.7 hectares of forests which are conserved by Institutions and community by use of by laws. No area is gazetted as a forest reserve and not all are surveyed and mapped. Two forest reserves owned by community in Buhongwa Ward are surveyed and mapped and other 2 forests owned by the institutions along Mchemba hill and Water tank in Isamilo ward are also surveyed and mapped. The City is also blended with a lot of young tree species almost everywhere particularly along the road sides, around households, institutions and in within or around farmlands. For the past 20 years, city inhabitants have planted and cared for 16,784,390 trees of different species and uses. These trees are surviving at a rate of 72.95% although some of them have been harvested, particularly the Eucalyptus species for poles and fire wood. Most of the road sides are planted with trees thus contributing to a large extent on improving the surroundings.

(i) Tree Planting

Tree planting in Mwanza City Council is done using two main strategies that involve the Community in raising tree seedlings and distributing for planting.

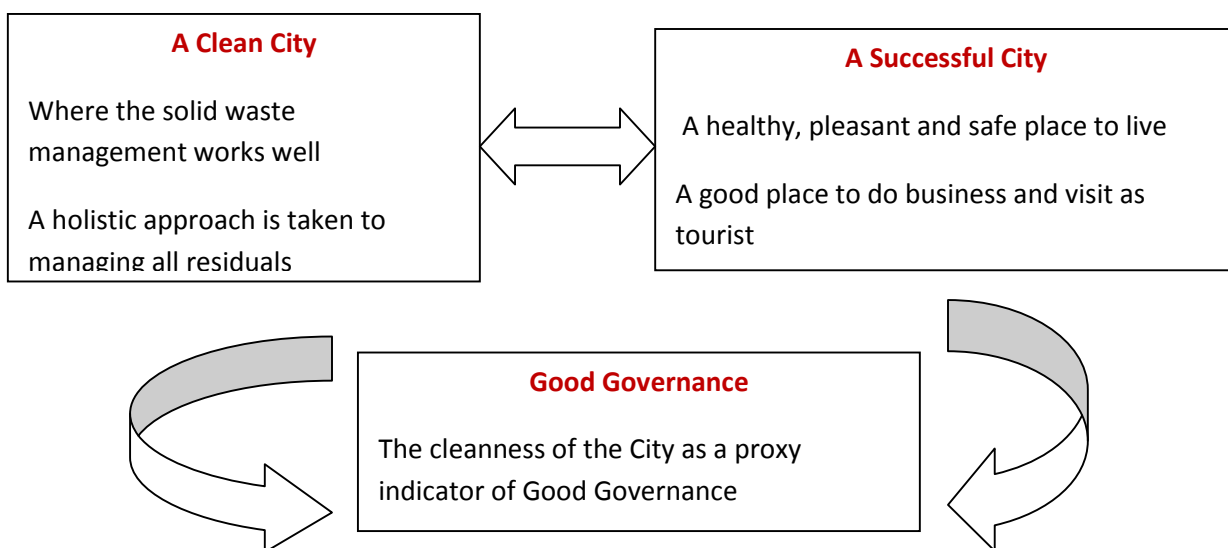
Planting and tending of trees is mainly done in private and individual lands, Institutions and on road sides. Road side tree planting is made on road reserve which is a public land. Individuals or institutions bordering the road reserve are asked to assist tend trees planted adjacent to them. This strategy has been very successful in such a way the survival rates are high, that ensuring flourishing of trees. On the other hand, raising of tree seedlings has always being done using two methods. One is raising tree seedlings at City Tree Nursery which is run by Mwanza City Council. For a long time it hasn't been possible to raise tree seedlings due to unavailability of funds. However, private tree nurseries have been serving the purpose. They produce tree seedlings on commercial basis but technicians from Forestry Section help advice to dealers so that they can produce quality tree seedlings for sale but ultimately survival after planting. During the review period, that is between 2010/2011 and 2015/2016 a total of 8,967,393 trees were planted in different places. A number of problems affect forest sector that include: inadequate institutional capacity in forestry, inadequate compliance to National Legislations and bylaws, inadequate incentives for tree planting and forest protection and management, lack of funds to implement various activities such as demarcation of woodland areas, preparation of Management Plans for woodlands and others and low knowledge of community to implement environmentally related activities.

2.2.11 Solid Waste management and Environment

Solid waste management and Environment department was established in 2012. The department consists of two main sections which are Cleansing and Environment. Cleansing section is mandated to perform the following major functions:- Cleansing Administration, Street Cleansing, Cleansing operations, Liquid waste collection from Council owned service delivery facilities including schools, health facilities and Nyegezi bus terminal. Solid waste collection, disposal and treatment. Safe disposal of unclaimed dead bodies from Sekou-toure and Bugando hospitals. The major core function is solid waste management which involves street cleaning, removal of silt from paved roads, cleaning of storm water drainage, grass cutting, solid waste collection, storage and transportation. Other services involve waste treatment and disposal of solid waste to the Buhongwa controlled tipping site located 16 Km away from the city centre along Shinyanga road.

Environment section is mandated to perform the following functions Environments Administration, Environment Operations, Enforcement of EMA Act. No. 20 of 2004 and subsequent regulations, City Cleansing and Environment conservation by-laws. Environment management involves the protection, conservation and sustainable use of various elements or components of the environment.

The department has eight (8) staff which comprised of 1 Sanitary Engineer, 4 Environment Management Officers, 2 Health Officers and 1 Assistant Health Officer who are stationed at the Council level and Buhongwa controlled tipping site. The department has shortage of 193 staff (18 at ward level and 175 at mitaa level) as per EMA Act. No. 20 of 2004. The section 39 of EMA Act. 2004 requires each LGA to designate for each administrative area of a township, ward, village, mtaa and Kitongoji. Since the year 2000, Mwanza City Council prioritized City cleanness and improved solid waste management service delivery as proxy indicator of good governance.



The Council is estimated to generate 357 tons of solid waste daily for the following categories of source ; domestic, commercial, institutional, industrial and healthcare waste. It is estimated that generation rates ranges from 0.4 to 0.75 kg per capita/day. Currently very little segregation of solid waste is practiced at household and community level due to limitation of knowledge, solid waste storage facilities, and instead waste pickers are salvaging for recyclables like glass, plastic bottles and scrap metals at waste collection points hence causing spillage and scattering of solid waste from refuse buckets and open collection points respectively.

Currently, Solid waste storage facilities involves 38 skip buckets and 270 litter bins fixed in public places like bus stops, open spaces and along the roads and streets. Primary Solid waste collection is done by private operators that are Companies and Community Based Organisations (CBO) staff using wheel barrow, push carts and tricycle, then waste is taken to the 20 collection points distributed in 18 wards. Only one Private company Green waste pro Limited owns 2 compactors and 1 sand and silt sweeping vehicle. There are 16 solid waste collection trucks, among them 12 are owned by the City Council and the rest 4 trucks belong to Private operators which in total carry 265 tons of solid waste daily equivalents to 74% of total waste generated per day.

The solid waste generated in Mwanza City including Ilemela municipality is final disposed at Buhongwa controlled tipping site. The Buhongwa disposal site is located at Buhongwa ward, 16 kilometers drive from Mwanza City Centre. The disposal site covers the area size of 33.81 hectares of land with title deed owned by Mwanza City Council. All the incoming solid wastes which is approximately 957 tons per day is directed by responsible operation Officer to demarcated areas for tipping. At a disposal facility there are four basic heavy equipment for; excavation of cells, spreading solid waste/debris into excavated cells, covering with soil and compacting. The estimated annual solid waste disposed is 157,315 metric tons which originate from Mwanza City Council and Ilemela Municipality

Also solid waste treatment involves reuse, recycling and incineration. the type of waste collected for recycling are waste plastic materials, glass and metals, in the city there is five private people collecting plastic for selling to the factory which process waste plastic materials into plastic goods which includes Falcon & MCL industries and SME's who collect scrap metals for sale to Nyakato Steel Mill located within Ilemela Municipality and Sayona steel mill in Misungwi District. About 1500 kgs of waste plastic materials and 500 kgs of scraps metals are collected daily. Incineration as another method of solid waste treatment is mostly done in health facilities whereby most infectious and infectious waste incineration is mandatory.

The department vision is to have a proper waste management system for municipal waste entailing the following; 90% collection coverage, optimization of transfer and transport systems from existing 20 collection points, 85 % of the waste being processed on a properly engineered and operated landfill site and 20% of generated waste diverted for material recovery, reuse and composting. Solid Waste Management problems are:

- High generation of garbage /solid waste in markets and business area. A case of Central market in Pamba, Buhongwa market, Igoma market and Central business areas.
- High operating costs for solid waste management services.
- Low understanding of community on solid waste management / negative attitudes and behavioral challenges.
- Unwillingness to pay for refuse collection service fee.
- Rapid population increase and Urban concentration.
- Political interference to professional technocrats.
- Financial and technological limitations.
- Rural to urban immigration led to informal settlement and squatters' development which hinder provision of solid waste management services due to inaccessibility.
- Hard to reach areas in particular household or streets located in hill rocks side.
- Littering problem and illegal dumping.
- Some CBO's and Private companies lack capital and adequate equipment to delivery satisfactory cleansing services to its customers (Capability problem).
- Some basic infrastructure for Sanitary landfill not yet developed and these include; a wall fence and leach ate treatment facility.

2.2.12 Beekeeping

Beekeeping Unit is among of the Units in Mwanza City Council which was established by Government in 2012 as an independent unit for the aim of improving service delivery and fast development of beekeeping sector. The Unit has the core functions to supervise the establishments of bee apiaries and bee reserve. To coordinate, supervise implementation of beekeeping policy, regulation, raw and beekeeping guidelines. To

identification beekeeping opportunity and encouraging community to invest in beekeeping sector and management of quality bee product.. To encourage and capacitate community to involve in beekeeping sector for improvement of community livelihood.

The National Beekeeping Policy (1998) emphasizes much on encouraging the participation of all stakeholders such as individual beekeepers and organized communities to establish manage and own apiaries for demonstration purposes and carrying out sustainable beekeeping activities. Furthermore, the policy calls for financial facilities to attach an opportunities for establishing credit schemes to beekeepers. Mwanza City Council is well endowed with natural woodlands and woodlots suitable for beekeeping activities. These woodlands are located at Ihyila, Semba, Kagera, Shibayi, Mwanza Transit Camp Nyegezi, Nyegezi Seminary, Butimba Teachers Training Collage, St. Augustine University, Mchemba hill, Isamilo water tank hills and Tanzania Fisheries Research Institute Nyegezi. However, beekeeping is not yet intensified as an important economic activity in the council. Honey bees species potentials commonly found in the council are stinging and non-stinging bees which are dwelling in tree curve found in conserved forest, houses roofs, spaced rocks, opened holes in soil and are caught when placed with beehives and domesticated for production bee product.

Beekeeping depends on the availability of forages from natural vegetations as well as planted vegetations. Despite of the presence of about 1,550 Ha of natural woodlands, production of honey and wax is still low and most of it is basically for home consumption (making local brews, medicine and food) and little amount for commercial purposes. The number of people practicing beekeeping started to increase gradually in the year 2012 when Beekeeping Unit was established. In the year 2012 there was 1 beekeeping groups and 4 individual beekeepers that produced about 136 kilograms of honey and 15 Kilograms of bees wax; but in 2016, the number of active beekeeping groups was 7 and 28 individual beekeepers where production of honey reached 420 Kilogram of honey and 70 kilograms of wax. On the other hand, the council has managed to increase the use of modern beehives compared to previous years. The number of modern beehives has increased from 38 in 2012 to 406 in the year 2016, while traditional beehives decreased from 36 in 2012 to 18 in 2016.

Currently, the council has about 48 bee product sellers compared to 26 in 2012. Majority of these bee product sellers about 81% are using local and low quality packaging materials while 19% uses improved packaging materials. Moreover, in the council there is no any honey and wax processing industry. Mwanza City Council through beekeeping unit continues to disseminate knowledge, skills and provides advice to beekeepers on appropriate modern beekeeping practices in order to improve the quantity and quality of bee products production. However, the council is constrained by shortage of beekeeping staff where currently there is only one Beekeeping Officer compared to the requirement of four Beekeeping Officers. Problems/constraints facing beekeeping sector are:

Beekeeping sector in the council is affected by the following major problems:-

- Lack of adequate skills and knowledge in quality control of bee products.
- Low production of honey and wax due to lack of appropriate technology.
- Increased loss of suitable area for stinging beekeeping due to encroachment (Biodiversity loss).
- Inadequate marketing of bee products due to lack of information.
- Lack of technical skills on value addition of bee products.
- Inadequate beekeeping equipments.
- Inadequate number of staff of Beekeeping Unit.
- Inadequate support on extension services.

2.2.13 Legal and Security

Legal and Security is one among the units in Mwanza City Council. The Unit has Twenty Six (26) permanent employees among them Seven (7) are lawyers by profession and Nineteen (19) are Auxiliary Police Officers who are permanently employed by the Council to perform various activities as per the Auxiliary Police regulations. Apart from having these permanent employees, Legal and Security Unit has Fifty Five (55) Militias (Mgambo) who have been employed on contract bases for the purpose of strengthening the provision of security service to the Council. The following are the main fundamental functions and duties of Legal and Security Unit:

- Handling all litigation matters for all offences created under the enforceable laws and by-laws.
- Making civil claims to all stakeholders responsible for payment of fees and charges to the council (responsible in pursuing, hearing and prosecution for Council's cases).
- To make follow up, prosecute and representing the Council on cases opened against it in any court of Law.
- Handling summons files, report and charge papers for registration of litigation cases in Court.
- Giving accurate advice and legal service to the involved departments so that actions taken are in compliance to the existing laws and regulation.
- To prepare and filing all necessary court's documents relating to cases against the Council.
- Drafting notices, warrants and relevant orders that relate to enforcement tasks.
- To maintain peace and security by insuring the compliance of the City by-laws and other statutory laws and to take legal actions for those who contravene the laws.
- Drafting, amending, reviewing and re-interpreting all laws and orders applied and enforced by the Council and drafting new by-laws/orders as well as amendments.
- Giving awareness to the public to respect the laws and regulations applied by the Council by means of advisory service or education.
- To supervise and monitoring Ward Tribunals.
- Provide security to the Council's properties.

One of the main function of the Legal and Security Unit is to handle all litigation matters including Civil and Criminal by insuring the Council is well represented in Court and that there is close monitoring of the cases with the aim of insuring the said cases are determined in favor of the Council. The Legal and Security Unit is supervising 86 Civil Cases opened in different Courts against the Council, 85% of the cases being originated from land matters and 15% being claims for compensation for the breach of Contract. The unit has also managed to reduce number of civil cases from 122 on 2015/2016 to 86 by 2016/2017. The unit has also been prosecuting average of 170 criminal cases each quarter against the levy payers' defaulters in the year 2016/2017. This has been used as an alternative method of collecting revenue and it has helped the Council to collect more than Tshs.400 millions in the 2016/2017 financial year. Apart from that, the Unit has been prosecuting cases related to non-compliance of the City by-laws especially those who have failed to comply with the Environmental Cleaning and Health by-laws. In the Financial year 2016/2017 a total of 56 Criminal cases were prosecuted against the offenders and Tshs.14, 0000, 000/= was collected as fine.

Ward Tribunals are the product of the Ward Tribunal Act Cap 206 R:E 2002. The purpose of its establishment is to resolve disputes at the ward level. The council has 18 Ward Tribunals comprising of 102 members with approximation of 6 members for each tribunal together with one secretary appointed from among the lower level council staffs. Legal and security Unit is responsible for the supervision of the day to day activities of the Ward Tribunals. The Unit has been conducting several seminars on the administration of justice and laws governing Ward Tribunals including powers conferred to them by statutes. Nevertheless,

the Council has been providing them stationeries including ream paper, Counter books, Pens, Staple machines,

Giving accurate legal advice and guidance is a core function of the Legal and Security Unit in Mwanza City Council. During the Council's day to day operations, there are a lot of Legal issues which require qualified advice from Lawyers and Legal practitioners. On giving Legal advice to the Council, its departments and employee on matters of law and legal protection, the legal and security unit has managed to give legal advice for the 18 departments in the council. For the year 2016/2017 the unit has managed to conduct vetting on 19 Contracts for various activities and give its recommendation over the same. Nevertheless, the Unit has also advised the Council to settle 4 cases out of Court so as to avoid unnecessary costs which might be awarded by the court however, the same can be avoided.

Legal and Security Unit is responsible for drafting and also determine the compliance of submitted documents from stakeholders which further ensure the preparation of Council's legal document do not contradict or infringe existing legislations and the same are prepared in conformity to the Council's interest. In this, the Unit has been preparing and drafting Court documents such as Complaint, Applications (Chamber summons and Affidavits), Written Statement of Defense, Settlement deeds and many others for all 86 civil cases which are still pending in Court. Apart from that, the Unit also prepares and draft Charge Sheet for the 170 Criminal cases filed in Court against City by-laws defaulters quarterly.

Legal and Security Unit is responsible in initiating the process of enacting new by-laws, reviewing the existing by-laws and also repealing them. In the year 2017/2018, 11 new by-laws were enacted which repealed some of the old by-laws. The intention of amending and repealing some of the by-laws was to meet socio economic changes and also changes in the national policy. As Laws are dynamic, the Unit will continue to initiate process of enacting or amending Council by-laws wherever necessary so as to accommodate socio-economic changes occurring in the society.

The aim of having 19 Auxiliary Police and 55 Militias (Mgambo) in Legal and Security Unit is to strengthen the provision of security service to the City Council's properties. These security staffs are providing security to 26 service stations owned and Controlled by the Council. Nevertheless, these security Staffs have been acting as City law enforcers by arresting City by-law defaulters and prosecute their cases in the Court. For the year 2016/2017, Fifty (50) People were arrested for non-compliance to City by-laws and Fifty Six (56) cases were filed and prosecuted.

In performing its duties, Legal and Security Unit has encountered the following challenges:-

- Availability of many civil cases originating from the council's failure to fulfill its legal obligations such as contractors/suppliers claims and claims for compensation on land matters.
- Lack of knowledge to the Ward Tribunal members on the existing laws especially those which are enforceable by Ward Tribunals.
- Malpractice of some of the Ward Tribunal members.
- Unavailability of national wide regulation/guidelines in implementation of ward tribunal activities.
- Unavailability of Tribunal Secretaries within the council organization structure.
- Unwillingness of the general public to abide with the City Council by-laws and other statutory laws.
- Shortage of staff specifically Auxiliary Police Officers.
- Shortage of working gears and tools such as transport, Clothing and other security equipments including Flashlights, Radio Calls, Belt, Guns, Bullets, etc.

- Lack of awareness to some people on the existence of the City Council By-laws which has resulted to poor compliance of the same.
- Poor response by the stakeholders in airing out their views towards the process of enacting new by-laws.
- Inadequate opportunity of training to the staff.

2.2.14 Election Section

This Unit is was established as an independent Unit in the Mwanza City Councils' structure since 2012. Basically the Unit is part of the Administration Department. Hence her responsibilities are entailed to cover the administrative areas. Mwanza City Council comprises of one division, namely Nyamagana, 18 wards and 175 Mtaas. However, it is important to note that, Mwanza City Council, has both urban and peri urban areas. The urban wards includes Mbugani, Butimba, Mkuyuni, Mabatini, Nyegezi, Nyamagana, Igoma, Pamba, Mkolani, Mirongo, Isamilo and Igogo. The peri urban wards are Lwanhima, Kishili, Buhongwa, Mhandu, Mahina and Luchebele. The Elections Unit is charged with various responsibilities which are: to supervise registration of Voters in the Voters' permanent Register book; to supervise and coordinate the Local Government elections whereby the Mtaa Chairperson and Mtaa Committee members are elected; to supervise and coordinate General elections whereby Councilors, Member of Parliament and the President are elected; to collaborate with the Procurement Management Unit to receive and keep elections items and documents during election time. It also includes destruction of all election materials and documents as per required laws; to supervise and coordinate by elections in the General elections and Local Government; to supervise the implementation of all instructions issued by the National Electoral Commission; to supervise and coordinate in collaboration with the Human Resources and Administration department the election of the Honorable Mayor, Deputy Mayor and the Council Standing Committee members; to collaborate with the Legal and Security Unit to prosecute elections petitions and to undertake any other functions as it may be directed by the City Director.

Recent LGAs elections supervised is that which was conducted on 14th December, 2014 for the Mtaa Chairperson and Mtaa Committee members in the different 18 wards and 175 Mtaas. During that such elections there were seven (7) registered political parties which participated in the election process. These included the Chama Cha Mapinduzi (CCM), ACT - Wazalendo, NCCR - MAGEUZI, the Civic United Front (CUF), the Chama cha Demokrasia na Maendeleo (CHADEMA), Tanzania Labour Party (TLP) and the United Democratic Party (UDP). CCM won 98 Mtaa Chairperson Seats which is 56% of all the Mtaas in the City. They were followed by CHADEMA who got 69 Mtaa Chairperson Seats which is equivalent to 39%. CUF got 7 Mtaa Chair persons which is 4% of the total Mtaas. In this elections, a total of 123,539 eligible voters were expected to cast their votes, however, only 92,407 which is 74.8% came out to vote. Among them who went to vote, 43,344 were women and 49,063 were men. This showed that more than 25% of all eligible voters did not turn up for voting.

Mwanza City Council jurisdiction boundaries are the ones that form the Nyamagana Constituency, within Mwanza Region. In Nyamagana Constituency during Registration of Voters it was expected that at total of 210,220 individuals were to be registered as eligible voters (population census report 2012). The mentioned report indicated that Nyamagana District had 363,452 people and out of them 60% could be registered as voters. Voters' registration was conducted between May and June, 2015. A total of 273,636 people were registered as eligible voters making a 130.2% performance in the registration against the expected figure. The unit is facing the following of low level of civic education among community; missing

Mtaa leaders has been reckoned to be a problem in development and peace and security supervision and maintenance and poor supervision of election and other administrative activities.

2.2.16 Information Communication Technology and Public relation

The Technology, Information, Communication and Public Relations Unit is one among six advisory units to the City Director responsible for advising the City Director on various matters concerning ICT and Public Relations. The Unit was established on 2010 and it is divided into two sections which; Information Communication Technology (ICT) and Public Relations section. The unit has 8 staff out of which 4 are from ICT section and 4 are from Information and Public Relations unit. The unit has 7 computers, more than 239 Point of sale Machines for revenue collections, only two well-equipped offices.

Information communication Technology (ICT) section is responsible for monitoring, controlling, facilitating, supervising and maintaining the all electronic devices and systems in Mwanza City Council by making sure that all devices are in good condition and electronic systems in Mwanza City Council are working and used properly. Technological devices includes; computers, Point of Sell machines (PoS), and Printers. ICT section is also responsible for monitoring electronic systems like Integrated Financial Management information system – EPICOR, Human Capital Management Information System – LAWSON, Government of Tanzania Health Management Information System – GOTHOMIS, Government Salary Payment Platform-GSPP and Land rent Management Information System. Success of ICT section The section has seven electronic systems namely Integrated Financial Management information system – EPICOR, Human Capital Management Information System – LAWSON, Government of Tanzania Health Management Information System – GOT HOMIS, Government Salary Payment Platform-GSPP and Land rent Management Information System. All these systems are working and used by the users.

The section succeeded installation of LAN (Local Area Network) system at Administration building, finance and trade building. The section is able to increase the revenue from 7billions 2015/16 to 10Billion for the financial Year 2017/2018 through electronic system of revenue collection by using Point of Sell Machines (PoS). Currently there is a total number of more than 239 PoS machines. The section succeed to install the GOT HOMIS system in all health centres in Mwanza City Council includes; Nyamagana Hospital and Makongoro health centre. Through Information and Communication Technology (ICT), the City Council makes more updated information widely available to a more range of groups and for a more diverse range of purposes. Through ICT, people receive more information cheaply and very quickly.

On the other hand, ICT enable citizens to access to a wide range of information from a variety of sources: one which every issue is extensively debated among citizens and policy makers in an interactive way. Generally, the use of the ICT will make improvement of the Council operations and link the City Council to the external World and thereby enhance development. However, ICT changes very fast and it becomes very expensive to cope with the changes. Legislation normally does not change as per change of technology, for instance, in the area of online contracts, such contracts are currently not recognized legally. The ICT section faced the following constraints

- Unstable internet connection
- Lack of technological knowledge among Mwanza City Council staff
- Lack of capacity building programs for ICT staff
- Shortage of working tools/facilities
- Unwillingness of users to adopt electronic systems as they prefer much on manual collection system and working.

- Misuse of Point of sales machines by users
- Unstable server of systems

Public Relations section succeed to protect and maintains the image of the Council to the public both external and internal public by informing the public what is able to produce documentary on Mwanza City Council Urban Planning - 'Machinga' special Television programs on different projects fulfilled by the council includes; Fumagila Water project, Buhongwa Dumping site project, on doing so it clears doubts and rumors. The section achieved to link the general public and the Council, staff of Mwanza City Council staff and the Mwanza City council Management by updating various information and respond to complaints and quarrels through programs in radio in which the section organize the radio program at Mwanza City Council Radio (City fm) which allows every head of section/department to come up and respond to public complaints and clarification of issues concerned the particular department.

The section is able to publicize services provided by the council through different ways like media channels includes Radio, Television, Newspapers and social media pages like facebook, youtube, Instagram and Mwanza City Council Website, meetings, publications of promotion materials such as brochures, newsletters, fliers. The section is always cooperating with Mwanza Journalists by sharing various issues that can be projects, promotion, clarifying issues and make sure that the public is getting cleared and clarity information. The section has succeeded to Maintain a good image, win public acceptance and create mutual understanding with the general public and Mwanza City council stakeholders by sharing information of Mwanza City Council Management directives/government policies to staff and general public as well as stakeholders through ward councilors, Mitaa leaders and public announcements.

The section has achieved to maintain and add Relationship with sister cities includes Wurzburg-Germany, Tampere- Finland and Israel through which the Council is donated vehicles for cleaning activities, solar energy systems and construction of infrastructure includes stone roads. The section is also responsible for supervising the Mwanza City Council Radio Fm in which the section is able to make sure that the programs aired by the Radio is adhere for the public interests and not otherwise. The Radio is on air though it faces challenge of not being legally registered and currently the section is working on directives given by Tanzania Communication Regulatory Authority (TCRA) to make sure that the Radio is legally registered. Apart from the above success of the section and unit at large, the section is facing constraints of shortage of working facilities includes professional cameras and modern computers, lack of capacity building programs and shortage of budget allocated to the unit

2.2.17 Internal Audit

One of the expectations of Mwanza City Council on Internal Audit unit is for the city Internal Auditor to provide an annual over view assurance report on the state of a departmental Risk management control and governance processes. Core functions of the unit include: to prepare an annual work plan for internal audit unit, and sent the copy to office of controller and Auditor General (CAG), Internal Auditor General (IAG) and Regional commissioner; prepare Audit programme before conduct audit or Investigation, appraise the soundness and application of Accounting, financial and operational control, to keep Register of work done showing date of field work, date of final report and nature of responses received in respect of queries and indication of proposed follow up activity, to prepare Audit Report which is signed by chief Internal Auditor and submitted to the relevant authorities (Accounting officer, CAG, PPRA, Audit committee and RAS) and prepare and review auditing working papers.

Internal audit unit during auditing for MCC's it covers several areas which includes; Revenue Management, Audit of Procurement and contract Management, Audit of development Projects, Budget Management ,Financial transactions audit, Payroll audit, audit of lower level of the council and compliance audit. Professional Ethics under which Internal Auditor must work upon are as follows; Confidentiality, Integrity, Professional competency and due care, Professional behavior, and Independence.

Internal Audit Unit performed various Assurance Activities as from the annual plan and other from special assignments and consulting services, by imparting knowledge on various audit matters to employees of Mwanza City Council at Council level and Lower level. Apart from the Audit activities performed by the Internal Audit Unit during the year 2016/2017 the Council conducted various activities which involved the unit such as verification of employees' claims and retired officers and scrutinisation of employees with suspicious certificates.

Internal Audit unit produced different report such us; Quarterly audit report which produced four times for a year whereby a copy produced and sent to their respective authorities such as IAG, CAG and RAS offices. Annual Report produced once year and also a copy sent to their respectively Authorities, where by special audit Report produced as per different requirement from MCC's. Internal audit unit among their responsibilities is to make follow up on Controller and Auditor General (CAG's) recommendations where by the status of CAG's recommendations for three consecutive years shows his opinion as follows; In financial year 2013/2014 the council got Qualified opinion, on 2014/2015 got qualified opinion and in the financial year 2015/2016 got Unqualified opinion.

2.2.18 Water

The functions of the water department are to provide clean, safe and affordable drinking water to the community and each water point to serve not more than 200 populations. The department has one staff and has the shortage of five staff. The one technical staff collaborates with City Water and Sanitation Team for planning, evaluation, supervision and monitoring for sustainability of water projects. Also the department is working in collaboration with various stakeholders, including; Community, Central Government, and Mwanza Urban Water Supply and Sanitation Authority to implement the department activities. In terms of working facilities, the department has 1 laptop, 1 desktop, 1 printer, 1 office room, 3 office chairs, 3 office tables and 1 scanner.

Current data on population with access to water indicate that, 60.9% of the City population has access to clean, affordable and safe drinking water from various improved sources. These sources include springs, underground water, streams, rivers and rain water harvesting. So far the City have about 81 water schemes which are grouped in seven extraction systems, namely; Surface water schemes, Shallow wells, Communal standpipe, Communal standpipe multiple, Machine DBH and Hand pumps.

Table 9: Types of extraction systems in water schemes

Types of Extraction Systems	Number of schemes	Functioning	Not functioning	Requirement
Submersible	9	7	2	80
Hand operated water pump	8	7	1	100
Nira/Tanira	23	20	3	10
Surface water pump	24	17	7	120
Swn 80	6	4	2	20
India Mark II	5	2	3	10
Mono	6	4	2	10
Total	81	61	20	350

Source: Mwanza City Council, Water Department, 2016

Currently, water sector has made several achievements; firstly, the department is implementing National Rural Water Supply and Sanitation Program in four villages namely Fumagila, Luchebele, Kishili "B" and Lwanhima. After completion of this program the water coverage is expected to rise to 70.2%. Secondly sensitizes the community on establishment and empowering of existing COWSOs which enabled the community to operate and maintaining their own projects in the villages. Issues affecting the department of water includes: Insufficient population with access to clean and affordable water, lack of photocopy machine, lack of camera, shortage of office rooms, shortage of skilled personnel, Un-conducive working environment to staff, non-existence of COWSOs in some of the projects, inadequate of monitoring and evaluation of water projects by City Water and Sanitation Team (CWST), Lack of policies and laws for those who are responsible to destroy water sources, Lack of enough funds to enable water staffs for technical capacity building, Shortage of funds for land compensation of water projects, lack of transport facilities like vehicles.

2.2.19 Works

Works Department is one of the City Council functional departments operate through three sections, buildings, mechanical and garden and parks. It operates under the City Engineer as the head of department and sections. The Department conducts its activities within Mwanza City area of jurisdiction where they are distributed in 18 wards within the Nyamagana municipality. The wards covered are Mkolani, Luchebele, Butimba, Mahina, Lwanhima, Mirongo, Mhandu, Mbugani, Mabatini, Isamilo, Nyamagana, Pamba. In line with Council's objectives for improving people's living standards and eradicating poverty through ensuring effective and efficient service delivery, works department has been assigned the responsibilities of: providing adequate maintenance to council vehicles, plants and equipment's; supervision of Construction and Maintenance of council/government owned buildings within the City; coordinating and controlling construction of private buildings within the City according to building regulations and standards (cap 101); development and maintenance of recreational facilities.

The main objective of the works department is to insure effective and efficient performance in delivering services of required quality and quantity that meets the needs of Mwanza City residents to the level of their satisfaction. Specific Objectives:

- Preparation of plans, budgets and programs of implementation of Council buildings for construction, maintenance and rehabilitation.
- Scrutinize, issue building permits and supervision of private buildings construction.

- Liaise with other departments where necessary for achievement of the proposed plans.
- Take legal actions where the guiding laws and by laws are contravened especially in Private building Construction.
- Provision of general service, minor repairs and major repairs of vehicles, plants and equipment.
- Develop and maintain the recreational of parks and gardens and give technical advice to partners who operate to the Council's parks and gardens.

2.3 The Analysis of External 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 lower level of the government, and commitment of Tanzanians in their respective localities. This Mwanza City Council Strategic Plan 2016/17-20/21 is therefore a useful instrument to achieve the TDV 2025. This calls for all Mwanza City Stakeholders inside and outside Mwanza City 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 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 Mwanza City 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 Mwanza City 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 Tanzania Mini - Tiger Plan

Mini-Tiger Plan 2020 gives Tanzania a golden opportunity to accelerate her economic growth to 8-10% from the current 7-7.5-6% by adopting the Asian Economic Development Model. The Model is focusing on employment creation by attracting Foreign Direct Investment (FDI) and promoting exports by developing Special Economic Zone (SEZ). Economic Miracle of Asian Economy is basically creating "Ponds" (SEZ)

and attracting “Migrating Birds” (Investment especially FDI) - “Ponds and Birds” theory. Tanzania is still faced with many bottlenecks and problems for attracting FDI due to shortcomings such as underdeveloped infrastructure, weak banking system, weak entrepreneurs/venture spirit and weak manpower skills for developing modern industry. In order to overcome these problems and bottlenecks, “Ponds and Birds” theory offers a solution which has been successfully applied in the Asian countries including ASEAN, China, India and more recently Vietnam. “Ponds and Birds” theory should work for Tanzania as well if Tanzania works diligently and quickly with the utmost efforts and enthusiasm from the President to Villagers. Tanzania Mini-Tiger Plan 2020 is to follow the success path of Asian Miracle by starting developing “Ponds” (SEZ) in the most promising areas and promising sectors. Manza City Council through its 2016/2017-2020/2021 is committed in promoting industrialisation for human development that shall contribute regional growth hence promoting to the National target of economic growth to 8-10% by 2020.

2.3.5 Small and Medium Enterprise Development Policy 2002

In Tanzania, the Small Medium Enterprise (SME) sector has been recognised as a significant sector in employment creation, income generation, poverty alleviation and as a base for industrial development. The sector is estimated to generate about a third of GDP, employs about 20% of the Tanzanian labour force and has greatest potential for further employment generation. Moreover, the SIDP does address the aspect of small industries but as a matter of fact, the SME sector covers more economic activities than manufacturing alone. As such strategies and programmes identified by SIDP have lopsided effect since they neglected a greater part of SME activities in the areas of commerce, mining and services. This requires an all embracing policy in terms of covering the whole range of economic activities being performed by SME broad spectrum sector perspective. In addition, the SMEs by nature of their scale require specific interventions to nurse them. In the international perspective, economies that have strong SME sectors have being due to having in place, clear guidance, focused visions and appropriate strategies arising from well-designed SME policies. Based on the importance of this sector and its potential, the SME Development Policy has been designed to revitalise the sector to enable it to contribute to the objective of the National Development Vision 2025. Since Mwanza city council is strategically located in industrial base opportunities the city council should become a centre for investment and industrialization for sustainable development of the community. The city council has the role of coming up with strategic options of using the available opportunities to enhance the capacity of SMEs to its community members.

2.3.6 National Livestock Policy 2006

The livestock industry has maintained a steady annual growth rate of over 2.7 percent during the last decade. This is lower than the rate of human population growth of 2.9 percent. According to NSGRP the livestock industry is expected to grow at 9% by year 2010. About 40% of the 3.9 million agricultural households in Tanzania are involved in crops and livestock production. The potential to increase both livestock production and productivity and its contribution to GDP exist, as the land carrying capacity of up to 20 million Livestock Units has not been fully utilized. In promoting livestock development the Vision of livestock policy is “By year 2025, there should be a livestock sector, which to a large extent shall be commercially run, modern and sustainable, using improved and highly productive livestock to ensure food security, improved income for the household and the nation while conserving the environment.” The mission of the livestock industry is: “To ensure that livestock resource is developed and managed sustainably for economic growth and improved human livelihoods”. The overall objective of the National Livestock Policy is to develop a competitive and more efficient livestock industry that contributes to the improvement of the well being of the people whose principal occupation and livelihood is based on

livestock. Since livestock farming is one of the major livelihood activities in Mwanza city council, contributing significantly to the people's livelihood. With diverse indigenous breed of cattle, goats, sheep, pig, and poultry as the most common dominating the industry the council is committed at adding values of livestock products through creating conducive environment for private sectors' industrial investment.

2.3.7 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 Mwanza City Council is to utilize its location advantage of being strategic to great lake countries and EAC members. This may be through attracting investors for around East African Countries and/or helping the Communities in the city access market opportunities offered by these countries. Thus, the Council needs to position itself to assist Mwanza city residents harness these opportunities.

2.3.8 Sustainable Development Goals

Following the deadline of the Millennium Development Goals (MDGs) in 2015, the UN member states had adopted global Sustainable Development Goals from 25th Septembers, 2015. The Sustainable Development Goals are the new sustainable development agenda where each goal has specific targets to be achieved over the next 15 years. Each member state has committed to achieve 17 goals and 69 Targets by 2030 deadline. Therefore, Mwanza City Council strategic plan shall serve as one of the national vehicles to realizing the goals as it also deserves the global and national support in that Endeavour. The Sustainable Development Goals which Mwanza City Council should contribute to achieve in long term are summarized below.

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Goal 4: Ensure inclusive and quality education for all and promote lifelong learning

Goal 5: Achieve gender equality and empower all women and girls

Goal 6: Ensure access to water and sanitation for all

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation

Goal 10: Reduce inequality within and among countries

Goal 11: Make cities inclusive, safe, resilient and sustainable

Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Goal 16: Promote just, peaceful and inclusive societies

Goal 17: Revitalize the global partnership for sustainable development

2.3.9 Agenda 2063: The Africa We Want

The 24th African Union Assembly held in January 2015, adopted a continental plan for the next fifty years, to ensure transformation and sustainable development for future generations through Agenda 2063. Agenda 2063 is a 50 year strategic aspirations that African Union states committed to achieve by 2063. The African states have rededicated themselves to the enduring Pan African vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.” As a Vision and an Action Plan, this integration agenda is the blue-print that will guide the ongoing transformation of Africa. It is a call for action to all segments of African society to work together to build a prosperous and united Africa based on shared values and a common destiny. The aspirations reflect the desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth, boys and girls are realized, and with freedom from fear, disease and want.

Africa is self-confident in its identity, heritage, culture and shared values and as a strong, united and influential partner on the global stage making its contribution to peace, human progress, peaceful co-existence and welfare. Africa is confident that has the capability to realise her full potential in development, culture and peace and to establish flourishing, inclusive and prosperous societies. Thus, commit to act together towards achieving the following aspirations:

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

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

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

Aspiration 4: A peaceful and secure Africa

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

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

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

All these issues are part and parcel of the core business of the Mwanza City 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 Strength Weaknesses Opportunities and Challenges (SWOC) Analysis

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

2.4.1 Strength

- Availability of electronic devices for revenue collection
- Availability of activated council website
- Adherence to open government partnership (OGP)

- Availability of strategic areas for investment
- Availability of multidisciplinary staffs.
- Availability of well established working infrastructure
- Availability of investment properties such as Halls, Markets and Bus Stands
- Good management of solid wastes

2.4.2 Weaknesses

- Shortage of working facilities such as cars, computers, laptops
- Delays of promotions
- Poor management of file movements
- Delays of disbursement of funds for facilitating planned activities
- Untimely response to public queries/concerns
- Late attendance of some staffs
- Weak budget performance
- Poor institutionalized system of record keeping
- Delayed procurement process
- Delays in responding auditing queries
- Un updated City Council strategic planning for a long time.
- Unfair distribution of financial resource
- Misuse of council assets
- Less response to department priority
- Inadequate own source fund to meet demand for council
- Poor implementation of budget
- Poor dissemination of information among staffs
- Lack of seriousness during budget session
- Low awareness creation to community members on contribution to the development projects
- Inability of some staffs to cope with change of technology

2.4.3 Opportunities

- Location for Mwanza City Council being a hub (co.. centre for business for East Africa)
- Availability of Lake Victoria is an attraction for industries tourism, transportation
- Strategic location of Mwanza city on a gate way to great lakes countries
- Availability of information technology and communication system (Lawson)
- Availability of academic institutions such as CBE, SAUT, IRDP, IFM
- Presence of private sector providers in various sectors.
- Good collaboration with development partners
- Availability of tourism attraction such as Saanane Island
- Good relations with sister Cities such as Wurzburg, Tampere
- Availability of modern dumping site
- Construction of modern abattoir

2.4.4 Challenges

- Inadequate of fund resource
- Delays of disbursement of funds from central government
- Political interference and conflict
- Shortage of staffs
- Unwillingness of some community members to pay tax
- Inadequate of social infrastructures
- Income poverty
- Unplanned settlements
- Lack of control of ownership of revenue sources
- Ad hock activities and directives from higher level
- High rate of immigrants from neighbor regions

2.5 Stakeholders Analysis

Mwanza City Council has heterogeneous stakeholders with varied interest, perceptions, expectations, capacity. Therefore, priorities basic premise behind stakeholders' analysis for the city Council was that different groups have different concerns, capacities and interests. Therefore this need to be explicitly understood and recognized in the process of problem identification, objective setting, target formulation and strategy selection. Stakeholders analysis in Mwanza city 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 ultimate aim being to help maximize the socio- economic development of all stakeholders. Stakeholders' analysis result for Mwanza City Council is provided in the matrix below.

Table 10: Stakeholders' analysis matrix

No.	Name of Stakeholders	Service delivered to stakeholders	Expectation of Stakeholders	Potential Impact if expectation is not met	Rank H=High, M= Medium and L=Low
1.	Councils	Provision of allowance Technical assistance Information on various issue Capacity building	To meet demand of the community To remain in power Improved livelihood of the community To be provided in statutory right They expect to see value for money They are going to be against the organization Un conducive working condition among the technocratic staffs Failure in the implementation of development	There will mistrust and loss legitimacy between council and the community To loss the position during election	High

No.	Name of Stakeholders	Service delivered to stakeholders	Expectation of Stakeholders	Potential Impact if expectation is not met	Rank H=High, M= Medium and L=Low
			projects Recognition		
2.	Financial institutions(NBM, NBC,CRDB,POST BENK, EXAM BANK, BOA BANK, EQUITY BANK,AZANIA BANK)	Provision conducive environment for business It provide link with the community to access loan	Profit maximization To acquire customers Peace and harmony for investment	To remove the investment Decrease foreign direct investment	High
3.	Community members	Social service	Delivered improved social serve Improved livelihood	Miss first of the council Poverty creation	High
4.	The media	To deliver information	Transparent in giving information	They tarnish the image of the council	High
6.	NGO's	Registration service Provision of working permit	Good working environment	Withdrawn of the project	Low
7.	CBO'S	Registration Collaboration Technical and financial support	Conducive working environment Maximum profit	Collapse Lack of trust	Medium
8.	FBO'S (Faith Base Organization)	Collaboration	Recognition and collaboration	Failure in provision of service in the community	Medium
9.	Religion institution	Collaboration Recognition	Maximum collaboration	Absence peace and harmony Failure in implementation of development project	High
10.	Central government	Coordinating directive from central government Implementing of directive	Obedient Adhere to guidelines rule and regulation Value for money of development project which the fund	Accountability Reduced amount of fund disbursed	High
11.	Council employees	Conducive working environment	Condition working environment	Loss of morally Poor service delivery to community	High
12.	Social security fund organizations (PSPF, LAPF)	Provision of members	More contribution of members Provide timely contribution	The loss of benefit	High

No.	Name of Stakeholders	Service delivered to stakeholders	Expectation of Stakeholders	Potential Impact if expectation is not met	Rank H=High, M= Medium and L=Low
13.	Supplier	Tenders	To win more tender Profit maximization	Poor service delivery	High
14.	Utility agencies	costumers	Maximum collaboration Timely paid	Withdrawn service provision	High
15.	Influential people	Recognition	To be recognition	They hamper the development	
16.	International agency	Collaboration Acceptance Good working environment Relevant	Maximum support Adherence with their conditions	withdrawn	High
17.	Sister Cities	Recognition Acceptance of project trusts	maximum collaboration faithfulness	withdrawn	Medium
18.	Business community	providence working environment license training	Conducting environment for business	collapse lack of revenue	High
19.	Mtaa chairperson	recognition training (capacity building) information	maximum collaboration recognition	Loss of morally with will contribute to failure in implement project Lack of peace and security	High

2.6 Core Values

The implementation of strategic plan for Mwanza city council shall be guided by 6 major core values that constitute what the council values most. The formulated core values shall lead the city council staff and individuals to believe that some objectives are legitimate or correct and that others are illegitimate or wrong. They will stand as prerequisite guiding principles for effective and efficient service delivery in the council.

(i) Team work spirit

Mwanza city council should manage itself through participatory style, involving its internal and external stakeholders in decision making processes. Should work in team to increase effectiveness and efficiency. All staff and members organizations put their personal agendas and interests aside to save their needs of its organizational needs and those customers and clients.

(ii) Transparent and accountability

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

(iii) Professionalism, competence and innovations

Mwanza City council staff should take in mind that knowledge will never be complete and this can be realized through collaborative and continuous learning from other organisations and institutions. The council should foster creativity that fosters inventiveness among staff for the development of the community. The council should come up with interventions that strive to bring about long term change to the entire community.

(iv) Recognition of the employees' contributions

The city council should recognize and appreciate all staff with outstanding performance in service delivery to community members. There should be fair treatment among staff in promotion and praise awards.

(v) Fairness, equity and Customer focused

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

(vi) Corruption free zone

All staff should provide services with maximum integrity, truthful, sincere, fair and consistent in all dealings, acknowledge the persons dignity, and be thoughtful of people's needs and supporting them in ways that protect their ways and self A esteem/dignity. Spending time and energy and to ensure that people are well served, avoid corruption practices

CHAPTER THREE

PERFORMANCE REVIEW ON THE IMPLEMENTATION OF 2009/2010-2013/2014 STRATEGIC PLAN

3.1 Introduction

Performance review involved a critical assessment of the implementation of the previous strategic plan to measure outcome or impacts and longer term consequences of the interventions. For the period 2011/2012 to 2015/2016 Mwanza City 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. Review processes employed number of documentary review including the city council quarterly performance review reports, annual progress reports and midterm review reports. The performance review report is summarised below.

3.1 Major Achievements

3.2.1 *Achievement in Human Resources and Administration*

- ✓ 2050 staffs trained on HIV/AIDS
- ✓ Number of infected staffs decreased
- ✓ 400 staff trained
- ✓ 800 of staffs provided with annual leaves
- ✓ 2 biometric machines installed
- ✓ 45 staffs recruited
- ✓ 70 CMT meeting settled
- ✓ 25% have been provided with special diet assistance.
- ✓ 1 seminar conducted to group.
- ✓ 75% have attended the training and seminar
- ✓ Employees respond to rule and regulation

3.2.2 *Achievements in Health Sector*

- ✓ Availability of medicines, medical equipment and diagnostic supplies in health facilities increased from 65% to 75% by 2016
- ✓ Maternal Mortality rate has reduced to 251/100,000 although the target was not met (250/100,000)
- ✓ Infant mortality rate has dropped from 32/1000 (2011) to 24/1000 (2016) though the target was not achieved
- ✓ Under-five mortality rate has dropped from 22/1000 (2011) to 14/1000 (2016) though the target was not achieved
- ✓ New HIV infections has reduced from 4.7% (2011) to 4.5% (2016)
- ✓ Availability of human resource for health has increased from 69% (2011) to 76% (2016)

3.2.3 *Achievements in Agriculture Irrigation and Cooperatives*

- ✓ 264 farmers trained on cereal processing technology
- ✓ Installation of 6 cereals milling machines for 6 farmers group for value addition
- ✓ 198 farmers trained on horticultural production technology
- ✓ 1 water pump for irrigation purchased

- ✓ 6 Farmers Field School (FFS) established and strengthened in 4 wards
- ✓ 428 farmers trained on climate change and irrigation water management
- ✓ 362 people provided goods services of food, blankets and mattresses

3.2.4 *Achievements in Livestock Development and Fisheries*

- ✓ One abattoir has been rehabilitated it is 90% completed
- ✓ Vaccination of dogs against rabies, chicken against New castle diseases have been done
- ✓ 500 Livestock keepers have been trained on livestock management skills

3.2.5 *Achievements in Water Sector*

- ✓ Access of affordable, safe and clean water improved from 42% of the year 2010 to 60.9% of the year 2017
- ✓ Water supply networks increased to 26.5km up to June 2017 from 0km by June 2010 to 46.76km by June 2017 of the rural areas.
- ✓ Water dropping points increased from 29 of the year 2010 to 81 of the year 2017.
- ✓ Water supply services to schools (secondary and primary) improved from 70 of the year 2010 to 97 of the 2017.
- ✓ Water supply services to healthy institutes (Dispensary and healthy centers) improved from 8 of the 2010 to 14 of the 2017.
- ✓ Conduct meeting with Village general assembly.

3.2.6 *Achievements in Primary Education*

- ✓ Number of STD one student enrollment increased from 9,961 2009 to 10,707 in 2017
- ✓ The classrooms increased from in 654 2010 to 978 in 2017
- ✓ The Pit latrine ratio increased from 621 the year 2010 to 769 the year 2015
- ✓ Desks increased from 9,197 the year 2010 to 12,203 in the year 2015

3.2.7 *Achievements in Secondary Education*

- ✓ Enrollment rate decreased from 6,061 in 2011 to 5,377 in 2015
- ✓ Number of schools increased from 22 in 2010 to 30 in 2015
- ✓ Number of science laboratory increased from 12 in 2010 to 22 in 2015
- ✓ Classroom student ratio reduced from 1: 106 in 2010 to 1:86 in 2015

3.2.8 *Achievements in Community Development Gender Youth and Children*

3.2.9 *Achievements in Urban Planning, Land and Natural Resource*

- ✓ No tree seedlings were raised at City tree nursery
- ✓ Statutory benefits were provided to staff at least to 50%
- ✓ Awareness seminars and incentives regarding HIV/AIDS have been conducted by 60%
- ✓ staffs have attended several capacity building seminars basing on their professional by 75
- ✓ 300 Title deeds has been prepared from 12 wards
- ✓ Survey and mapping section supervision has been improved by 50% through purchasing of modern referential GPS and cabinets for keeping survey drawings
- ✓ Human settlement in planned areas increased to 77% through surveying 18,000 plots
- ✓ 25% of the Government and Public properties has been surveyed

- ✓ Statutory benefits were provided to staff at least to 50%
- ✓ Valuation of all Mwanza City Council Asset has been done successfully

3.2.10 *Achievements in Environment and Solid Waste Management*

- ✓ 16 wards provided with cleaning and waste collection services by June 2017
- ✓ 96,561 (74%) tones of Solid waste collected by June 2017
- ✓ 2,846 (2%) tones of generated waste diverted by June 2017
- ✓ 235 street litter bins provided in roads, business centre, institution, bus stands, city parks by June 2017
- ✓ 4 basic sanitary landfill infrastructure constructed by June 2017
- ✓ SWM allocated budget from Council Own Source Revenue was Tshs. 1,765, 561,992 (16%) by June 2017
- ✓ 8 CBO's supported in cleaning and solid waste management services delivery by June 2017
- ✓ 38 waste skip provided in 18 collection points by June 2017

3.2.11 *Achievements in Information, Communication, Technology and Public Relations*

- ✓ Awareness of HIV/AIDS increased for 70% among ICT and Public Relations staff
- ✓ The offices are at least equipped with important working tools includes two computers, printer, two laptops and PoS. machines and also the offices are well internet connected
- ✓ Only Three staff from ICT and Public Relations unit attended seminar to build their personal capacity
- ✓ The City Fm radio was able to operate though it faces some challenges includes being burned by TCRA due to interference with Aeronautical Communication at the Mwanza Airport.
- ✓ Four special programs and adverts were prepared and aired on four Television and two radio stations concerning various government directives and policies by June 2017
- ✓ No payment done for professional board Engineers and Government Communication Officers (TAGCO for the 3staff unit
- ✓ Very few promotional materials like Newsletters, Fliers and brochure prepared by June 2017
- ✓ The Unit was able to conduct a more than 10 press releases and invites journalists to share different achievements and clarifications on different issues to the media by June 2017

3.2.12 *Achievements in Internal Audit issues*

- ✓ Audit at council level conducted by 100%
- ✓ Audit at lower level (wards, schools and health facilities) not conducted by 100%
- ✓ Statutory meeting of audit committee conducted by 100%
- ✓ Training to audit committee members not conducted by 100%
- ✓ Audit at council level conducted by 100%
- ✓ Audit at lower level (wards, schools and health facilities) not conducted by 100%
- ✓ Statutory meeting of audit committee conducted by 100%
- ✓ Training to audit committee members not conducted by 100%
- ✓ Office equipments such as Desktop computers, printer, laptop and furniture procured.
- ✓ Office consumables procured by 100%.
- ✓ Employment benefits to internal audit staff provided by 100%
- ✓ 2 Internal audit staff attended long-term courses (master's degree) at recognized higher learning institution.
- ✓ 6 internal audit staffs attended short professional courses on auditing.

- ✓ 1 Motor vehicle for internal audit unit not procured

3.2.13 *Achievements in Legal issues*

- ✓ 6 ceremonial dresses were purchased.
- ✓ 26 Service areas were provided with the Security.
- ✓ 11 by-laws were reviewed, enacted and gazetted.
- ✓ Members of all 18 wards tribunals within the council have been trained by 2016/2017.
- ✓ Working tools such as stationeries were supplied to all 18 ward tribunal within the council

3.2.14 *Achievements in Beekeeping*

- ✓ New 6 beekeeping groups were formed compared to 1group that was available in 2012.
- ✓ The number of individual beekeepers increased from 7 to 28
- ✓ The use of modern beehives increased from 38 to 406, while the use of traditional beehives decreased from 36 to 18.
- ✓ Honey and wax production has increased from 136Kgs to 420Kgs and 15Kgs to 70Kgs respectively

3.2.15 *Achievements in Finance and Trade*

- ✓ 35 staff trained equivalent to 76%
- ✓ 40 staff trained equivalent to 87%
- ✓ 98% of targeted revenue were collected
- ✓ 27Accountants , 2 Accounts assistants and 3 trade officers provided
- ✓ statutory employment benefits
- ✓ 30 Accountants, 4 Accounts assistants and 6 trade officers were trained as per training plan
- ✓ 90% of Financial statements are generated from the system
- ✓ 11,500 business license issued
- ✓ Upgrading of EPICOR 9.05 to 10 done, PO-RALG is in the process of integrating the system to councils. EPICOR 10 will be able to link LGRCIS and EPICOR

3.2.16 *Achievements in Election*

- ✓ Statutory benefits were provided to staff at least to 50%

3.2.17 *Achievements in Procumbent Management Unit*

- ✓ Preparation of Annual Procurement Plan (APP), General Procurement Notice (GPN) for internal use and PPRA as a guide tool for procurement process
- ✓ Keeping Procurement records
- ✓ Facilitation of PMU meetings in tender opening, evaluation and recommendation of awards
- ✓ Preparations of Advertisement and tenders.
- ✓ Office operations and management structure improved.
- ✓ PMU office is at least equipped with important working tools such as Printers, Desktop computers, Photocopy machine
- ✓ 3 PMU staff attended PPRA seminar and training on PPA, 2011 & its regulations 2013
- ✓ Facilitation of Annual leave to 2 PMU Staff
- ✓ 1 PMU staff was awarded a Prize for being Best Worker
- ✓ Facilitation of 8 Tender Board meeting in making decision and approval of awards of tender
- ✓ Improved and strengthen council services delivery

- ✓ Enhanced transparency, integrity and accountability in the conduct of Procurement processes
- ✓ Supply of condoms to PMU Section staffs in order to achieve the ABC (Abstain, Be careful & use of Condom) as a strategy of reducing HIV/AIDS Infections

3.2.18 *Achievements in Information Communication Technology and Public Relation*

- ✓ Ant corruption strategy were implemented for 70%
- ✓ The offices are at least equipped with important working tools includes two computers, printer, two laptops and PoS. machines and also the offices are well internet connected.
- ✓ Only Three staff from ICT and Public Relations unit attended seminar to build their personal capacity
- ✓ Ant corruption strategy were implemented for 70%
- ✓ The offices are at least equipped with important working tools includes two computers, printer, two laptops and PoS. machines and also the offices are well internet connected.
- ✓ Only Three staff from ICT and Public Relations unit attended seminar to build their personal capacity

3.2.19 *Achievements in Economic Planning, Statistics and Monitoring*

- ✓ Availability of National M&E guidelines
- ✓ Monitoring and supervision of all development project done every quarter each of a financial year.
- ✓ Participation of different stakeholders in the Planning process.
- ✓ Involvement of Community participation through O& OD in Identifying their priority during Planning and Budgeting process each Financial year.
- ✓ Supervision of all development project done by Management and Finance committee every quarter and reporting to full Council
- ✓ The Igogo, Mahina, Mhandu, Butimba, Nyegezi, Mkolani, Buhongwa and Kishiri Markets with total number of 194 tables and 453 shops constructed

3.2 Major Constraints

- ✓ Re allocation of funds
- ✓ Shortage of funds to training 4379 staffs.
- ✓ Shortage of resources and funds
- ✓ Employment permit delayed
- ✓ Government Employee reviewing(ghost workers and certificates)
- ✓ Lack of commitment
- ✓ Selfishness and greedy to some of employees.
- ✓ Lack of enough knowledge about corruption to the community
- ✓ Although there was an increase in availability of medicines, medical equipment and diagnostic supplies in health facilities but the target was not met due to inadequate fund.
- ✓ Inadequate fund for implementation of some interventions (FP, BEmOC, CEmOC)
- ✓ Inadequate fund for implementation of some interventions (safe and clean delivery, Kangaroo mother care and exclusive breast feeding for the first six months)
- ✓ Inadequate fund for implementation of some interventions including immunization, IMCI and nutrition
- ✓ Low community sensitization on behavioral change and low supply condoms
- ✓ Low capacity of some CBO's and Private companies in terms of capital and technical know-how to deliver intended services
- ✓ Inadequate infrastructure to support CBO's to undertake cleaning and waste collection service

- ✓ High generation of solid waste and new streams of waste Low community practices on material resources use and recovery
- ✓ Political interference
- ✓ Poor enforcement of Bylaw
- ✓ Low capacity of some CBO's in terms of capital and technical know-how to deliver intended services.
- ✓ Lack of skills for maintenance and periodic service of milling machines
- ✓ Lack of skills for maintenance and periodic service of water pump
- ✓ Drought condition affected implementation
- ✓ Droughty condition affected agricultural activities
- ✓ Lack of reliable Transport
- ✓ In adequate number of staff.
- ✓ Directives from other authorities such as Internal auditor Genera
- ✓ Lack of transport.
- ✓ Lack of enough fund to meet the demands of the ward tribunals
- ✓ 19 uniforms for Auxiliary Police Officers were not purchased due to lack of fund.
- ✓ Some of the revenue sources like property tax was shifted to TRA before the by law was approved by the Minister.
- ✓ Lack of security equipments such Flashlights, Radio
- ✓ Lack of adequate skills and knowledge in quality controls of bee products
- ✓ Low production of honey and wax due to lack of appropriate technology
- ✓ Loss of suitable areas for beekeeping due to anthropogenic activities
- ✓ Inadequate marketing of bee products due to lack of information
- ✓ Lack of technical skills on value addition of bees products
- ✓ Shortage of staff (There is only one Beekeeping Officer)
- ✓ Insufficient funding of beekeeping activities
- ✓ Lack of transport facilities for extension services
- ✓ PMU Staffs not trained on sexual transmitted Diseases/ Infections due to Shortage of fund
- ✓ Shortage of fund for facilitators in order to conduct stakeholders meeting for integration of corruption prevention strategies
- ✓ Management & Political Interference/ Influence in the Procurement Process
- ✓ Inadequate Fund allocated for all PMU staff to attend PPRA & PSPTB seminar/workshop & training
- ✓ Shortage of classrooms
- ✓ Lack of enough teaching and learning materials
- ✓ Poor performance of standard seven examinations,
- ✓ Early marriage, dropout, others engaged in child labor

CHAPTER FOUR

THE PLAN

4.0 Vision

To be an economic hub with conducive environment for investment and provision of high quality services for sustainable development by 2025

4.2 Mission

To create enabling environment for investment and provide high quality service through efficient utilization of available resource for sustainable development of the community

4.3 Strategic Objectives

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

4.4 Strategic Plan Matrix

4.4.1 Strategic Objective 1

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

4.4.1.1 Result Area: Human Resources and Administration

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Diet to 25 HIV /AIDS infected staffs provided by June 2021	Mobilize fund Allocate budget	Number of infected staffs provided with diet.
	HIV and AIDS awareness to 4379 staffs created by June 2021	Mobilize fund Allocate budget	Number of HIV and AIDS infection reduced
		Provide Training and seminar to employee	Number of staffs attained the training and seminar.

Strategic Objective	Targets	Strategies	Performance Indicators
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Capacity building on awareness on war against corruption created to 4379 staffs by June 2021	Allocate budget Provide Training and seminar	number of trained staffs
	5000 brochures' o corruption issues printed and distributed by June 2021.	Use of Public Private Partnership (PPP) Mobilize Community	Number of brochures printed and distributed
	Leave allowances schedule for 4379 staffs provided by June 2021	Allocate Budget	Number of staffs paid for their annual leaves.
	21 biometric machine installed in 21 offices by June 2021	Allocate Budget	Number of biometric machine installed
	794 new staffs Recruited by June 2021	Allocate Budget Recategorize staff from lower to higher position	Number of new employees recruited
	165 Mtaa Offices constructed by June 2021	Allocate Budget Mobilize funds Mobilize community members to contribute	Number of Mtaa office constructed
	6 Ward office constructed by June 2021	Allocate Budget Mobilize funds Mobilize community members to contribute	Number of ward offices constructed
	19 Offices provided with modern working tools by June 2021	Allocate Budget	Number offices provided with modern working tools
	Promotion to 8500 staffs provided by June 2021	Allocate Budget	Number of promoted employee.
	13 Heads of Department Houses Constructed by June 2021	Allocate Budget	Number Heads of Department houses constructed
	18 offices Renovated by June 2021	Allocate Budget Mobilize community members to	Number office renovated.

Strategic Objective	Targets	Strategies	Performance Indicators
		contribute	
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	4379 Staffs trained on Good Governance by June 2021	Provide long term training and workshops. Facilitate short courses Provide on job training	Number of staff attended short courses, training and on job training.

4.4.2 Strategic Objective 2

A. Services Improved and HIV/AIDS Infections Reduced

C. Access to Quality and Equitable Social Services Delivery Improved

F. Social Welfare, Gender and Community Empowerment Improved

4.4.2.1 Result Area: Health

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Availability of medicines, medical equipment and diagnostic supplies in health facilities increased from 75% to 80% by 2020	Mobilize financial resources for procurement of drugs and medical supplies	Percentage of availability of medicines, medical equipment and diagnostic supplies increased
	1 X –ray Machine provided for Nyamagana district hospital by 2020	Mobilize of financial resources for procurement of x-ray Machine	x-ray machine procured
	Maternal mortality rate reduced from 251/100,000 - 240/100,000 by June 2020	Strengthen health intervention including family planning, safe and clean delivery, Comprehensive post abortal care	Maternal mortality rate reduced
	Infant mortality rate reduced from 24/1000 - 15/1000 by June 2020	Strengthen health intervention including safe and clean delivery, Kangaroo mother care and exclusive breast feeding for the first six months	Infant mortality rate reduced
	Under-five mortality rate reduced from 14/1000 - 10/1000	Strengthen health intervention including immunization, IMCI	Under five mortality rate reduced

Strategic Objective	Targets	Strategies	Performance Indicators
	June 2020	and nutrition.	
C. Access to Quality and Equitable Social Services Delivery Improved	Availability of human resource for health increased from 76% to 90% by June 2020	Recruit of health care providers.	Number of health care providers recruited
	TB cure rate increased from 84% to 95% by June 2020	Increase follow-up of TB defaulters	Percentage of TB cases cured
	Prevalence of Malaria cases reduced from 13.2% to 9% by June 2020	Promote the use of LLIN and larviciding, and proper management of malaria cases.	Malaria prevalence rate
	Increased capacity of management diabetes, hypertension, oral condition, mental health illness and complication due to injuries/fractures reduced from 3.6% to 2% by June 2020	Equip health facilities for management of non communicable disease and conduct community sensitization	Percentage of non communicable diseases cases reduced
	Availability of health centers increased from 2 to 10 by June 2020	Mobilize of financial resources for construction of health centres.	Number of health centers constructed
	Delivery units increased from 0 to 8 units by June 2020	Mobilize financial resources for construction of delivery units	Number of delivery units constructed
	Laboratory rooms increased from 5 to 10 rooms by June 2020	Mobilize financial resources for construction of laboratory rooms	Number of laboratory rooms constructed
	Enrollment of CHF members increased from 3% to 30% by June 2020	Community Sensitization	Number of CHF members enrolled
	Number of vehicles increased from 2 to 4 by June 2020.	Mobilize financial resources for procurement of vehicles	Number of vehicles procured.
A. Services Improved and HIV/AIDS Infections Reduced	New HIV infections reduced from 4.5% to 3% and AIDS by June	Strengthen health intervention including Cancelling and	Percentage of HIV infections reduced

Strategic Objective	Targets	Strategies	Performance Indicators
	2020	testing (VCT, PMTCT and PITC, Early infant diagnosis of HIV Promotion of condom use,	
F. Social Welfare, Gender and Community Empowerment Improved	Reduced number of child marriages from 15 cases to 0 by June 2020	Facilitate community dialogues on perception of violence and harmful practices. Engage police force and other stakeholders to respond sensitively and appropriately to the women and children who are victims of violence	Number of children marriage cases reduced
	Increased parenting skills to parents and other care givers from 08 ward to 18 wards by 2020	Strengthen sensitization sessions through Media Integrate parenting education in existing community resource centers. Create awareness to domestic workers, caregivers and families. Conduct visits to families and communities groups Sensitize on positive	Number of wards trained

Strategic Objective	Targets	Strategies	Performance Indicators
F. Social Welfare, Gender and Community Empowerment Improved	Reduced number child abuse from 100 to 20 by June 2020	<p data-bbox="810 226 932 262">parenting.</p> <p data-bbox="810 296 1057 716">Train front line workers (Social Welfare Officers, Police, health workers, Teachers, Magistrates, Anti-Human Trafficking Officers) on their specialized technical packages</p> <p data-bbox="810 743 1040 947">Strengthen and institutionalize child helpline and available referral mechanism</p> <p data-bbox="810 974 1029 1220">Scale up one stop centers to provide holistic and quality response services for survivors of violence.</p> <p data-bbox="810 1247 1057 1367">Establish retention homes for children in conflict with the law</p> <p data-bbox="810 1394 1045 1724">Allocate separate and equipped social welfare offices to ensure quality provision of social welfare services for victims/survivors of VAWC.</p> <p data-bbox="810 1751 1029 1894">Develop, translate and disseminate simplified guide on</p>	Number of cases of child abuse reduced

Strategic Objective	Targets	Strategies	Performance Indicators
		<p>referral, guidance and counseling for duty bearers on VAWC</p> <p>Recruit and capacitate fit person to provide emergency alternative care</p>	
F. Social Welfare, Gender and Community Empowerment Improved	Increased knowledge on life skills and reproductive health, child protection for Child Protection Teams, MVCCs, students and teachers from 10 wards to 18 wards by 2020	<p>Advocate for the LGA, CSOs, FBOs and private sector to provide shelter, scholastic materials, food, and clothing to MVCs and sanitary towels to girls from the most vulnerable families.</p> <p>Review, integrate and orient children on VAC and reproductive health issues in school club learning materials</p>	Number of wards trained
	Number of street children reduced from 1314 to 600 by June 2010	<p>Identification of street children (head count).</p> <p>Resources mobilization to support scholastic materials for street children to school</p> <p>Reunification and reintegration of street children back</p>	Number of street children reduced

Strategic Objective	Targets	Strategies	Performance Indicators
		to families. Inspection of children's home	
F. Social Welfare, Gender and Community Empowerment Improved	Increased number of elderly people provided with identity card the medical care exemption from 5398 to 7490 by June 2020	Ensure vulnerable aged people and children identified, supported and enrolled in pre-payment, exemptions and waivers schemes	Number of aged people provided with ID cards increased

4.4.3 Strategic Objective 3

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

4.4.3.1 Result Area: Livestock and Fisheries Development

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Awareness on HIV/AIDS infection created to 33 staff.	Provide prevention and control of HIV/AIDS	Number of HIV/AIDS cases reduced
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness creation on ant-corruption created to 33 staff by 2021 Reduce ant-corruption	Provide education on ant-Corruption issues Motivating staff	Number of anti-corruption cases reduced
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Reduced livestock disease outbreak from 100% to 0% by 2021	Vaccinate livestock Impose quarantine of livestock	Percentage decrease of infected livestock
	Milk production increased from 1,525 to 2,200 liters per cow per year	Provide improved dairy bulls or Artificial Insemination	Quantity of milk produced
	Egg production	Provide improved	Number of eggs produced

Strategic Objective	Targets	Strategies	Performance Indicators
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	increased from 60 to 100 per chicken per year by 2021	cockerels	
	Growth rate of piglets increased from 250gram to 275gram per day by 2021	Provide pig husbandry skills	Growth rate recorded
	Cattle death rate reduced from 10% to 0 by 2021	Control ticks	Reduction of death rate
	11 Livestock Staff employed by 2021	Recruit livestock staff	Number of livestock and fisheries staff recruited
	Leptospirosis in dogs decreased from 20% to 0 by 2021	Vaccinate dogs	Cases of leptospirosis diseases in dogs decreased
	5 Co-management groups and community trained by 2021	Provide training	Number of management group formed
	Illegal fishing reduced from 50 reported annually cases to 0 by 2021	Prevent illegal fishing	Number of illegal fishing reduced
	formalized 2 landing site by 2021	Formalized landing sites	Number of land sites formed
	10 Wards trained on fish farming by 2021	Provide training	Number of fish farmers trained

4.4.4 Strategic Objective 4

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

4.4.4.1 Result Area: Economic Planning, Statistics and Monitoring

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Working facilities for 11 Economic, Planning, Statistics and Monitoring department staff available by June,2021	Procure and Maintain Computers, Tables, Chairs, Coloured printers, 2 car, and Scanner	No of computers, Tables, Chairs, Coloured Printers and Scanners procured.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Economist and Statistician Capacitated on the new methods of M&E and data analysis skill to meet the dynamic complex computer programs by June,2021	Short and Long courses training provided to Economist and Statistician, Procure project and data analysis tools and software.	No of short and long courses training attended
	Council data bank established by June,2021	Allocate fund to facilitate data collection, analysis and dissemination of information Create awareness Receive training on data collection, analysis software	Availability of quality data Bank
	Quality of Council Plans and Budget increased from 75% to 100% by June,2021	Regular training to Budget officers Distribute Budget Guidelines to all departments and unit.	% Of quality for plans and Budget
H. Local Economic Development Coordination Enhanced	Eleven Investment projects designed and implemented by June,2021	Mobilize Private Investors to participate in investment issues. Sensitize community on good Investment modalities like Public Private Partnership, city bonds to community Mobilize Fund	No. of Investment Projects established

4.4.5 Strategic Objective 5

C. Access to Quality and Equitable Social Services Delivery Improved

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

G. Management of Natural Resources and Environment Enhanced and Sustained

4.4.5.1 Result Area: Solid Waste Management and Environment

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	Cleaning and solid waste management services provided in 18 wards by June 2020	Develop Sustainable Solutions to address Solid Waste Management through Promoting Community – Based Approach, Public Private Partnership (PPP)	Number of wards provided with cleaning and solid waste management services
	Solid waste collection increased from 92,517 (71%) to 110,456 metric tons (85%) by June 2020	Improve infrastructure and service quality.	Tones of solid waste collected and disposed at disposal facility
	Generated plastics, paper, glass, cardboard and scraps waste diverted increased from 2% to 20% by June 2021	Promote waste minimization , separation and 4R's	Tones of solid waste diverted from generated wastes
	70 skip pads provided for smooth loading and offloading of waste skips by June 2020	Allocate fund	Number of skip pads
	600 (three in one) liter bins of 120 litres storage capacity provided in 50 roads located at Central Business District by 2021	Allocate fund	Number of liter bins provided
	20 non- tipping trailers of six tons storage capacity provided in markets by 2021	Allocate fund	Number of trailers provided
	20 cages of two tons capacity for waste segregation provided by 2021	Allocate fund	Number cages provided

Strategic Objective	Targets	Strategies	Performance Indicators
	80 waste skip of four tons storage capacity provided by 2021	Allocate fund	Number of waste skips provided
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Sanitary landfill basic infrastructure increased from 4 to 7 by 2021	Allocate fund	Number of basic infrastructure constructed
	Solid waste management budget allocation increased from 16% to 20% by June 2021.	Allocate fund	Percentage spent in SWM
	Community sensitization programs implemented in 18 wards and 175 mitaa by 2021	IEC promotion, community meetings, WDCs, School environmental clubs	IEC materials disseminated, number of meetings conducted, number of environmental clubs
	28 technical staff capacitated on integrated solid waste management technologies by 2021	Capacity building to technical staff	Number of technical staff trained
	Collaborative integrated solid waste management projects increased from 2 to 5 by 2021	Develop and implement SWM projects	Number of projects implemented
	Local youth and women groups engaged in Community – Based Solid Waste Management Approach increased from 0 to 10 by 2021	Engagement of youth and women groups in SWM	Number of youth and women groups engaged in Community Based SWM Approach
	36 Community Groups engaged in littering control as City sheriffs at ward level by 2021	Enforcement of environmental laws, bylaws and regulations	Number of Community Groups engaged in littering control
G. Management of Natural Resources and Environment Enhanced and Sustained	1 Environmental education section for community behavioral change formulated by June 2018	Recruitment of staff	Number of staff recruited and capacitated
	10 Environment	IEC promotion,	Number of environment

Strategic Objective	Targets	Strategies	Performance Indicators
	continuity education programs designed and implemented by June 2021	community meetings, WDCs, School environmental clubs	education programs implemented
	Mirongo River cleanness operations increased from 1 to 2 cycles annually by 2021	Maintain cleaning and debris removal	Number of cleanness operations implemented

4.4.6 Strategic Objective 6

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.6.1 Result Area: Water

Strategic Objective	Targets	Strategies	Performance Indicators
C: Access, quality and equitable social services delivery improved.	Population with access to clean, safe and affordable water increased from 60.9% to 80% by June, 2021.	Construct new water projects. Rehabilitate/extension of existing water projects.	Percentage of population with access to clean, safe and affordable water.
	COWSOs established and strengthened by June, 2021.	Train village council. Conduct meeting with Village general assembly.	Number of COWSOS Established
	5 water projects monitored and evaluated by CWST by June, 2021	Train DWST Enable members in supervision of water projects. Conduct meeting for monitoring and evaluation.	Number of water projects monitored and evaluated

4.4.7 Strategic Objective 7

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.7.1 Result Area: Primary Education

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	1808 Teachers Houses in 80 Primary Schools constructed by June 2021	Mobilize fund, Sensitize community	Number of Teachers houses constructed

Strategic Objective	Targets	Strategies	Performance Indicators
	950 classrooms in 80 Primary schools constructed by June 2021	Mobilize fund, Sensitize community	Number of classrooms constructed
C. Access to Quality and Equitable Social Services Delivery Improved	10,000 trees planted in 92 School by 2021	Sensitize community to Plant trees	Number of tree planted
	Conducive learning and working environment for Adult Units in 18 Wards improved by June 2021	Mobilize fund Create awareness	Number of Adults Student enrolled
	3 Special Need Education Units centers constructed by June 2021	Mobilize fund	Number of Special Need Education centers constructed
	Sports and Games play ground constructed in 80 primary schools by June 2021	Mobilize fund	Number of sports facilities constructed
	Standard Seven Pass Rate in National Examinations increased from 83% up to 90% by June 2021	Sensitize community Mobilize fund	% increase in pass rate
	Standard Four Pass Rate in National Examinations increased from 86% up to 100% by June 2021	Sensitize community Mobilize fund.	% increase in pass rate

4.4.8 Strategic Objective 8

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

4.4.8.1 Result Area: Secondary Education

Strategic objectives	Target	Strategies	Performance indicator
C. Access to Quality and Equitable Social Services Delivery Improved	9,032 students' chairs and 10,345 students' tables fabricated by 2021	Mobilize Fund rising from educational stakeholders Mobilize Parents and Donors contributions Set budget for fabrication of students' tables and chairs from Mwanza City Council own source.	Number of students' chairs and tables fabricated
	221 science teachers recruited by 2021	Deploy science teachers recruited by central Government.	Number of teachers employed and posted to schools
	882 teachers' chairs and 950 teachers' tables fabricated by 2021	Mobilize Fund rising from educational stakeholders Mobilize Parents and Donors contributions Set budget for fabrication of students' tables and chairs from Mwanza City Council own source.	Number of teachers' chairs and tables fabricated
	City Education Fund established by 2018	Set budget for City education fund from Mwanza City Council own source. Mobilize Fund rising from educational stakeholders Mobilize Parents and Donors contributions	City Education Fund established
	1470 teachers trained by 2021	Conduct regular teachers in-service	Number of teachers trained.

Strategic objectives	Target	Strategies	Performance indicator
		<p>training on competence based curriculum at district level.</p> <p>Encourage teachers' subject clubs to be formed at district level</p> <p>Establish teachers' education forum.</p>	<p>Number of teachers' subject clubs formed</p> <p>Teachers' education forum established</p>
C. Access to Quality and Equitable Social Services Delivery Improved	Form four examination results performance increase from 72% to 90% by 2021	<p>Mobilize all education stakeholders to be responsible in all the process of students' performance.</p> <p>Frequently reminding teachers' their core functions to all students under their care</p> <p>To have students' moral capital building toward excellent academic performance</p>	<p>Number of students in National Examination performance</p> <p>Number of moral capital building days conducted</p>
	Form six examination Results performance increase from 92% to 100% by 2021	<p>Mobilize all education stakeholders to be responsible in all the process of students' performance.</p> <p>Frequently reminding teachers' their core functions to all students under their care</p> <p>To have students' moral capital building toward excellent academic performance</p>	<p>Number of students in National Examination performance</p> <p>Number of moral capital building days conducted</p>

Strategic objectives	Target	Strategies	Performance indicator
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	802 students' latrines constructed by 2021	Mobilize Fund rising from educational stakeholders Mobilize Parents and Donors contributions Set budget for fabrication of students' tables and chairs from Mwanza City Council own source.	Number of students' latrines constructed
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	1,385 teachers' house constructed by 2021	Mobilize Fund rising from educational stakeholders Mobilize Parents and Donors contributions Set budget for fabrication of students' tables and chairs from Mwanza City Council own source.	Number of teachers' house constructed
	400 classrooms constructed by 2021	Create awareness among the community, Educational stakeholders, and NGOs about contributing to classrooms Provide training to Heads of school on how to construct classrooms Mobilize Funds Set budget for fabrication of students' tables and chairs from Mwanza City Council own source.	Number of classrooms constructed

Strategic objectives	Target	Strategies	Performance indicator
	45 dormitories constructed by 2021	Mobilize Fund rising from educational stakeholders Mobilize Parents and Donors contributions Set budget for fabrication of students' tables and chairs from Mwanza City Council own source.	Number of dormitories constructed
	45 teachers' latrines constructed by 2021	Mobilize Fund rising from educational stakeholders Mobilize Parents and Donors contributions Set budget for fabrication of students' tables and chairs from Mwanza City Council own source.	Number of students' latrines constructed
E. Good Governance and Administrative Services Enhanced	Working facilities provided to 10 staffs by 2021	Plan and procure working facilities	Number of staffs provided with working facilities
	Capacity building training provided to 10 staffs by 2021	To conduct workshops and seminars by using various facilitators	Number of staffs trained

4.4.9 Strategic Objective 9

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

4.4.9.1 Result Area: Community Development Gender Youth and Children

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Mitaa Multi sectoral AIDs Committees (MMACs) formulated increased from 20 in 2016/2017 to 155 by 2021	Sensitize community	Number of MMACs formulated

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Capacity building to 18 WMACs and 175 MMACs in managing new HIV/AIDS infection in the community provided by June 2021.	Build Capacity	Number of WMACs and MMACs provided with capacity building
	Groups of People Living with HIV/AIDS (PLHIV) Increased from 28 in 2017 to 48 by June 2021	Sensitize PLHIV	Number of PLHIV groups formulated
	Increased PLHIV economic groups supported with grants from 13 in 2016/2017 to 20 PLHIV by June 2021	Persuade council management and councilors	Number of PLHIV groups supported with grants
F. Social Welfare, Gender and Community Empowerment Improved	Increased women groups issued loans from 99 to 300 by June 2021.	Pursue council management and councilors	Number of women groups issued loans
	Increased amount of loan provided to Women groups from 2,000,000 to 4,000,000 by 2021.	Pursue council management and councilors	Amount of loan provided per each group
	Education on entrepreneurship and project management knowledge and skills provided to 201 women groups by 2021.	Build Capacity	Number of women groups acquired knowledge
	Increased amount of loan repayment from total amount of Tsh.22,250,500 in October 2017 to 33,000,000 by January 2018	Sensitize women economic groups	Amount of loan repaid
	Youth groups issued loans increased from 63 to 263 by June	persuade of council management and councilors	Number of youth groups issued loan

Strategic Objective	Targets	Strategies	Performance Indicators
	2021.		
F. Social Welfare, Gender and Community Empowerment Improved	Increased amount of loan provided to Youth groups from 2,000,000 to 4,000,000 by 2021	pursued of council management and councilor	Amount of loan provided per each group
	Education on entrepreneurship and project management knowledge and skills provided to 201 women groups by 2021.	build Capacity	Number of youth groups acquired knowledge and skills
	Enrollment of women in political, social/economical and managerial position increased from 33.1 to in 2017 50% by 2021	Build capacity	Percentage of women involved in political, social/economic and Managerial position
	Increased number of CBO's registered from 158 in 2016/2017 to 300 by year 2021	Sensitize CBOs	Number of CBOs registered
C. Access to Quality and Equitable Social Services Delivery Improved	Junior Council functioning Increased from 0-18 by June 2021	Sensitize and Mobilize Junior Councils	Number of Junior council
	10 Community Development Officers provided with refresher courses by 2021	Pursue council management and councilors	Number of staff enrolled for refresher courses

4.4.10 Strategic Objective 10

A. Services Improved and HIV/AIDS Infections Reduced

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

G. Management of Natural Resources and Environment Enhanced and Sustained

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.10.1 Result Area: Works

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced.	43 works department staff capacitated on HIV/AIDS prevention by June 2021.	Training allowances to be set aside to accomplish the target.	Number of staff capacitated on HIV/AIDS prevention.

Strategic Objective	Targets	Strategies	Performance Indicators
	12 staff who has affected with HIV/AIDS facilitated to get allowance by June 2021.	Allowances to be set aside for them capacitated them.	Number staff facilitated.
A. Services Improved and HIV/AIDS Infections Reduced.	43 works department staff capacitated on HIV/AIDS prevention by June 2021.	Training allowances to be set aside to accomplish the target.	Number of staff capacitated on HIV/AIDS prevention.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	16 health centers designed and supervised by June 2021.	Computers, heavy-duty printer, drawing software (Arch CAD and Auto CAD) and printing papers (A1, A2 &A3). Supervision costs (allowance and transport cost). Training allowances for new software.	Number of health centers been constructed.
	10 staff houses, 5 administration blocks and 60 classrooms for primary schools designed and supervised by June 2021.	Computers, heavy-duty printer, drawing software (Arch CAD and Auto CAD) and printing papers (A1, A2 &A3). Supervision costs (allowance and transport cost). Training allowances for new software.	Number of staff houses, administration blocks and classrooms been constructed.
	5 staff house, 5 administration blocks and 35 classrooms for secondary schools designed and supervised by June 2021.	Computers, heavy-duty printer, drawing software (Arch CAD and Auto CAD) and printing papers (A1, A2 &A3). Supervision costs (allowance and transport cost). Training allowances for new software.	Number of staff houses, administration blocks and classrooms been constructed.
	6 WEO, 13 HoD and 165 MEO offices	Computers, heavy-duty printer, drawing	Number of offices been constructed.

Strategic Objective	Targets	Strategies	Performance Indicators
	designed and supervised by June 2021.	software (Arch CAD and Auto CAD) and printing papers (A1, A2 &A3). Supervision costs (allowance and transport cost). Training allowances for new software.	
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	500 plans scrutinize and issued building permits for private and inspection of 1000 houses within the city by June 2021	Create awareness to people and (WDC) on 18 wards on obeying the building laws and regulation to (cap 101)	Number of plans scrutinized and inspected.
	Rehabilitate urban roads from earth roads to gravel(475km) by June 2021	To carry out inventory of city roads. Construction of Tarmac roads and gravel roads.	Kilometers of Urban roads rehabilitated.
	25 staff capacitated on contract management, procurement, and the working gears purchased on donor funded projects by June 2021	Create awareness to staff through training and allowances to manage the projects funded by donors. Purchasing of working gears.	Number of staff trained and working gears purchased.
G. Management of Natural Resources and Environment Enhanced and Sustained	10 recreational centers within the City improved by June 2021.	The city council and partners maintain public parks and garden.	Recreation centers improved.
	Rock beach garden developed to be more attractive to people by June 2021.	Construct restaurants and recreational facilities at the garden.	Rock City garden developed.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	16 health centers designed and supervised by June 2021.	Computers, heavy-duty printer, drawing software (Arch CAD and Auto CAD) and printing papers (A1, A2 &A3). Supervision costs (allowance and transport cost).	Number of health centers been constructed.

Strategic Objective	Targets	Strategies	Performance Indicators
		Training allowances for new software.	
	10 staff houses, 5 administration blocks and 60 classrooms for primary schools designed and supervised by June 2021.	Computers, heavy-duty printer, drawing software (Arch CAD and Auto CAD) and printing papers (A1, A2 &A3). Supervision costs (allowance and transport cost). Training allowances for new software.	Number of staff houses, administration blocks and classrooms been constructed.
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	5 staff house, 5 administration blocks and 35 classrooms for secondary schools designed and supervised by June 2021.	Computers, heavy-duty printer, drawing software (Arch CAD and Auto CAD) and printing papers (A1, A2 &A3). Supervision costs (allowance and transport cost). Training allowances for new software.	Number of staff houses, administration blocks and classrooms been constructed.
	6 WEO, 13 HoD and 165 MEO offices designed and supervised by June 2021.	Computers, heavy-duty printer, drawing software (Arch CAD and Auto CAD) and printing papers (A1, A2 &A3). Supervision costs (allowance and transport cost). Training allowances for new software.	Number of offices been constructed.
C. Access to Quality and Equitable Social Services Delivery Improved	25 light vehicles, 16 trucks and 6 plants ensured efficient and economical running by June 2021.	To carryout timely general services and minor repairs for all vehicles, trucks and plants.	Number of vehicles and equipment ensured.
		To carry out major repair of light vehicles, trucks and plants.	Number of vehicles and equipment insured.

Strategic Objective	Targets	Strategies	Performance Indicators
		Employ 5 technicians and 15 auxiliary technicians.	Technicians and auxiliary technicians employed.

4.4.11 Strategic Objective 11

I. Emergency and Disaster Management Improved

C. Access to Quality and Equitable Social Services Delivery Improved

4.4.11.1 Result Area: Agriculture Irrigation and Cooperatives

Strategic Objective	Targets	Strategies	Performance Indicators
I. Emergency and Disaster Management Improved	500 disaster affected people supported goods services by 2020	Provide goods service	Number of people supported
C. Access to Quality and Equitable Social Services Delivery Improved	Maize and paddy production increased from 1.5 of 2015 to 2.0 tones/hectares by 2020	Provide agricultural inputs. Impart knowledge	Tones/Ha produced
	Horticultural crops production increased from 10 of 2015 to 12 tones/hectares by 2020	Provide agricultural inputs Impart knowledge	Tones/Ha produced
	2,426 farmers trained on safety use of insecticide and pesticides for insect and disease control by 2020	Train farmers Facilitate fund Facilitate stationery	Number of farmers educated
	1,268 Farmers facilitated on environmental, climate changes and irrigation water management by 2020	Facilitate the farmers Impart knowledge	Number of farmers facilitated
	Agriculture department extension workers supported with transport facilities by 2020	Procure motorcycles Procure Vehicle	Number of vehicle and motorcycle procured
	1,584 Farmers provided Extension services on land	Provide extension services Provide knowledge	Number of farmers received extension services

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery Improved	management in 12 wards by 2020		
	1,584 Farmers provided training on good crop husbandry practices by 2020	Provide training Support fund	Number of farmers trained
	200.8 Hectares potential valley for irrigation surveyed by 2020	Provide equipments	Total number of Hectares surveyed
	20 farmer groups in 4 wards educated on small scale irrigation and water management by 2020	Educate farmers groups Support irrigation equipments	Number of farmer groups educated
	4 staff of cooperative section performed Supervision ,Monitoring and Evaluation of 81 co-operative societies by ,2020	Support fund	Number of staff supported
	276 Board members from 81 cooperative society educated on cooperative skills , bylaws and policy management by 2020	Educate Board members Support fund	Number of members educated
	243 cooperative leaders in 81 cooperatives educated on cooperative management and book keeping by 2020	Educate leaders	Number of leaders educated
	4 farmer groups in 2 wards supported to promote cereals crop value addition by 2020	Support farmers	Number farmer groups supported

4.4.12 Strategic Objective 12

- 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

4.4.12.1 Result Area: Urban Planning, Land and Natural Resource

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Knowledge on HIV/AIDS prevalence and services to staff living with HIV/AIDS provided to 60 staff by June, 2021	Conduct Seminars/workshops Budget allocation	Number of staff provided with knowledge, prevalence and services
B. National Anti-Corruption Implementation Strategy Enhanced and Sustained	Knowledge on corruption provided to 60 staff by June, 2020	Conduct Seminars/workshops. Print Brochures with Anti-Corruption message	Number of reported corruption cases extinct
C. Access to Quality and Equitable Social Services Delivery Improved	6 sustainable land use plan prepared by June 2021	Budget allocation, Conduct Technical staff capacity building	Number of sustainable land use approved
	Integrated land management information system installed by June 2021	Mobilize resources required for ICT, conduct Technical capacity building for ICT staffs	Installed Land Management Information System
	Land compensation fund increased from Tsh 967,128,662 in 2017/18 to Tsh 2,891,375,986 by June 2021	Budget allocation	Compensation of land acquired paid
	Two training and sensitization workshops for each ward annually conducted by June 2021	Budget allocation, Conduct community sensitization seminars/workshops	Number of seminars /workshop conducted
	land rangers' and	Appoint technical land	New land ranger UNIT

Strategic Objective	Targets	Strategies	Performance Indicators
	building inspectors' Units established by June 2021	rangers task force	established
	600 Acres of council land bank acquired by June 2021	Budget allocation Acquire land	Number of acres acquired for land bank
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Tourism Attractions Data Base installed by June 2021	Conduct interviews with elders who remember the history,	Tourism attractions Database installed
	Six (6) Tourism packages created by 2021	Conduct staff technical capacity building , Organizing tourism stake holders meeting	Number of new tourism packages registered seminar/workshops
	Three (3) World Tourism Week Exhibitions conducted by June 2021	Mobilize Fund, Conduct Stakeholders sensitization meeting	Number of Tourism week Events Conducted
	Online Marketing and Promotion Campaign of Tourism Attractions created by 2021	Conduct Technical staff capacity building on ICT,	Number of online tourism marketing and Promotion Campaign
	Mwanza Tourism Association Operation Revived (MTA) by June 2021	Organize stakeholders meeting, Conduct Association (Mwanza Tourism Association) election	Mwanza Tourism Association (MTA) Operations Recover
E. Good Governance and Administrative Services Enhanced	Tourism Attractions Data Base installed by June 2021	Conduct interviews with elders who remember the history,	Tourism attractions Database installed
	Six (6) Tourism packages created by 2021	Conduct staff technical capacity building , Organizing tourism stake holders meeting	Number of new tourism packages registered seminar/workshops

4.4.13 Strategic Objective 13

- A. Services Improved and HIV/AIDS Infections Reduced
- B. National Anti-Corruption Implementation Strategy Enhanced and Sustained
- E. Good Governance and Administrative Services Enhanced
- H. Local Economic Development Coordination Enhanced

4.4.13.1 Result Area: Information Communication and Public Relations

Strategic Objective	Targets	Strategies	Performance Indicators
A. Services Improved and HIV/AIDS Infections Reduced	Awareness on HIV/AIDS at working place provided to 8 staff by June 2021	provide in-house training to ICT and PR unit staff on HIV/AIDS Including HIV/AIDS issues as an agenda to unit meetings by inviting an expert to talk about HIV/AIDS Provide statutory benefits and conducive working environment for the people who are HIV/AIDS infected Introduce the radio program on City FM radio which will be special for HIV/AIDS issues	Number of ICT and PR staff provided awareness on HIV/AIDS
A. Services Improved and HIV/AIDS Infections Reduced	Awareness on Ant-corruption strategy provided to 8 staff at working place by June 2021	Conduct stakeholders meetings for integration of corruption prevention strategies Promote ant-corruption among ICT and PR unit staff Including Ant-corruption issues as an agenda to unit meetings by inviting an expert to talk about HIV/AIDS Motivate staff and create a conducive working environment	Number of ICT and PR staff provided awareness on Ant-corruption

Strategic Objective	Targets	Strategies	Performance Indicators
		to the staff Introduce the radio program on City FM radio which will be special for HIV/AIDS issues	
E. Good Governance and Administrative Services Enhanced	Eight ICT&PR staff trained on selected ICT and Public Relations Technical skill conducted by June 2021	Provide training	Number of ICT&PR staff trained
E. Good Governance and Administrative Services Enhanced	20 awareness events created to the general public on various activities by June 2021	Organize 20 events based on creating awareness concerning various policies and activities of Local Government particularly Mwanza City Council Produce 5000 copies per each promotion materials includes brochures, fliers, and newsletters Advertise using different media channels	Number of awareness events created among Mwanza City Council stakeholders
H. Local Economic Development Coordination Enhanced	Relationship with sister cities increased from three to six by June 2021	Interact with stakeholders	Relationship with sister cities increased from four to six
	Relationship with three existing sister cities maintained by 2021	Organize various meetings with stakeholders Interact with stakeholders	Relationship with sister cities maintained
	Working environment to 8 staffs provided by June 2021	Office equipped with tools Support staff	Number of office equipments and staff supported
	ICT infrastructure in 19 departments/units	Provide and maintain ICT	Number of Departments/units

Strategic Objective	Targets	Strategies	Performance Indicators
	maintained and equipped by June 2021	infrastructure continuously Install Local Area Networking system	maintained and equipped with infrastructure
	19 departments/units provided with Communication systems and services by June 2021	Maintain and connect communication system in 19 departments/units	Number of Departments/units connected with communication system
	18 wards and 175 mitaa provided with notice boards by June 2021	Procure and distribute notice boards to all wards and Mitaa	Number of wards and Mitaa provided with notice boards
H. Local Economic Development Coordination Enhanced	Routine updates of council website by June 2021	Update Information concerning investment areas Tourism	Frequency of updating information in the website
	8 stake holders linked with council website by June 2021	Interact with important stake holders Sign memorandum of understanding	Number of stakeholders linked with Mwanza City council website
	Training on ICT skills provided to 19 Departments / units by June 2021	Train staff	Number of Departments/units trained on ICT skills
	City Fm Radio operations facilitated by June 2021	Purchase modern and advanced facilities 'as per TCRA directives and registering City Fm radio	City Fm radio well operated
	ICT and Public Relations unit operations facilitated by June 2021	Purchase various working tools includes three laptops, PoS machines, modern camera, and tape recorders, OB VAN Machine and other office consumables	Availability of working tools in ICT &PR offices

4.4.14 Strategic Objective 14

E. Good Governance and Administrative Services Enhanced

4.4.14.1 Result Area: Election

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	363,455 people capacitated with civic education by June, 2021	Conduct radio/TV programmes on civic education, Conduct Mtaa meetings	Number of people reached
	15 by elections of Mtaa leader posts filled by June, 2021	Conduct by - elections	Number of Vacant posts filled
	175 Mtaa Chairpersons elected by June 2021	Conduct Local Government Authority elections	Number of Mtaa chairpersons
E. Good Governance and Administrative Services Enhanced	431,787 Eligible Voters in the council elections registered by June, 2021	Mobilize funds to enable registration, Sensitize community to enable eligible voters to register	Number of eligible voters registered
	215 Employees of Mwanza City Council involved in elections provided with remunerations by June 2021	Mobilize funds	Allowances given
	520 Supervisory visits for election activities conducted by June, 2021	Mobilize Funds to enable supervision	Progress reports developed.
	363,455 people capacitated with civic education by June, 2021	Conduct radio/TV programmes on civic education, Conduct Mtaa meetings	Number of people reached
	15 by elections of Mtaa leader posts filled by June, 2021	Conduct by - elections	Number of Vacant posts filled

4.4.15 Strategic Objective 15

A. Services Improved and HIV/AIDS Infections Reduced

B. National Anti-Corruption Implementation Strategy Enhanced and Sustained

E. Good Governance and Administrative Services Enhanced

4.4.15.1 Result Area: Procurement Management Unit

Strategic Objective	Targets	Strategies	Performance Indicators
A: Services Improved and HIV/AIDS Infections Reduced	Awareness on HIV/AIDS at working place provided annually to 10PMU staff by June 2021	Train on sexual transmitted Infections & education on the use of condoms to PMU staffs Distribute condoms to PMU Section staffs	Number of PMU staff provided awareness on HIV/AIDS
B: National Anti-Corruption Implementation Strategy Enhanced and Sustained	Awareness on Anti-Corruption Strategy at working Place provided to 10PMU staff by June 2021	Conduct one-day training on petty and grand corruption to all PMU staffs Improve and strengthen council services delivery Foster Transparency, integrity and accountability in the conduct of public affairs	Number of PMU staff provided awareness on Anti-Corruption Strategy
E: Good Governance and Administrative Services Enhanced	Social welfare provided to 10 PMU by June 2021	Facilitate HPMU and 9 PMU staffs with statutory allowance and inceptives Facilitate HPMU for electricity bill, house rent and house appliance Provide Gift and Prize to PMU Best Workers	Number of PMU staff provided with Social welfare
	Public Procurement Acts & Regulations adhered by 10 PMU staff by June 2021	Prepare advertisement tender documents as per template provided by PPRA Prepare and	Number of PMU staff adhere with Public Procurement Acts & Regulations

Strategic Objective	Targets	Strategies	Performance Indicators
E: Good Governance and Administrative Services Enhanced		disseminate monthly, quarterly and annually procurement reports Facilitate good preparation of annual budget, Annual procurement plan Conduct 4 Tender board meeting and 24 opening meeting Facilitate preparation of Annual Procurement Plan, GPN Improve record keeping facilities Facilitate of PMU meetings & Tender Opening Committees	
	Awareness on procurement procedures provided to 10 PMU Staff, 6 Tender Board members, 19 Head of Departments and Sections by June 2021	Facilitate short and long courses training to 4 PMU staffs Conduct five days training to 10 PMU on Public Procurement Act 2011 and its Regulations 2013, and Public Procurement (Amendment) Act, 2016 Conduct five days training to 19 heads of department and section on Public Procurement Act 2011 and its Regulations 2013, and Public Procurement (Amendment) Act, 2016	Number of PMU staff, Tender Board members and Head of Departments and Sections provided awareness on procurement procedures

Strategic Objective	Targets	Strategies	Performance Indicators
	Conducive working environmental to 10 PMU staff provided by 2021	Build the capacity of PMU Create a conducive working environment Allocate fund. Leave roaster schedule to be preparation Facilitate Annual leave to 10 PMU Staff Provide medical expenses, Burial expenses and leave allowances	Number of staff went for leave and Medical treatment reports for staff members
	1 Store/Warehouse, Shelves and Pallets Constructed by 2021	Allocate fund	Number of stores, shelves and Pallets constructed.

4.4.16 Strategic Objective 16

G. Management of Natural Resources and Environment Enhanced and Sustained

4.4.16.1 Result Area: Beekeeping

Strategic Objective	Targets	Strategies	Performance Indicators
G. Management of Natural Resources and Environment Enhanced and Sustained	Production of honey and wax increased from 420Kgs to 620Kgs and 70 to 120 Kgs respectively by 2020	Provide knowledge and skills to Beekeepers	Kgs of honey and wax produced
	Stingless beekeeping practiced by 25 groups by 2020	Formulate beekeeping groups Provide stingless bees	Number of groups facilitated
	25 beekeeping groups provided with modern beehives by 2020	Provide modern beehives Impart knowledge	Number of groups provided with modern beehives
	120 beekeepers provided with protective gears by 2020	Provide protective gears Impart knowledge and skills	Number of beekeepers provided with protective gears

	120 beekeepers educated on honey and wax quality controls by 2020	Provide education Provide packing materials	Number of beekeepers received education
	100 honey and wax sellers trained on value addition by 2020	Provide trainings Identify honey and wax sellers	Number of honey and wax sellers trained
	1 beekeeping cooperative society established by 2020	Formulate cooperative society Impart knowledge Register cooperative society	Number of beekeeping cooperative society formed
	Beekeeping Unit supported with 2 motorcycles by 2020	Procure motorcycles	Number of motor vehicles procured
	2 Beekeeping Officers recruited by 2020	Recruit new Beekeeping Officers	Number of new staff employed

4.4.17 Strategic Objective 17

E. Good Governance and Administrative Services Enhanced

4.4.17.1 Result Area: Legal and Security

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	Number of cases facing the council reduced from 86 to 20 by 2021	Insure all Contractor's/Supplier's claims against the Council are timely settled. Early settlement of disputes out of Court. Advise the Urban Planning department to comply with the laws relating to land acquisition.	Number of cases reduced.
	108 Ward Tribunal Members trained on their Jurisdiction by 2021	Conduct Seminars to Ward Tribunal Members. Conduct periodic visits to the Ward Tribunals and discuss challenges facing them.	Number of Tribunal members trained.
	Regulations/Guideline	Formulate	Availability of

Strategic Objective	Targets	Strategies	Performance Indicators
	s on implementation of Ward Tribunal Activities provided to 18 Ward Tribunals by 2021	Regulations/Guidelines on implementation of Ward Tribunal activities.	Regulations/Guidelines on implementation of Ward Tribunal activities.
E. Good Governance and Administrative Services Enhanced	18 Ward Tribunal Members Trained on adherence to morals of their work by 2021	Conduct seminars to the Ward Tribunal Members on the ethics of their work and consequences of non adherence.	Number of Tribunal members trained.
	18 Wards imputed with the knowledge of the liability of every Citizen to adhere to the City by-laws by 2021.	Conduct Seminars to the Mtaa Officers on their role to persuade people on their area of jurisdiction to adhere to the City by-laws. Prepare brochures which specify City by-laws and explain the importance of adhering to the same without force. Give the knowledge on the importance of adhering to the law without force through televisions and radios.	Number of Wards imputed with the knowledge.
	Working gears provided to 19 Auxiliary Police by 2021	Budget within the activities to be performed. Prioritize the basic needs of the council.	Number of Auxiliary Police provided with working gears
E. Good Governance and Administrative Services Enhanced	20 Auxiliary Police recruited by 2021	Include the target on the upcoming budget	Number of Auxiliary Police recruited.
	18 Ward Tribunal's Secretary recruited by 2021	Include the target on the upcoming budget	Number of Ward Tribunal's Secretary recruited.
	18 Ward Executive	Conduct short	Number of Ward Executive

Strategic Objective	Targets	Strategies	Performance Indicators
	Officers, 175 Mtaa executive Officers, 175 Mtaa chairpersons and 18 Community Development Officers Capacitated on Various City by-laws by 2021	training course to 18 Ward Executive Officers and 175 Mtaa executive Officers, 175 Mtaa chairpersons and 18 Community Development Officer on the City by-laws. Prepare and circulate to the public brochures which indicates list of City by-laws and their application. Produce and supply copies of by-laws to 18 Ward Executive Officers, 175 Mtaa executive Officers, 175 Mtaa chairpersons and 18 Community Development Officers	Officers, Mtaa executive Officers, Mtaa Chairpersons and Community Development Officers Capacitated on Various City by-laws
E. Good Governance and Administrative Services Enhanced	Awareness created to all stakeholders in airing their views towards the process of enacting by-laws by 2021	Conduct seminars to the stakeholders on the importance of giving their Views during law making process. Publish new proposed by-laws and the need of the same to accommodate people's views.	Number of Stakeholders imputed with the knowledge.
	Number of seminars/training for legal section staff increased from 2 to 10 by 2021	Insure participation of Staff to the conducted professional seminars. Increase the budgeted amount for	Number of Seminal/training conducted.

Strategic Objective	Targets	Strategies	Performance Indicators
		Seminars and Professional meetings on the upcoming budget.	

4.4.18 Strategic Objective 18

E. Good Governance and Administrative Services Enhanced

4.4.18.1 Result Area: Internal Audit

Strategic Objective	Targets	Strategies	Performance Indicators
E. Good Governance and Administrative Services Enhanced	6 staffs of Internal audit unit provided with Working facilities by 2021.	Plan and procure working facilities	Number of staffs provided with working facilities
E. Good Governance and Administrative Services Enhanced	Support from 13 departments and 6 units provided to internal audit unit annually by 2021	Elimination of negative attitudes towards Internal Audit unit functions Create awareness to Head of departments on importance of Internal Audit unit to our organizations and effects for being unrecognized Prepare a Quarterly Reports towards improvements or weakness on Internal audit queries and documents responses to the Department concerned Use consultations for anomalies noted for every quarter to reduce repetitions of audit quarries. Conduct training to internal auditors on how to communicate effectively with the client.	Number of departments and units supported Internal audit unit
	13 departments and 5	Mobilization of	Number of departments and

Strategic Objective	Targets	Strategies	Performance Indicators
	units reviewed and capacitated with internal controls by 2021	Resources Test effectiveness and adequate of internal control provide training on Internal control to 13 departments and 5 units Recommend on instituting and improving internal controls	Units Reviewed and capacitated with Internal controls
E. Good Governance and Administrative Services Enhanced	6 staffs of internal audit unit Capacitated on professional development by 2021	Conduct training on professional development Mobilize finance for the training	Number of staffs of Internal audit Unit capacitated on professional development
	143 staffs from Health facilities, primary and secondary schools and wards capacitated on Record keeping, project and contract management by 2021	Create awareness to lower level on Accountability and record keeping on books of Accounts through training. Review work done from lower level by give them recommendations and advice.	Number of staffs capacitated on Record keeping, project and contract management
	1 Computerized Software for auditing procured by 2021	Mobilize resources for the software Plan and procure Software	Number of software for auditing procured

4.4.19 Strategic Objective 19

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: Finance and Trade

Strategic Objective	Targets	Strategies	Performance Indicators
C. Access to Quality and Equitable Social Services Delivery	Actual own source revenue collection increased from 10.6	Educate tax-payers on voluntary compliance to pay	Actual own source revenue collected increased

Strategic Objective	Targets	Strategies	Performance Indicators
Improved	billion to 20 billion by 2021	taxes, levies and fees. Procure tools and equipments. Recruit competent revenue collectors. Create new sources of revenue given available opportunities. Utilize revenue potentials.	
	35 Accountants,4 Accounts assistants and 6 trade officers provided statutory employment benefits by 2021	Set aside enough budgets for claims settlement. Prepare Schedule for settlement of claims.	Number of Accountants, Accounts assistants and trade officers provided statutory employment benefits
	35 Accountants,4 Accounts assistants and 6 trade officers Trained as per training plan	Prepare employees training plan	Number of Accountants, Accounts assistants and trade officers trained
D. Quality and Quantity of Socio-Economic Services and Infrastructure Increased	Financial statements generated from EPICOR system timely prepared annually by 2021	Post Assets, receivables and payables data to EPICOR system. Build capacity to final accounts section personnel	Number of financial statements generated from EPICOR system
	Business license issued increased from 11,500 to 20,000 by 2021	Make close supervision to Businessmen. Train businessmen on the necessity of having license	Number of business licenses issued
	LGRCIS and EPICOR systems Linked by the year 2021	Make Advise to PO-RALG for systems link/integration	Number of Systems linked
	5 markets facilities rehabilitated by the year 2021	Rehabilitate the markets	Number of markets rehabilitated
	4 Markets facilities for	Use of Public Private	Number of Markets

Strategic Objective	Targets	Strategies	Performance Indicators
	petty traders (Machinga) constructed by 2021	Partnership in construction of markets. Use loan facilities for market's construction.	constructed

CHAPTER FIVE

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

5.1 Plan Implementation

The implementation of Mwanza City Council's strategic plan 2016/2017 - 2020/2021 shall be under the control of the City Director who is the custodian of this plan. The City Director shall 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 respective statutory authorities with regards to the strategic plan implementation and its overall performance. For the successful coordination of all Result Areas, the Economic 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 Plan activities that shall derive from respective targets and included in the Medium Term Expenditure Framework for annual costing and implementation.

5.2 Plan Monitoring

Monitoring for Mwanza City 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 planned 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 City 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 Mwanza City Council Community including the City Management Team and the Full Council. Presentations shall be made to make sure that table 12 shall guide the format of the progress reports.

Table 11: 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 City 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.

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

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

During evaluation, performance indicators or evidence that shows the extent 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 City 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 12: 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 Economic 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 13: 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 Economic 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 Economic 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 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 14: External Reporting Plan

S/No.	Type of Report	Recipient	Frequency	Responsible
1.	Council CCM Manifesto Implementation Report	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	Annually	Head of department responsible for

S/No.	Type of Report	Recipient	Frequency	Responsible
		Government ,CAG		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